

APPLICATION OF THE DESIGN THINKING METHOD TO DETERMINING MARKETING STRATEGY IN TEEFEES COLLECTIONS

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ABSTRACT

Keywords:

Design thinking, Marketing strategy, Fashion sub-sector

This research was conducted in response to the rapid growth of the fashion industry subsector, intense business competition, and the impact of the COVID-19 pandemic on businesses in the fashion industry. Teepees Collection is one of the fashion businesses in Manado, focusing on selling fashion products. They sell not only clothing products but also other accessory products. However, the Teepees Collection faced challenges such as declining sales, lack of engagement on social media, unattractive packaging design, and suboptimal marketing division performance. Design thinking was used as the method of approach in this research, consisting of five stages: empathize, define, ideate, prototype, and test. The goal of this research was to formulate marketing strategies using the design thinking method to increase sales for the Teepees Collection. This research used qualitative methods for data collection by interviewing both internal and external stakeholders of Teepees Collection. The findings provided recommendations regarding new packaging designs, promotional strategies such as Upload and Get Discount (UGD), e-card membership, mixed bundling, and discounts on special days. Moreover, this research also provided content planning for Instagram. It is also recommended for Teepees Collection's marketing division to take marketing training.

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1. INTRODUCTION

The state of the fashion industry in Indonesian e-commerce is still the prima donna compared to other products. According to the Katadata Insight Center (KIC) and Kredivo survey in 2020, there was an increase in the number of transactions purchasing fashion products through e-commerce, which reached 22% of total online shopping throughout 2022. This figure made fashion products the category with the highest number of transactions among other products sold online. In the second and third positions, health and beauty products, as well as credit and vouchers, have the same transaction percentage, which is 14%. Purchasing household appliances also contributes around 11% of all transactions on e-commerce platforms. Purchases of tools or devices account for around 8% of all transactions in e-commerce. Meanwhile, sports products, toys, hobbies and food have a similar proportion, which is around 7% of total transactions. Other products account for around one to five percent of all transactions (Katadata, 2021).

The potential of the textile industry, especially fashion, is one of the priorities of the Indonesian government. The textile and apparel product sector is one of several sectors that are prioritized in the Making Indonesia 4.0 program based on a statement by the Indonesian Minister of Industry, Agus Gumiwang Kartasasmita. According to Agus, this field has a high level of importance and must continue to be developed in an effort to encourage industrial progress in Indonesia. In 2020, this sector recorded an export performance of US\$ 10.62 billion, contributing 6.76% to the GDP of the non-oil and gas processing industry (Kontan, 2021).

The textile and apparel industry in Indonesia has experienced a significant increase in growth. In the second quarter of 2022, the performance of this sector experienced growth per quarter (q on q) of IDR 35,170,000,000,000, or around 13.74%. This indicates a significant recovery compared to the previous year. In semester 1 of 2022 (year on year), the annual growth of the textile and apparel industry sector only reached IDR 30,920,000,000,000. Thus, this positive growth shows a significant improvement compared to the negative performance that occurred in 2021 and 2020, which were affected by the Covid-19 pandemic (Indonesian data, 2022). This also indicates that the fashion industry has good prospects and the growth of the textile industry, especially the fashion business in Indonesia, can make

competition in the fashion industry even tighter. Because there are more and more clothing industries, there is less and less difference between one industry and another in terms of product and service differentiation as well as price competition with competitors that is getting bigger. One of the difficult challenges in product differentiation is the complexity of differentiation between industries, namely how a company's products can be differentiated from other competitors' products to create uniqueness that can increase productivity and become a market leader in their field (Sugiat et al., 2020).

Competition from these competitors has affected the sales of the Teepees Collection, which has been declining in recent years. Teepees Collection, which is a brand from Manado, has experienced a decline in revenue over the past year due to marketing aspects that have not been carried out properly. These aspects include product support such as unattractive packaging so that customers are not interested in buying. Then the decline in social media engagement caused by the slowness of products or content being published on social platforms media and lack of interaction with customers. Because social media has become a platform that is widely used by businesses to engage in various marketing activities which include advertising, establishing relationships with customers, managing customer relationships, and facilitating internal communication among staff (Prasetio et al., 2022). Thus, this study aims to formulate a marketing strategy that uses the five stages of the design thinking method which include, empathize, define, ideate, prototype, and testing, according to the approach described by Plattner (2010), in order to increase sales. By applying a design thinking approach, you can generate ideas and practical solutions to overcome existing challenges, as stated by (Alfatiha & Sukoco, 2021). The selection of the design thinking method has a main feature that is not on critical analysis, but on the creative process where the most unexpected ideas can produce better solutions for certain problems (Hatammimi & Andini, 2022).

Literature Review

Design Thinking

Design thinking is a human-based approach that aims to generate creative ideas and effective business models with a focus on the needs of people, the basic concept behind design thinking is applying the methods and approaches commonly used by designers in developing innovations (which is the meaning of the word "design"), while carrying out a systematic analysis based on facts about the feasibility and economic sustainability of the innovation which is the meaning of the word "thinking") as done by a researcher (Müller-roterberg, 2020:9). Meanwhile, according to Rosyda (2020) design thinking refers to an approach that combines analytical thinking, creative thinking, and practical skills to overcome challenges creatively and across disciplines in solving problems. In the design thinking method, there are five stages or processes that allow us to obtain innovative results. This stage aims to explore user needs and find out the perfect product specifications to meet those needs (Plattner, 2010). For more details, it is explained according to Doorley et al (2018) below:

- a. Empathize
Empathize is the foundation of human-centered design. Empathy is very important in design thinking because it helps ensure that the final product or service will be user-centric and will meet the needs of the intended audience. In the empathy stage, you can use tools empathy mapping, according to Bratsberg (2012:15) empathy mapping is an approach that focuses on human experience, which aims to understand other individuals by seeing the world from the user's perspective.
- b. Define
After conducting empathy mapping by collecting the data that has been obtained, the next step is to identify the problems experienced by users by categorizing the data obtained into groups. The steps to be carried out in determining this problem are using user need statements and how-might-we (HMW). A user need statement, also often referred to as a problem statement or point of view statement, is the main tool in the define stage in design thinking and can help align various points of view before moving on to the ideation stage which consists of user+need+insight (Gibbons, 2019).
- c. Idea
The ideas phase is an important part of the design thinking process because it allows designers to be open-minded and explore possibilities, rather than being limited by preconceived ideas or thoughts.
- d. Prototype

In the prototype stage, the solution will be translated into a tangible form and various user scenarios will be selected. This process starts with sketching the product flow, then translating it into a more realistic visual form.

e. Test

The testing phase is an opportunity to gather feedback, refine solutions, and continue to learn about users. This test stage uses user testing which involves several parties, both internal and external, in the process. User Testing is a process involving end users and customers to test and evaluate products, features or prototypes (Nababan, 2020).

Strategy

Strategy according to George Steiner in Rachmat (2014: 2), is a method used to achieve certain goals. Strategy involves long-term planning involving important activities required in order to meet predetermined goals. Meanwhile, according to Jauch & Glueck in Akdon (2012: 13), strategy is explained as a plan that is comprehensive, integrated, and combines the strategic advantages of the organization with the challenges faced in the environment. The plan is designed to ensure that the organization can achieve its main objectives through proper implementation.

Marketing

According to Stanton (1985:7), marketing can be explained as a system that involves various business activities with the aim of planning, determining prices, promoting, and distributing goods and services to meet the needs of existing customers and prospective buyers. On the other hand, Kotler (1985:5) explains that marketing is a process of social and managerial interaction that allows individuals and groups to obtain goods and services according to their needs and desires. This process involves creating, developing, and purchasing products that provide value to consumers. Capability in marketing has a very important role in the growth of a business, therefore business actors need to have high innovation and creativity that not only focus on the quality of their products but also on marketing aspects (Aulia & Fitria, 2019).

Marketing strategy

According to Assauri (2012: 168), a marketing strategy is a set of goals, policies, and rules that provide direction for a company's marketing efforts from time to time. This strategy includes multiple levels and references and resource allocation. The marketing strategy is also the company's response to environmental changes and ever-changing competitive conditions. Meanwhile, according to Rusdi (2019), marketing strategy can be interpreted as a series of company programs that aim to determine target markets and satisfy consumers through a combination of elements of the marketing mix (marketing mix) such as product, distribution, promotion and price. Overall, the successful development of a company is strongly influenced by the marketing strategy adopted by the company. However, success also depends on accurate analysis and observation of factors that can influence marketing strategy (Rambe & Aslami, 2022).

Framework

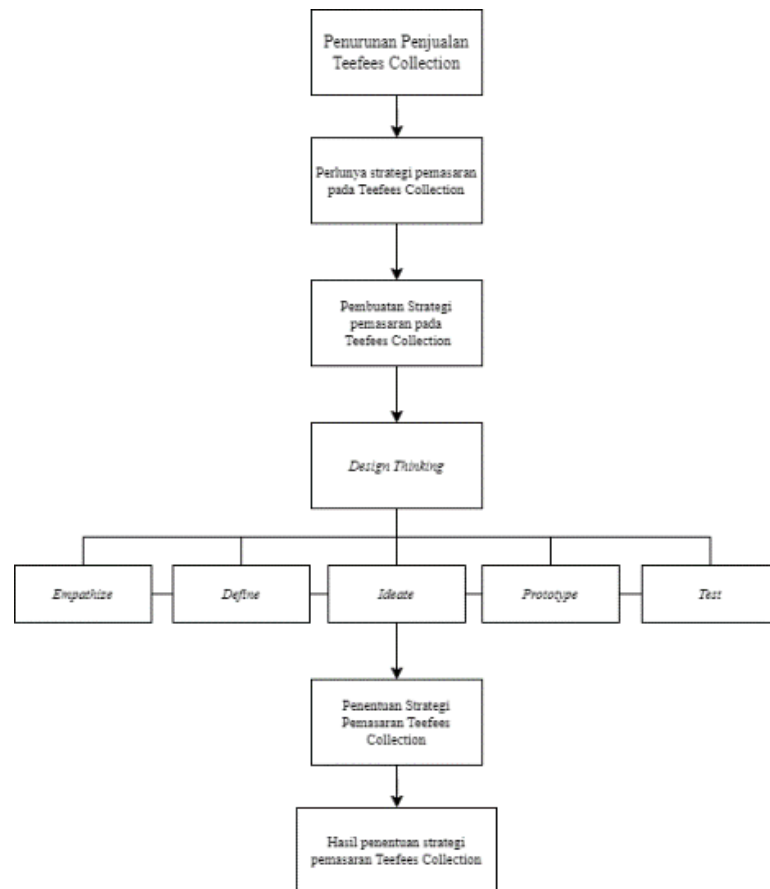


Figure 1 Thinking Framework

2. METHOD

Research Characteristics

The research method used in this study is a qualitative method which is often called the naturalistic research method because it is carried out in natural conditions (Sugiyono, 2018: 37). This research uses a descriptive approach which aims to collect data systematically and accurately about the characteristics of a particular population or region by paying attention to related symptoms, facts, or events (Sugiyono, 2018: 38).

This study uses an in-depth interview strategy. According to Esterberg (in Sugiyono, 2018: 384), an interview can be interpreted as a meeting between two people who aim to share information and ideas through a question-and-answer process. Through this interaction, it is hoped that a deeper understanding of a specific topic will be formed. There is no intervention data based on the participation of researchers in the study. Therefore, the authors do not manipulate data in any form. Based on the research background, this research is non-contrived because this research is carried out in a normal environment that usually occurs or can also be called natural research (Indrawati, 2015: 118).

Data collection technique

According to Sugiyono (2018: 375), data collection is a very important stage in research because the main purpose of research is to collect data. Secondary data was obtained from various literatures such as previous research, news sites, and surveys conducted by related agencies or institutions. Meanwhile, primary data was obtained through interviews with Teepees Collection internal and external parties. The sampling technique in this study used purposive sampling, which requires researchers to select participants who meet certain criteria according to the research objectives (Sugiyono, 2018: 368).

Data analysis technique

First, reducing data, according to Sugiyono (2018: 406) the data reduction process involves sensitive thinking skills that require intelligence, broad insight, and the ability to analyze in depth. In this study the authors first collected data related to the design thinking approach and marketing strategy of the Teepees Collection. Furthermore, according to Miles and Huberman (in Sugiyono, 2018: 408),

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b. External Party Empathy Map Results

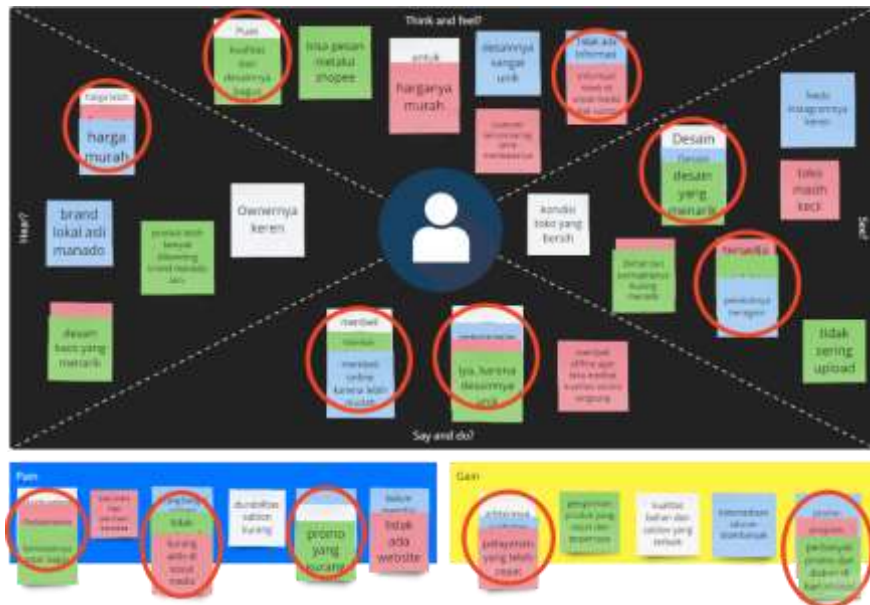


Figure 3. External Party Empathy Map

Based on Figure 3 the validity of the external empathy map, several findings were obtained. In the " See " aspect, users expect an attractive product design and a wide variety. In the " Hear " aspect, they wanted affordable prices. In the " Think and feel " aspect, users say that they think the product quality and design is good, the price is affordable, but there are problems in stock management. In the " Say and do " aspect, users tend to share their experiences on social media and prefer to buy online because it is more practical. In the " Pain " aspect, users express dissatisfaction with unattractive packaging, lack of publicity on social media, and lack of promos and discounts. On the other hand, in the " gain " aspect, they value good customer service and want an increase in the number and types of promos and discounts offered. These findings can be used as a reference for the Teepees Collection for the define and ideate stages.

Define

The next step, the data and information obtained at the empathize stage is analyzed and concluded so that the main problems that must be solved can be identified. In the process of determining this problem, the user need statement and how-might-we (HMW) formulas are used to help formulate the problem clearly and define opportunities for solutions that can be pursued. To see it can be observed in Table 1 below.

Table 1. Point of View Define

Users	Teepees Collection.
Needs	Design attractive packaging, add more promotions, be more active on social media, improve divisional performance so that it is more optimal.
Insights	Increase sales turnover and retain regular customers
How Might We	How can we create attractive and unique packaging? How can we make promotions and discounts more attractive? How can we be more active on social media, especially on Instagram? How can we improve the performance of the marketing division to increase sales?

Idea

The Ideate phase is the next step after the define phase in the research process. In the Ideate phase, researchers carry out a brainstorming process to produce relevant ideas. The results of the brainstorming are then described in the form of a mind map. From the mind map produced, there are four important needs that are used as a reference in designing marketing strategies in this study. These needs include making attractive packaging, adding promos and discounts, more active publication activities on

Instagram, and increasing division performance that is not yet optimal. After that, the process of selecting and prioritizing ideas is carried out using the " Now Wow How Matrix " method. The ideas generated during brainstorming are divided into three quadrants namely " How", "Now ", and " Wow ". To see the idea selection matrix can be observed in Figure 4 below.

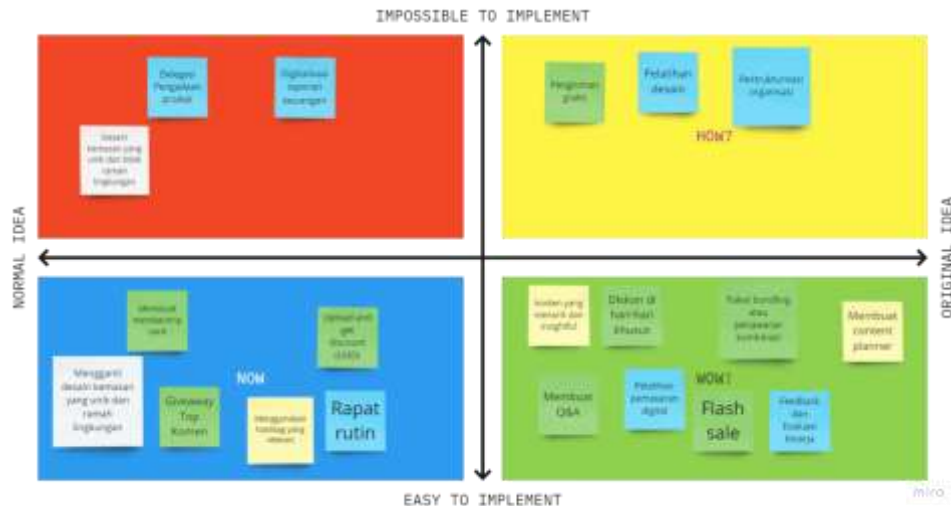


Figure 4. Idea Selection Matrix

As shown in Figure 4, there are several solutions found according to the problems in the Teefees Collection but which will continue to the prototype stage. The selected idea is in the column now and wow matrix. Which is an idea that is easy to implement and is a priority now to do on the Teefees Collection.

Prototype

1. Packaging Design

Prototype involved creating a packaging design that used eco-friendly and recyclable cardboard. This packaging design includes the Teefees Collection brand identity, including an attractive logo and design. The purpose of this design is to increase the aesthetic value of the product, make it easier for consumers to choose and use the product, and increase the attractiveness of the product on social media. This packaging design change can be observed in the following Figure 5.



Figure 5. Packaging Design Changes

2. Promotion Strategy

The second problem is to deal with customer desires for promotion on social media, Teefees Collection is recommended to implement five solutions. These solutions include membership, upload and get discount (UGD), top comment giveaway, mixed bundling, and discounts on special days. The following describes the five strategies:

- Membership e-cards
Membership card is a special privilege for customers with a minimum purchase of Rp. 300,000. Benefits include special discounts, exclusive promotions, and access to the latest products.

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Customer identity such as E-mail address and Whatsapp number is required to get a member e-card. The admin will send the e-card via the e-mail or contact provided. The e-card is used when buying again. The following is the e-card design shown in Figure 6 and the flow of getting members in Figure 6.



Figure 6. Membership E-card Design

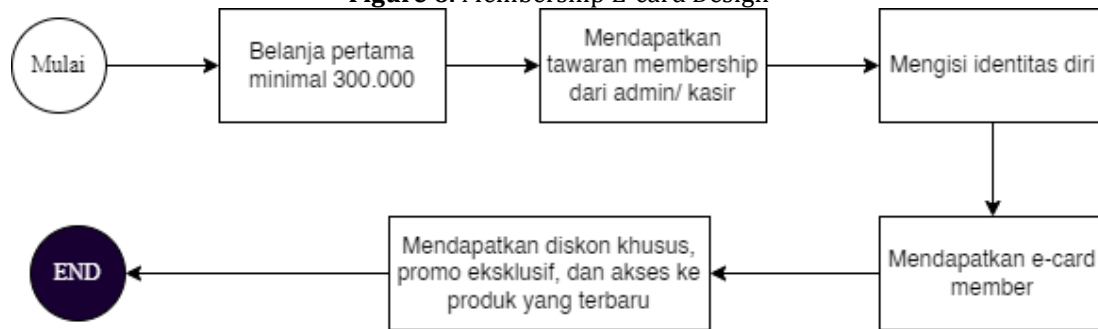


Figure 7. Flowchart Getting Membership E-card

- Upload and Get Discount (UGD)
This strategy provides a 10% discount with a minimum spending of Rp. 150,000 for those who follow the Teepees Collection Instagram and upload photos using products using certain hashtags so they can be found and tag Teepees Collection accounts. Apart from that, customers indirectly promote Teepees on their social media and increase Teepees Collection Instagram engagement. To see the flow of ER promotions can be observed in Figure 7.



Figure 8. Upload and Get Discount Flowchart

- Top Comment Giveaway
The next strategy is to carry out a giveaway with the most comments, by scheduling a campaign and determining attractive prizes, such as free products. Details of the giveaway rules and judging criteria will be explained transparently, for example by asking participants to answer why they want to get the product. Additionally, Instagram accounts are set as private accounts to foster curiosity and encourage participation in giveaways. The winner will be determined based on the number of likes on the comments. With this strategy, it is expected to be able to attract potential

customers and increase interaction with Teefees Instagram followers. The flow of this strategy can be observed in Figure 8.



Figure 9. Top Comment Giveaway Flowchart

- **Mixed Bundling**
In the bundling strategy, Teefees Collection uses mixed bundling which offers several products in one package. Buyers can choose a bundle price or buy individually. Bundling offers outfit "kece bingitzz" contains tops, bottoms, and accessories with a price of 249 thousand. Old products or warehouse stock can be combined with this offer. The mixed bundling strategy is considered the best strategy to maximize company profits. The mixed bundling package design can be observed in Figure 9 below.



Figure 10. Mixed Bundling Designs

- **Discounts on special days**
The last promotional strategy is discounts on special days. The Teefees Collection provides seasonal discounts, such as on Youth Pledge Day with a 20% discount without a minimum order, only for purchases on the marketplace. Seasonal discounts provide attractive offers to consumers who buy products out of season or on holidays. The youth oath promo design can be observed in Figure 10 below.



Figure 11. Special Day Promo Designs

3. Creating Content Planners

In the content plan, there are various types of interesting content to increase customer interaction and engagement. This content includes offline release schedules, catalog product photos, top comment giveaways, q&a, flash sales, upload and get discounts, as well as informative and inspirational content using relevant hashtags. This content plan aims to visually introduce products, encourage user participation, provide useful information, and increase visibility and engagement regarding the content created. To see an example of content planning that has been made can be seen in the following figure 11.

NO	PUBLIC DATE	PUBLIC TIME	PLATFORM	ALIAS	ASAL	URL	URL	STATUS	STATUS	STATUS	STATUS
001	2023-10-28	10:00:00	Instagram	Teefe Post	Teefe Post		Teefe Post 1	Completed	Completed	Completed	Completed
002	2023-10-29	10:00:00	Instagram	Teefe Post	Teefe Post		Teefe Post 2	Completed	Completed	Completed	Completed
003	2023-10-30	10:00:00	Instagram	Teefe Post	Teefe Post		Teefe Post 3	Completed	Completed	Completed	Completed
004	2023-10-31	10:00:00	Instagram	Teefe Post	Teefe Post		Teefe Post 4	Completed	Completed	Completed	Completed
005	2023-11-01	10:00:00	Instagram	Teefe Post	Teefe Post		Teefe Post 5	Completed	Completed	Completed	Completed
006	2023-11-02	10:00:00	Instagram	Teefe Post	Teefe Post		Teefe Post 6	Completed	Completed	Completed	Completed
007	2023-11-03	10:00:00	Instagram	Teefe Post	Teefe Post		Teefe Post 7	Completed	Completed	Completed	Completed
008	2023-11-04	10:00:00	Instagram	Teefe Post	Teefe Post		Teefe Post 8	Completed	Completed	Completed	Completed

Figure 12. Content Planning

4. Marketing division employee training

online training in the marketing division to increase work productivity and achieve company goals. The online training method was chosen because of its accessibility, cost efficiency and ability to quickly update materials. Teefe Collection marketing division employee training stages can be observed in Figure 12.

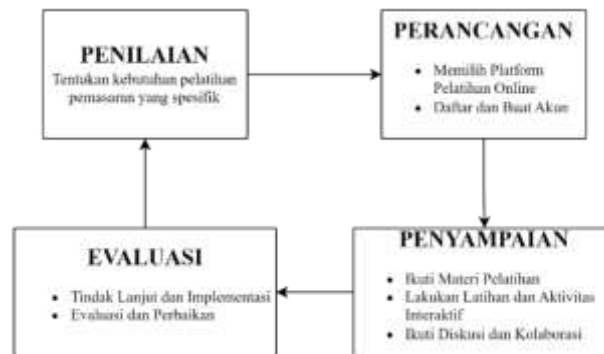


Figure 13. Employee Training Process

Test

For the last stage of the design thinking process, Teepees Collection tests the prototypes that have been made before they are implemented permanently. At this stage it was carried out using the user testing method with an interview approach and asked several questions related to the Teepees Collection marketing strategy proposed by the researcher. The test results show an evaluation of the four marketing proposals. The packaging design proposal was received with a positive response, but there was an evaluation regarding the color and additional information on the packaging. Promotion strategies such as upload and get discount, Membership cards, top comment giveaways, mixed bundling, and discounts on special days are also received with a positive response, but need some adjustments and efficient management. Making content planning is also welcome as a useful suggestion but requires further understanding and learning for owners and employees. The employee training program was also received as a good strategy, with suggestions to incorporate digital marketing modules and provide continuous learning opportunities.

4. CONCLUSION

From the results of the analysis and discussion of the research that has been conducted on the application of design thinking in determining the Teepees Collection marketing strategy, the researcher concludes that the current marketing strategy includes product variations, advertising on social media, participation in bazaars/ events, and a strong brand identity. The advantages of this marketing strategy are differentiating the Teepees Collection from competitors and creating an easily recognizable image, but there are deficiencies in packaging design, limited promotion, lack of social media involvement, and suboptimal marketing division performance. To overcome these problems, it is recommended to develop attractive packaging designs, implement various promotional strategies, create content planners for marketing consistency, and conduct marketing division employee training. Implementation of these proposals is expected to significantly increase Teepees Collection's sales turnover. Based on the research that has been done, there are several suggestions given to the Teepees Collection. First, it is important for the company to implement the proposed strategy properly and involve all elements in it. Furthermore, Teepees Collection should allocate special or new employees to join the marketing team, especially in managing social media. Companies also need to periodically evaluate the marketing strategy implemented, including training for marketing division employees, so that they can continue to innovate and maintain relevance to customer needs. For future researchers, implementing the resulting designs, and combining quantitative and qualitative approaches to gain a comprehensive understanding of design thinking. By taking into account these suggestions, future research can overcome possible deficiencies and provide more valuable findings in the field of design thinking.

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