


Development of Marketing Strategies in Creative Industries in an Effort to Increase Competitive Advantage (a Study on the Creative Industry of Handicrafts in Kupang city)

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Article Info	ABSTRACT
<p>Keywords: Distributor competence, Information sharing, Distributional Commitment, Distributor channel Performance</p>	<p>The problems in the research are lack of creativity and innovation, lack of skilled labor, lack of knowledge in product management and marketing that is still done in a conventional way not through automation and e-commerce systems, limited machines and facilities as well as capital for business development. In facing this problem, an appropriate creative economy development strategy is needed so that it can overcome these problems. With the right strategy in the creative industry, it is hoped that UMKM can compete in the 4.0 era and can increase business and regional income. The objectives of this study are 1) To identify and map the existence of culinary and handicraft business SMEs in Kupang Regency. 2) This research uses qualitative descriptive methods and formulates appropriate strategies in the field of culinary and knitting business in Kupang Regency. This study took samples in 4 (four) sub-districts in Kupang district, namely east Kupang, Central Kupang, West Amarasi and south Amarasi. Samples are selected based on unique business characteristics and have distinctiveness in cultural aspects (<i>aspect culture</i>). Data collection using in-depth interviews, observation and documentation techniques. The result of this research is the formation of a Technology-Based MSME Development Center and Bundling of Creative Industry products.</p>
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INTRODUCTION

To achieve competitive advantage there are several factors that pay attention to one of the determining factors is the marketing strategy factor. Strategizing requires good concepts and planning, one of the keys to winning the competition. Concepts and plans for analyzing the market must be prepared appropriately in order to provide the information needed. Information related to markets, buyers and products is needed in determining marketing strategies for MSMEs (in Sulistiyani, 2020).

The development of the creative handicraft industry in Kupang City is inseparable from several problems, both from the internal and external environment of the industry. The increasingly intense competition for handicraft products due to the entry of domestic and foreign competitors has not been responded to by implementing relevant business concepts

by the local handicraft industry. From the internal side, the marketing strategy has not been maximized, the lack of creativity and product innovation and the limited skills of trained personnel, for example in the ikat weaving craft industry, most craftsmen have chosen a passive position in terms of access to information, changes in product design and packaging are rarely made if consumers do not directly ask the craftsmen to do it.

The concept of product mix relates to the use of digitalization technology as an online promotion media, packaging and *branding* and patents. These things can affect the selling value of a product even though the quality of the product is high but it is not perceived as “better” by the market, it will definitely experience difficulties in marketing. Looking at the problems in Kupang's handicraft industry, it is necessary to develop the right marketing strategy (*product, price, promotion and distribution*) to achieve a competitive advantage. Starting with the marketing efforts that have been carried out both by craft business actors and assisted by the government but are still felt to be ineffective and efficient because these efforts have not been able to function optimally towards the development of the industry.

RESEARCH METHOD

The method in this research is descriptive qualitative research is research that describes how marketing strategies in the craft industry and how the marketing development strategy model in increasing competitive advantage. The respondents in this study were 1) 9 local handicraft business actors (tenun ikat) in Kupang city. 2) consumers who come to visit and buy woven ikat products totaling 45 people. Sampling techniques using non probability sampling including *purposive sampling* (Arikunto, 2010: 33;).

The main data source is by conducting in-depth interviews with respondents of the ikat weaving creative industry, consumers and related governments. Secondary data in this study are journal articles, books, government websites related to the research conducted. In analyzing the data, researchers used a qualitative descriptive method, which is a method that tries to describe and interpret the object of research as it is. The results of the report describe the state of the object or subject under study or describe systematically the facts and characteristics of the objects and subjects studied precisely.

RESULT AND DISCUSSION

Marketing Strategy Analysis *Marketing Mix* Analysis

Product

The products of the creative industry that the author takes here are local products, namely traditional NTT weaving, these products are provided in several MSME sental in the city of Kupang in the form of local NTT woven products with various types of sizes and models, such as sarongs, blankets, shawls and various accessories. At first, ikat weaving products were only used by the people of NTT to attend traditional events and were used for people of a certain age only, because they had conventional designs both in terms of images and colors. Over time, ikat weaving products have developed both in terms of color,

design and quality with the skills of the craftsmen so that woven products become more attractive to wear.

Price

The selling price of woven products varies depending on the material, type and model of the product, the price of the product is bandrol from RP.15,000, - for accessories products such as bandanas, earrings and brooches and others up to millions of rupiah for sarongs and blankets. For woven fabric and sarong products, the selling price is different depending on the materials and threads used and the difficulty in the weaving process.

Promotion

To promote NTT weaving there are several ways that MSME owners do, from the results of interviews with 9 MSME owners in Kupang City until now they have promoted their products through social media such as Facebook, Tik-Tok and Instagram.

Distribution Channels

The distribution channels used by the 9 weaving craft MSMEs in Kupang city are as follows:1) The owner/manager of the MSME produces the product and at the same time sells the finished product directly to consumers.2) The owner/manager of the MSME only sells the product but does not produce the product directly.

Analysis of Maarketing Mix on Weaving Crafts in Kupang City

Based on the marketing mix analysis above, it is concluded that in terms of products, NTT weaving represents one of the superior products that can be offered to consumers and is able to compete in the global market with a variety of motifs, colors, ethnic models and has its own distinctive cultural values that are not the same as other products. In addition, from the price analysis, no problems were found, because the price offered was adjusted to the quality of the product, design and model in accordance with market desires. In terms of promotion analysis, it was found that the promotion carried out so far is still limited. From the distribution analysis, it is still limited because many agents do not want to accommodate woven products with a large capacity and limited stock from producers with certain models/motifs so that some items take a little longer to fulfill consumer desires.

SWOT Analysis (*Strength, Weakness, Opportunities, Threat*)

SWOT analysis is a systematic identification of various factors to formulate company strategy.

Opportunity Matrix for the weaving craft kraative industry in Kupang City

	High	Lace
High	<ol style="list-style-type: none"> 1. Increased Interest in Culture-Based Products 2. Advances in Technology and E-Commerce Platforms 	<ol style="list-style-type: none"> 1. Support from Government Programs and Non-Governmental Organizations 2. Growth of Tourism Industry
Lace	<ol style="list-style-type: none"> 1. Collaboration with local/international Designers and Brands 2. Effective Marketing Campaign 	<ol style="list-style-type: none"> 1. Innovations in Weaving Design and Techniques 2. Cultural Acceptance and Market Diversification:

Threat Matrix

	High	Lace
High	<ol style="list-style-type: none"> 1. Limited Access to Market: 2. Limited Capital and Resources 3. Competition from Mass Product 	<ol style="list-style-type: none"> 1. Economic Crisis and Currency Fluctuations 2. Infrastructure and Market Access
Lace	<ol style="list-style-type: none"> 1. Decrease in Raw Material Availability 2. Lack of Training and Expertise 	<ol style="list-style-type: none"> 1. The Influence of Globalization and Popular Culture 2. Economic Crisis and Currency Fluctuations 3. Environmental Issues and Sustainability

Internal Environment Analysis (Strengths and Weaknesses)

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Strong Cultural Heritage and Tradition 2. Unique Motifs and Designs 3. Craftsmanship and Expertise 4. Community and Family Support. 5. Connection to Local Culture 	<ol style="list-style-type: none"> 1. Limitations in Marketing and Distribution 2. Dependence on Traditional Raw Materials 3. Limited Technology and Innovation 4. Limited Scale of Production 5. Lack of Support and Financing 6. Quality and Standard Issues

From the identification results, an analysis of the internal and external environment of the weaving craft industry in Kupang City can be formulated:

Goal Formulation

Objectives are specific goals regarding magnitude and time (Kotler, 2012: 55), Weaving craft MSMEs set several goals or objectives including short-term profits with long-term growth, among others: Weaving MSME entrepreneurs can increase profits or profits from weaving sales by increasing sales revenue and reducing raw material expenditures, increasing market share and prices of products, increasing the amount of production by maintaining the quality of weaving and growing distribution channels by increasing domestic and foreign market share (Import).

Strategic Formulation

Goals indicate what weaving craft MSMEs want to achieve, while strategies are the plans or steps to get there. Every business must design a strategy to achieve its goals. Weaving craft MSMEs

have demonstrated their potential from the elements of strength. To expand and maintain market share, weaving craft MSMEs have shown a reactive attitude by undertaking the following strategies:

1. Maintaining product quality by improving and maintaining the quality of yarn types as raw materials with diverse motifs.
2. Improve human resource skills by conducting training activities to improve weaver skills and seller skills.

Generic Strategies or competitive advantage strategies propose three generic strategies that are strategized in the following ways:

1. Overall cost advantage Achieving the lowest production and distribution costs is an important strategy for Kupang's weaving MSMEs. The availability of raw materials for weaving can still be reached by MSME entrepreneurs.

2. Differentiation

Weaving craft MSMEs can implement this strategy by concentrating on developing existing product innovations or making products with services that make it easier for consumers to accept and enjoy the products they have. This strategy can be done by showing or highlighting the characteristics of the product to consumers, for example, providing products according to consumer demand, friendly and professional service in dealing with consumers,

3. Focus

Weaving craft MSMEs can focus on one or more narrower market segments. Craftsmen can know the market segments intimately and pursue cost leadership and differentiation within each segment. This strategy can benefit craftsmen because modern situations and lifestyles race to popular trends so that craftsmen can be utilized by craftsmen to get a market share that uses weaving as a self-identity or as a lifestyle.

CONCLUSION

From the results of the study, it can be concluded that the state of creative entrepreneurship in the 4 clusters in Kupang Regency can be said to be prospective enough to be developed with the right marketing strategy development model, namely the competitive advantage strategy. the weaving craft industry can adjust the models, motifs, colors, and quality of woven products in accordance with market segmentation, targeting, and positioning, so that the products desired by consumers are more relevant, attractive, and competitive in the market. Setting the right price and distribution channels must be adjusted to the characteristics of the product and market needs. Good and correct promotion requires careful planning, a deep understanding of the target market, and strategic use of various promotional channels.

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