The Analysis of Marketing Strategy to Improve the Competitive Positioningof the Craft Industry in Gorontalo

Tineke Wolok
Gorontalo State University
Jl. Jend. Sudirman No.6, Dulalowo Tim., Kota Tengah, Kota Gorontalo, Gorontalo 96128
Correspondence Email: tinekewolok@ung.ac.id
ORCID ID: 0000-0001-6492-4454

ABSTRACT

This research analyzes the mapping of the potential marketing strategy to improve the competitive positioning of craft industries in Gorontalo and elucidates the appropriate marketing strategy to improve their competitive positioning. This research applied a descriptive quantitative approach in mapping the problems and designing the appropriate strategy. Also, an analytical hierarchy process was conducted to examine underlying factors to develop the craft industries. The result of the analysis shows that in addition to products, promotion, prices, and processes occupy a significant role in enhancing the industry competitiveness.

Keywords: Competitive Positioning, Craft Industry, Marketing Competition, Marketing Strategy

INTRODUCTION

The Ministry of Industry has set craft industries as one priority sector due to its contribution to high added value, global competitiveness, export orientation, and high labor absorption. They have the ability to be market leaders in the export sector. In 2017, their annual export value significantly grow to 3.8%, which corresponds to US$776 million. Also, they absorbed a 1.32 million labor force in 696,000 business units (CNN Indonesia, 2018).

Gorontalo has developed as a center of industry and trade. Small enterprises in Gorontalo are divided into two categories: manufacturing industries and home industries. The home industries have more significant development as the people of Gorontalo make them their main income source.

Gorontolo constitutes five districts of Kota Barat, Dunggi, Kota Selatan, Kota Timur, and Kota Utara. In 2014, the total population was 190,492 people in its 79.03 km^2 area. Its population distribution resembles enormous potential for the contribution to increase its regional income as the industries also flourish. In 2014, it had reached 611 craft industries absorbing 397 workforces. The annual Gross Value Added of this sector also increases. In 2010, it reached 154.418,8 million rupiahs, and in 2014 it rose to 240.315,3 million rupiahs (Central Bureau of Statistics of Gorontalo, 2016).

Those facts underline their dominant roles as Small and Medium Enterprises are to support the economic growth in Gorontalo. Thus, home industries must be continuously

developed by applying excellent management systems, consisting of some important elements of marketing, production, human resources, and finance. In addition, product concepts and designs are also perceived as the key strategies of successful marketing. Other strategies should be thoroughly analyzed by involving consumers, competitors, and companies, simultaneously adopted rather than merely directed to the product making process during the production and operational activities. This is also to improve their competitive capacity, a vital aspect of their business survival and development.

A marketing strategy is essential as it offers tangible products and services. It comprises long-term and proactive plans to achieve organizational objectives (Pandey et al., 2021). It serves as a basic requirement to establish a comprehensive planning process. Besides, fierce business rivalries challenge them to compete among other companies. A good marketing strategy enables them to survive and succeed despite their product simplicity. High-quality products do not promise triumph over any competition without better marketing strategies. Competition and survival ability become the major concern of the craft home industries. Thus, a proper formulation of a better marketing strategy to withstand the business competition is inevitably needed.

This paper aims to analyze the mapping of potential marketing strategies to improve the competitive positioning of craft industries in Gorontalo and which effective marketing strategy applicable to improve their competitive positioning.

A marketing strategy refers to the plan elaborating companies' expectations about the effects of various activities or marketing programs on the demand for the product in a certain target market (Chandra, 2002, p. 93). The companies are possible to use simultaneously two or more marketing strategies of advertisement, product promotion, personal selling, customer service, and product development, giving different effects. To conduct a comprehensive effort, They need a mechanism through which marketing programs can be well-coordinated and well-integrated into a synergistic plan. This mechanism is known as a marketing strategy. In general, the best marketing opportunity is obtained by expanding primary demand, while the best growth opportunity is obtained by expanding selective demand. The main aspects of marketing strategy are presented in Table 1 below.

Table 1. Main Aspects of Marketing Strategy

ASPECTS	ALTERNATIVES
Target MarketChoice	1. All buyers in the relevant markets 2. Buyers of some segments 3. Sales of one segment in Niche marketing
Stimulated Types of Demands	Primary Demand 1. Among new buyers 2. Among recent buyers 3. Selective Demand 4. Within new served marketing 5. Among competitors 6. Within recent consumers

A marketing strategy bridges corporate strategy and situational analysis with an action-oriented marketing program. This implies that the marketing program must be performed continuously and based on the marketing strategies. The marketing program involves efforts leading to changes of demand on certain products such as pricing strategy, modification of advertisement campaign, special promotion, and choice of distribution flow.

The strategy should answer how to set superior consumer value given to all consumers from the target market. To respond to this question, a company needs to establish one specific marketing plan derived from a consistent marketing mix the components of which should mutually supportive and consistent to ensure customer satisfaction. The components are product, price, promotion (communication), distribution, and consumer service. These components combine all elements to fulfill the consumers' needs and demands by providing superior value.

A product refers to a tangible good or an intangible service that meets a particular customer's need or demand. Consumers usually purchase for need satisfaction, instead of the physical effect of a product (Mahon, 1996).

Communication/Promotion covers advertising, sellers, public relations, package, and other useful symbols of the company and product. An effective communication strategy answers the following questions.
a) To whom will they communicate?
    The producer occasionally needs to determine who will receive marketing massage. For example, "Cereal" for breakfast. Is the product targeted for children, their parents, or both?
b) What effects do the producers expect from the communication?
    The main goal of an advertisement is to increase sales as the final goal. The immediate goal is consumer behavior as they may learn, seek information, love the product, suggest their friends buy the product, and feel happy after buying the product. Consumers are the "target audience".
c) What effects might the consumers experience from the marketing message?
    What words, pictures, symbols/signs must be used to capture the attention of the target audience and to achieve the desired effects? Marketing messages include factual information and the use of the best symbolic approaches. To deliver effective marketing messages, a comprehensive understanding of the meaning of words and symbols should be sent to the audience.
d) What media or instruments will be used to embrace the consumers from the target market?
    Do the producers need sales promotion girls/boys to provide information? Does the company need to advertise in written media, electronic media, or direct selling? Does the company have to wait for the consumer to contact via the internet? If the company wants to advertise, which mass media will it choose (television, radio, magazine, newspaper, or tabloid)?
e) When do they have to communicate with the customers?
    Does the communication need to be conducted more seriously during the selling time or does it need to be done continuously? Will the company have to advertise every day, every week, every month, or once a year? Do the consumers seek

information about the product only if they want to buy the product? If so, where do they buy the product? To answer this last question, the company must understand the decision-making process of consumer purchasing decisions.

Price refers to the real amount the consumer is expected to pay for the product. The economists argued that a low price for the same product results in high sales compared to those of an expensive product. However, price is often associated with quality. If the product is inexpensive, people will perceive this product as a low-quality one. Luxurious products represent their owner. Some consumers need a product to show who they are. Thus, pricing strategy requires the understanding of the symbol attached and the prospective target market. The price of a product is different from consumer cost. Costumer cost refers to additional costs customers must spend to obtain benefits/advantages from the products and to get or to use the products, such as costs to buy/rent a car cover insurance, gasoline, maintenance, and driving licenses.

Distribution refers to product availability, in which customers of the target market can buy the products. In short, it is related to product placement in all places making it easier for customers to find the products. The producers must understand where the customers usually buy the product to ensure smooth distribution.

A product includes primary services such as hair cutting, car repairs, and medical treatment. Service refers to peripheral activities undertaken to improve the quality of both primary products and services. Marketing strategies are formulated by three systematical procedures: market segmentation, targeting market, and market positioning. These three strategies are the keys to successful marketing management.

Segmentation is the process of dividing overall consumers into segments based on needs, characteristics, and behavior with different product and marketing mix. In other words, segmentation serves as the basis to understand that each target market has various segments. Market segmentation is the process in which the customers are classified into some sub-groups; thus, the customers have similar responses to marketing strategy in deciding the market positioning of a company (Setiada, 2003, p. 55).

Market targeting refers to the multitude and diversity of the segments depending on the capability of a company to market in this segment. Most companies penetrate a new market by providing products for one segment. If succeeding, the company will add another segment and expand its capability vertically and horizontally. To evaluate the segments, the company needs to evaluate the segment size and growth, structural attractiveness, and the company objectives and resources (Umar, 2001).

Market positioning refers to a strategy to influence consumer perception of a brand. This strategy is associated with building trust, confidence, and competence for the consumers. Kotler (2014) explains that market positioning is the activity to establish a brand identity enabling consumers to perceive it in a particular way.

Competition is the core aspect that determines the success of a company. Competition becomes the underlying reason for a company to decide the activities to accelerate its

performance such as innovation or good management. To win a competition, Wahyudi (1996, p.3) explained that a company can make good use of price, target market, brand, product quality, customer satisfaction, and distribution channel.

It should also pay attention to the company's competitive strength (low price and differentiation)and competition coverage to overcome its market size (Kuncoro, 2006). Company strategy to win market competition depends on its size and market positioning. A big company can apply a strategy which a small company is unable to adopt. However, the size of the company still lacks the capacity to win the competition. Some big company strategies fail and bring losses. On the contrary, a small company can obtain the same amount of profits or more due to its effective marketing strategy.

Based on the size, business units can be classified into:
1. Market Leader, constituting 40% of the market
2. Market Challenger, constituting30% of the market
3. Market Follower,constituting20% of the market
4. Market Nicher, constituting10% of the market

Kotler and Keller (2007) stated that the classification of strategic competitive advantage based on company market targeting is leader strategy, challenger strategy, follower strategy, and nicher strategy.

Market challenger strategy refers is to compete with market leaders and other competitors to get a bigger target market and maintain the coverage of the target market by following the competitors. The basic goal of the market challenger strategy is to broaden the target market. A market challenger must set the target with whom they will compete, such as market leaders, another company with the same size but having capital inadequacy and low productivity, or local or regional smaller companies.

Market challenger is a company with 30% coverage from a total market and high profit. This company always seeks for the weakness of the market leaders and takes over a low-productivity company (Rustiana, 2010). According to Tjiptono (2008, p. 314), market challengers need to establish three strategic policies. They are:
1. The basic goal of the strategy must be meticulously established. Most market challengers attempt to raise their profitability by broadening the coverage of their target market.
2. Market challengers must have competitors. The success of the strategy depends on the sustainable competitive strength such as a good price and the ability to provide more value with a premium price.
3. Market challengers must choose the most appropriate strategy by considering some factors such as government regulation, distribution structure, and customers' loyalty.

RESEARCH METHOD

The research was conducted in Gorontalo due to its position as the capital city of Gorontalo Province. This strategic position allows numerous craft industries to flourish. The primary data were obtained directly from the respondent using questionnaires distributed to the owners of the craft industries. The secondary data were obtained

from documents, publications, and research reports of government agencies/institutions or other supporting data sources. The population includes 271 business units/business actors of craft industries in Gorontalo. A total of 25 samples were selected by the purposive sampling method.

This research applied a quantitative descriptive approach as the method to analyze the data. To map the factual problems the craft industries face and to design the appropriate strategies, the researcher used some analytical tools of descriptive analysis (to map the industry profiles and analyze the pattern and the use of information technology of the craft industries) and Analytical Hierarchy Process (AHP)to observe the factors of the craft industry business development.

The AHP comprises decomposition, priority setting, priority synthesis, and logical consistency. In the decomposition stage, the issues are broken down into more specific problems. It consists of three mutually sequential processes of levels and elements, concept definition, and question formulation.

Subsequently, the priority or the importance level of each element was set and classified into a certain level. This is the core of the AHP analysis. During the process, the researcher conducted a pairwise comparison between two elements. It contains two steps. First, to discover which element being compared is preferable (important/liked/likely/...) and second, to discover the degree (important/liked/maybe/...). The comparison results are transformed into a matrix of pairwise comparison.

The Eigenvector value can be obtained from each pairwise comparison matrix, to determine the local priority or preferred priority at each level/group. As the pairwise comparison matrix is available at each level, the researcher needed to synthesize the local priorities to obtain global priority. The process of sorting priorities by their relative importance is referred to as the priority setting process.

Logical consistency refers to the consistency of the relationship level among the objects based on specific criteria. The absence of absolute consistency is the main assumption of AHP which distinguishes it from other analytical models. The level of consistency is measured by the consistency ratio with the expected value of not greater than 0.1 or 10%. Figure 1 presents the flowchart.

Figure 1. AHP Analysis
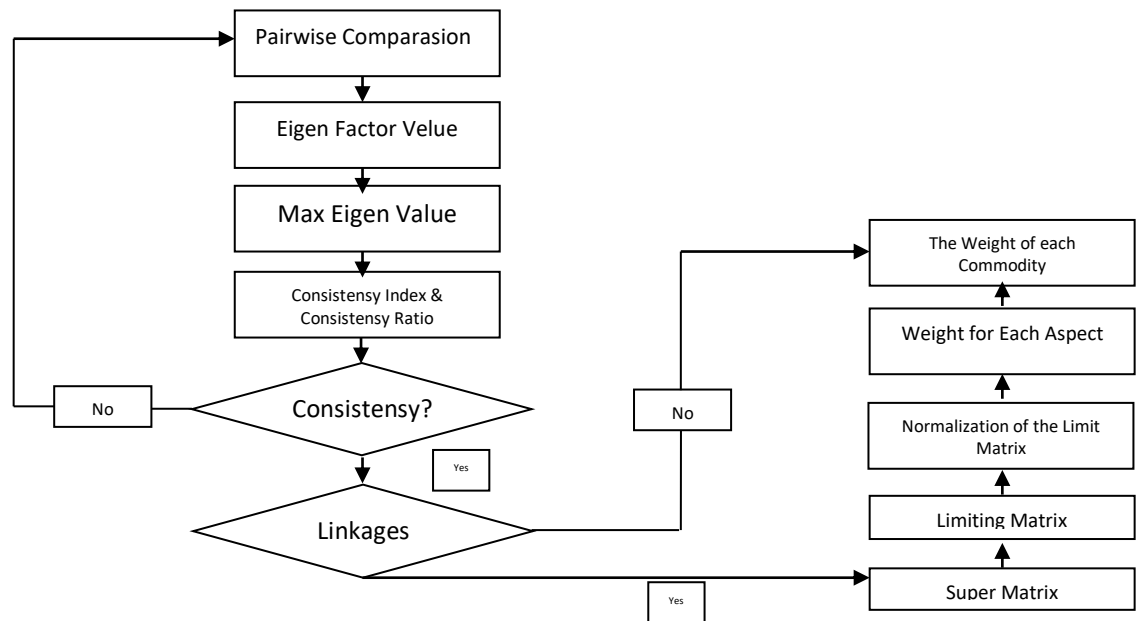
Source: Rangkuti (2000)

RESULTS AND DISCUSSION

Gorontalo is the capital of the Province of Gorontalo. It constitutes the area of 79.03 Km or 0.65 percent of Gorontalo Province. It is divided into nine subdistricts, consisting of 50 villages with its largest area is Kota Barat District. Its total population in Gorontalo City in 2014 was 197,970 inhabitants, consisting of 97,085 men and 100,885 women. Among its nine districts, Kota Tengah is the most densely populated area with 13,517 men and 13,846 women.

Craft Industries in Gorontalo
One of the challenges the national industry must deal with is low competitiveness in international markets. The main factors include the increase in energy costs, high economic costs, and inadequate bureaucratic services. Other existing challenges cover the low coordination between industries (upstream-downstream industries, large industries-small and medium industries), the limitations in producing semi-ready products and components, the inadequate high-tech industries, economic capacity gaps between regions, and export dependence of certain commodities.

The industrial sector contributes less than 10% to Gorontalo Province GRDP since the economic activity remains dominated by the primary sector. The 2015 Central Bureau of Statistics of Gorontalo Province data shows that Gorontalo has the largest number of industries and labor force. The number of industries was 2750 with 6000employment capacity. The handicraft industry covers 22% or 605 business units. The craft industry sector continues to develop from year to year as the number of investors is increasing. The most growing craft is the Kerawang embroidery industry under the supervision of Bank Indonesia of Gorontalo Province.

The growth of the craft industry in Gorontalo is influenced by some factors such as low quality of human resources, low social welfare, low availability of business capital, and inadequate marketing strategies. This situation demands the role of the government to foster a business climate and implement laws and policies of funding, facilities and infrastructure, business information, partnerships, business licensing, business opportunities, trade promotion, and institutional support.

The craft industry is part of the medium, small and micro enterprises (MSMEs). In 2014,they amounted to 2,815 business units with a labor absorption of 6,234 workforces. It corresponds to 3% of its 197,970population. It gives significant effects on the unemployment rate in Gorontalo. Table 2 shows the number of MSME industries in Gorontalo.

Table 2. Small and Medium Enterprises Numbers and Their Labor Absorption of 2014

No	Districts	SMEs	Labor
1.	Kota Barat	436	853
2.	Dunggi	294	669
3.	Kota Selatan	315	771
4.	Kota Timur	409	960
5.	Hulondalangi	352	606
6.	Dumbo Raya	453	708
7.	Kota Utara	133	318
8.	Kota Tengah	209	707
9.	Sipatana	214	642
	Total	2815	6234

Source: Central Bureau of Statistics of Gorontalo (2016)

Table 2 shows that Dumbo Raya Subdistrict has the highest number of business units (453). Kota Selatanhas fairly high labor absorption (771) with 315 business units. It has a more strategic marketing position since it is located downtown with high purchasing power. Kota Timur posits the second in the number of craft industries and the highest employment absorption (960) as its craft industry is dominated by filigree craftsmen absorbing the largest workforce.

Gorontalo has five business sectors with a large number of SME business units. They are chemical and industrial materials (509 units), food (366 units), clothing (310 units), metal and electronics (239 units), and craft (110 units). Table 3 below presents the summary.

Table 3. Gorontalo SME Main Sectors

No	Description	Bussines Unit	Laborer	Investment Value	Production Value	Value BB/BP	Value-Added
1	Food Industry	366	1,098	8,090,931	29,452,239	10,638,089	18,814,150

2	Clothing Industry	310	855	2,268,021	14,454,961	8,154,431	6,360,530
3	Craft Industry	110	404	474,794	2,341,542	1,850,330	491,212
4	Chemical Industry and Building Materials	509	3,921	18,315,954	42,219,794	20,474,383	21,745,411
5	Metal Electronics Industry	239	917	18,315,945	18,315,954	8,859,499	9,456,446
	Total	1,534	7,195	34,996,791	106,875,481	50,007,732	56,867,749

The objective overview of Gorontalo Craft Industries
The growth of the craft industries signifies the growing interest of the community to run the business. It results in strong competitiveness by implementing a good marketing strategy enabling them to compete with other types of industries. The following are the most dominant craft industries employing the community.

Kerawang Embroidery Industry
Embroidery craft produces crafts to decorate various types of fabrics with a variety of translucent embroidery motifs on cloth using plain or colorful threads. The process of making the filigree starts with slicing, pulling threads from ready-made fabric fibers, and embroidered with needles with a variety of threads based on the desired pattern/design. Since the industry becomes the most famous business icon of Gorontalo, the government constantly attempts to develop the industry centers for this craft in all regions of Gorontalo Province. The Department of Industry and Trade of Gorontalo City has provided training for Kerawang craftsmen in nine districts in Gorontalo.

Kerawang craft is increasingly popular for its various types of embroidery, cake, and *songko keranjang* (basket hat) crafts designed by Karawo embroidery. The latter has the most market potential as it uses a variety of fabrics with attractive color motifs and is modeled on consumer tastes.In addition, Kerawangcloth has been worn by various groups on daily, official, or party occasions. The local government supports this industry through promotional activities held by Bank Indonesia. They organize the annual Kerawang festival to promote, preserve, foster and develop Kerawang embroidery. It gives extraordinary benefits for the craftsmen.

However, Kerawang craft products have relatively lower competitiveness than similar products. Despite their good quality, the design is considered monotonous and less innovative. To overcome it, the craftsmen must develop innovations that fit the latest consumer's taste as the fashion world keeps changing. In addition to their high prices due to inefficient production processes, the crafts are not mass-produced because of mass production technology unavailability. On the other hand, the craftsmen are not able to provide their own raw materials while the available materials are high-priced.

Rattan Craft Industry
Gorontalorattan craft industry, mostly located in Kota Selatan as the center of the industry, has a relatively low market share since other craft industries in Gorontalo offer various types of products with better quality. Its main obstacle to development is the difficulty of raw material supply since rattans are least available. The development of the plantation industry through the Industrial Plantation Forest program has made

rattan even harder to find. This rarity inevitably increases the cost of rattan craft production.
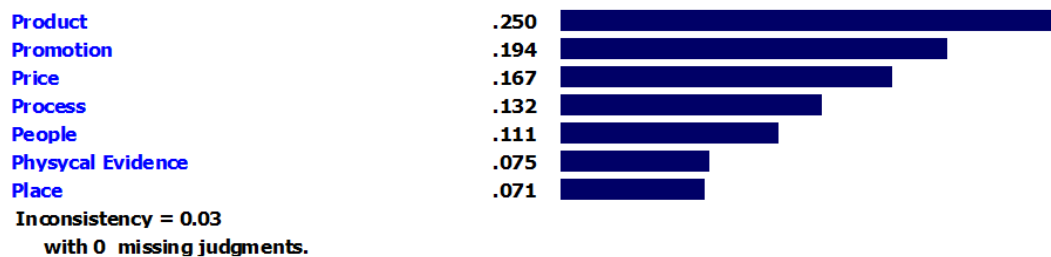
To boost its competitiveness, it needs a focus strategy. The rattan industry has been integrated into the wood industry which its main focus is not rattan-made products. This occurs as consumer tastes shift to minimalist industries. Addedly, it calls for product differentiation to increase creativity and innovation. Also, chaos leadership is necessary as the high cost of production increase the selling price and makes consumers buy wooden craft products.

AHP Results of Weight of Interest for Each Factor

Figure 2.The result of AHP

Model Name: Strategi Pemasaran Industri Kerajinan di Kota Gorontalo

Priorities with respect to:
Goal: Strategi Pemasaran Industri Kerajinan

Product	.250
Promotion	.194
Price	.167
Process	.132
People	.111
Physcal Evidence	.075
Place	.071

Inconsistency = 0.03
with 0 missing judgments.

The result of analysis of AHP in Figure 2 shows the weight of interest value of each indicator is 0.250 (product), 0.194 (promotion), 0.167 (price), 0.132 (process), 0.111 (people), 0.075 (physical evidence), and 0.071 (place).This illustrates that strategies to increase market competition are through product sales. Media promotion also plays a role to determine marketing strategies. Pricing strategy must be designed as optimal as possible to enhance competitiveness. The marketing process must also be considered in selling craft products. Consumers, physical evidence, and where to market the products also play a significant role. These indicators must be optimized and well-managed to ensure sustainability and development of the craft industries. These aspects will provide a better bargaining position and long-term profits.

AHP Results of Weight of Strategy for Each Factor

Figure 3. The Weight of Strategy Indicator in Product Factor

Model Name The marketing strategy of the crafts industry in the city of Gorontalo

Priorities with respect to:
Goal : Crafts industry marketing strategy > Product

Promotion Enhancements	.274	
Product quality improvement	.212	
Coaching and training	.195	
Price adjustments	.119	
Participation in the exhibition	.119	
Financial support	.081	

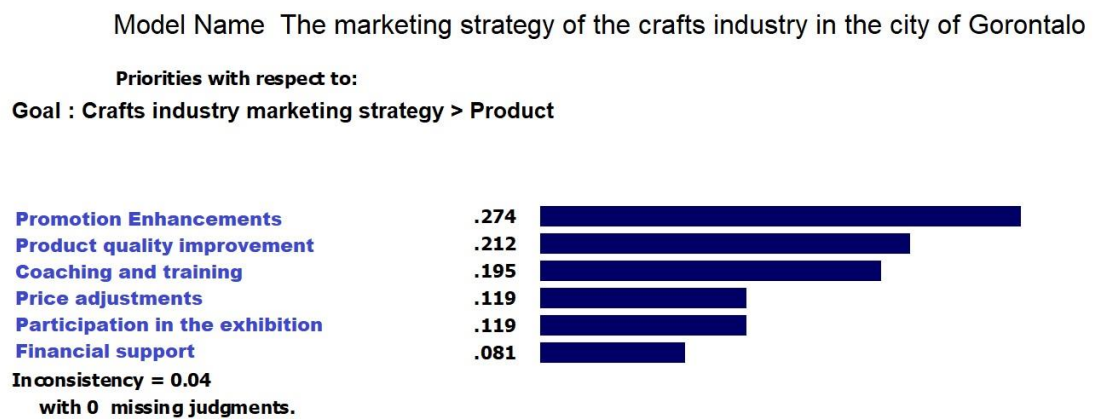**Inconsistency = 0.04**
   with 0 missing judgments.

Figure 3 reveals that the main emphasis on designing a strategy for craft industry products is promotion. This highlights that the products need more massive promotion professionally. Also, the use of information technology for promotional purposes remains inadequate. Therefore, the entrepreneurs must actively utilize the information technology of social, print and online media to vigorously promote their products. This enables the community to convey the message.

Subsequently, product quality improvement is of importance to allow consumers to continue buying the products. The quality will increase the demand for the widely-known products. Besides, coaching and training are beneficial to improve innovation. Another aspect to consider is pricing strategy to win the market share. The products need to be marketed in exhibitions. The marketing strategy must also receive financial support from banks providing capital and financing based on a collaboration scheme with the Gorontalo government.

AHP Results of Weight of Strategy for Price Factor

Figure 4. The Strategy Indicator in Price Factor

Model Name : The marketing strategy of the crafts industry in the city of Gorontalo

Priorities with respect to:

Goal : Crafts industry marketing strategy > price

Price adjustments	.278
Product quality improvement	.217
Coaching and training	.169
Price adjustments	.154
Participation in the exhibition	.104
Financial support	.078

Inconsistency = 0.07
   with 0 missing judgments.

Figure 4 indicates that the most important strategy is price adjustment (0.278). This underlines its value to measure the competitiveness of one product to another product. The second strategy is product quality improvement (0.217). The indicator weight of coaching and training is 0.169, promotion is 0.154. Promotion becomes important when the price is affordable. Participation in exhibitions is another effective way to promote the products as its weight is 0.104, while financial support weight is 0.078.

AHP Results of Weight of Strategy for Promotion Factor

Figure 5. The Strategy Indicator in Promotion Factor

Model Name : The marketing strategy of the crafts industry in the city of Gorontalo

Priorities with respect to:

Goal : Crafts industry marketing strategy > Promotion

Participation in the exhibition	.302
Promotion increase	.264
Price adjustments	.139
Product quality improvement	.106
Coaching and training	.099
Financial support	.089

Inconsistency = 0.03
   with 0 missing judgments.

Figure 5 shows that participation in exhibitions is vital with a weight of 0.302. It also increases promotion aspects by 0.264. The price adjustment weighs 0.139, and increasing product quality weighs 0.106. Coaching and training weighs 0.099, and financing support weighs 0.089.

AHP Results of Weight of Strategy for Place Factor

Figure 6. The Strategy Indicator in Place Factor

Model Name : The marketing strategy of the crafts industry in the city of Gorontalo

Priorities with respect to:
Goal : Crafts industry marketing strategy > Place

Promotion increase	.279
Participation in the exhibition	.244
Financial support	.139
Coaching and training	.122
Price adjustments	.114
Product quality improvement	.103

Inconsistency = 0.01
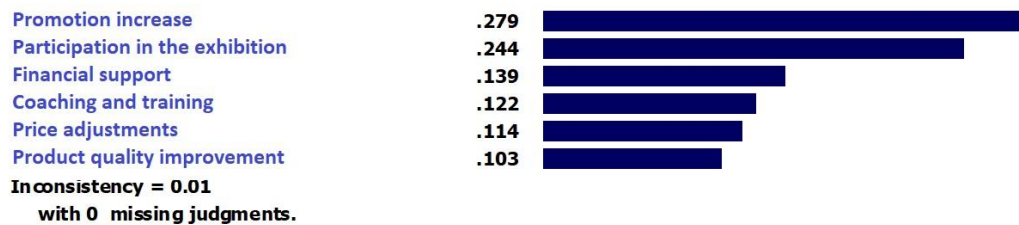   **with 0 missing judgments.**

Figure 6 indicates that the marketing strategy of place increases promotion by 0.279. The participation of the exhibition weighs 0.244, bank financial support weighs 0.139, coaching and training weighs 0.122, price adjustment weighs0.114, product quality improvement weighs 0.103.

AHP Results of Weight of Strategy for People Factor

Figure 7. The Strategy Indicator in People (Consumers) Factor

Model Name : The marketing strategy of the crafts industry in the city of Gorontalo

Priorities with respect to:
Goal : Crafts industry marketing strategy > People

Promotion increase	.246
Participation in the exhibition	.201
Coaching and training	.182
Price adjustments	.158
Product quality improvement	.126
Financial support	.086

Inconsistency = 0.05
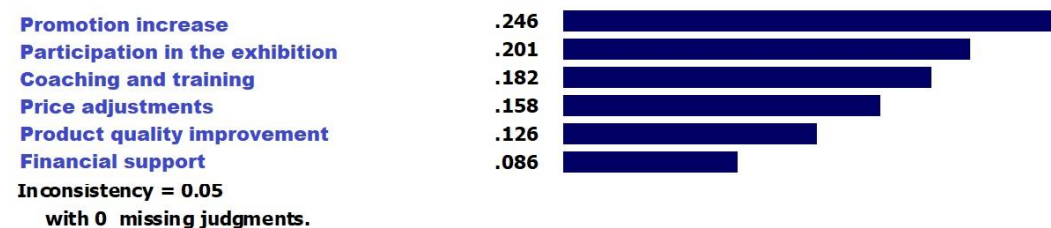   **with 0 missing judgments.**

Figure 7 shows that the strategy of people (consumer) factor with the most significant weight is promotion (0.246). This implies that consumers need more information about the products from promotional activities. Another main concern is participation in exhibitions, which weighs 0.201, coaching and training of 0.182, price adjustments of 0.158, product quality improvement of 0.126, and financial support is 0.86.

AHP Results of Weight of Strategy for Process Factor

Figure 8. The Strategy Indicator in Process Factor

Model Name : The marketing strategy of the crafts industry in the city of Gorontalo

Priorities with respect to:
Goal : Crafts industry marketing strategy > Process

Product quality improvement	.281
Coaching and training	.217
Financial support	.140
Participation in the exhibition	.140
Promotion increase	.115
Price adjustments	.109

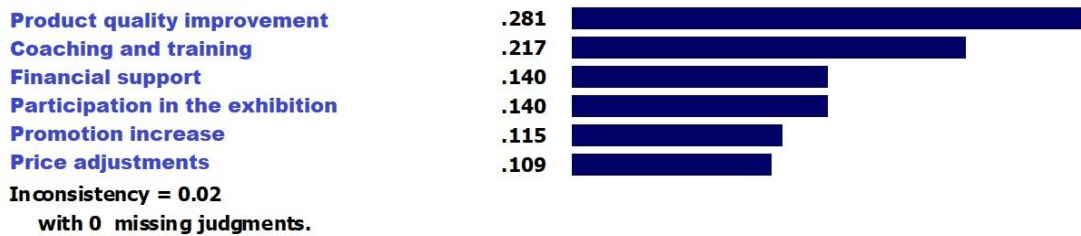Inconsistency = 0.02
    with 0 missing judgments.

Figure 8 shows that the paramount marketing strategy is to improve the quality of the product as it weighs 0.281. Guidance and training weighs 0.217, financial support and participation in exhibitions weigh 0.140 respectively. Promotion increase weighs 0.115, and the last aspect affecting the marketing process is price adjustment of 0.109.

AHP Results of Weight of Strategy for Physical Evidences Factor

Figure 9. The Strategy Indicator in Physical Evidences Factor

Model Name : The marketing strategy of the crafts industry in the city of Gorontalo

Priorities with respect to:
Goal : Crafts industry marketing strategy > Physycal Evidence

Product quality improvement	.324
Price adjustments	.199
Participation in the exhibition	.172
Promotion increase	.153
Coaching and training	.084
Financial support	.067

Inconsistency = 0.04
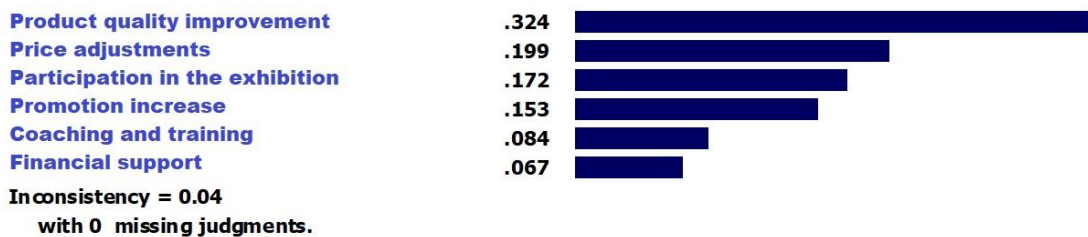**with 0 missing judgments.**

Figure 9 highlights that the most important aspect is the physical evidence of product quality improvement. It has the highest weight of 0.324. The next priority is the price adjustment, which weighs 0.199. The participation in exhibitions weighs 0.172, and increased promotions weighs 0.153. Coaching and training weighs 0.084 and financial support has the lowest weight of 0.067.

The Weight of Alternative Strategy

Figure 10. Alternative Strategy

Model Name : The marketing strategy of the crafts industry in the city of Gorontalo

Synthesis: Summary

Synthesis with respect to :
Goal : Crafts industry marketing

Overall Inconsistency = .03

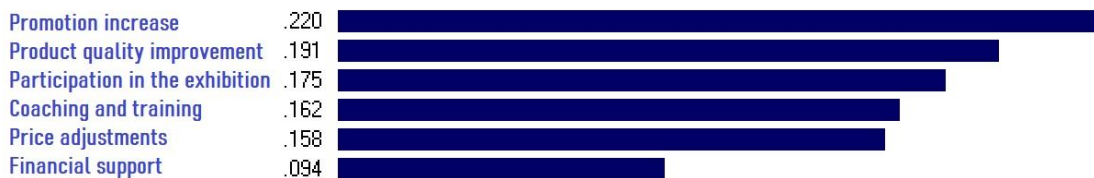|	
Promotion increase	.220
Product quality improvement	.191
Participation in the exhibition	.175
Coaching and training	.162
Price adjustments	.158
Financial support	.094

Figure 10 shows the weight of alternative strategies in marketing the craft industry in Gorontalo. The best alternative strategy is promotion increase as it weighs 0.220. This figure is followed by improving the quality of products whose weight reaches 0.191; exhibiting participation with a weight of 0.175, coaching and training with a weight of 0.162, and price adjustment weighs 0.158. Financial support has the lowest value of 0.094 as the alternative marketing strategy.

CONCLUSIONS

The analysis results and discussion lead to several concluding remarks. To enhance their competitiveness, the craft industries in Gorontalo should take several factors into account. The product factor becomes the main focus to increase the competitiveness for the products must be widely accepted by the community and have practical value. The promotion factor is also beneficial since all of the products must be incessantly promoted to the public. It utilizes social media, print media, and online media to sustainably promote the products ensuring the high demand of the craft products.

Price plays a vital role to produce highly competitive products. Price adjustments are needed to measure the competitive positioning of a product compared to other products. Also, the manufacturing process must be carefully considered to create competitive craft products. It must follow manufacturing standards.

To support the competitive positioning, it is necessary to pay attention to several supporting indicators. The most essential concern is the increased promotions and the improvement of product quality. In addition, price adjustment and product quality improvement need immediate implementation. Other key factors are participating in various exhibitions and the vigorous utilization of social, print, and online media to promote craft products and win consumer choice. As for the process factor, the main emphasis is to improve the productquality and provide training and coaching of standardized products for competitive quality products.

The conclusions suggest that the government must consistently develop the craft industriesinGorontalo. The local government must work intensively with the relevant ministries to hold scheduled tourism events, enabling the products to be marketed at the events. They should also invite all the industry owners to discuss how to improve the product quality by providing training and coaching from competent and nationally certified presenters. The cooperation between the government and the owners should be strengthened by providing capital assistance to ensure the survival of the small industries. The government ought to revise various overly complicated rules that hinder the development of the craft industries in obtaining business permits (SIUP).

Addedly, the owners of the small industries need to update their knowledge on the craft industry as the knowledge keeps evolving. For the promotion, they are necessary to use social media, and thus they must be technology literate. Also, good coordination with the government is necessary to take part in the annual tourism events.

REFERENCES

Central Bureau of Statistics of Gorontalo. (2016). *Kota Gorontalo dalam angka.* Retrieved from https://gorontalokota.bps.go.id/publication/2016/07/15/8f2d367267a23a87de2857 de/kota-gorontalo-dalam-angka-2016.html

Candra,G. (2000).*Strategi dan program pemasaran*. Yogyakarta: Penerbit Andi.

CNN Indonesia. (2018). *Kemenperin tetapkan industri kerajinan jadi sektor prioritas.* https://www.cnnindonesia.com/ekonomi/20180312091228-92- 282215/kemenperin-tetapkan-industri-kerajinan-jadi-sektor-prioritas

Kotler, P. (2014). *Marketing management*. New Jersey: Prentice Hall Inc.

Kuncoro, M. (2006). *Ekonomi pembangunan.* Jakarta: Penerbit Salemba Empat.

Mahon, J. J. (1996). *The marketing of professional service* (2nd ed.). Canada: John Wiley & Sons.

Rangkuti, F. (2000), *Teknik membuat perancangan bisnis dan analisis kasus.* Jakarta: PT Gramedia Pustaka.

Rustiana, A. (2010). Efektivitas pelatihan bagi peningkatan kinerja karyawan. *Jurnal dinamika manajemen, 1*(2), 137-143

Pandey, R., Rao, K. S., Chaurasiya, R., Upadhayay, N., Hongekar, S., Massand, A. . . . Thevan, P. Ap. P. S. (2021). Users' perception on their experience with FamPay. *Journal of The Community Development in Asia, 4*(1), 44-52.

Setiadi, N. J. (2003). *Perilaku konsumen: Konsep dan implikasi untuk strategi dan penelitian pemasaran.* Jakarta: Kencana.

Tjiptono, F. (2008). *Pemasaran strategik.*Yogyakarta: Penerbit Andi.

Umar, H. (2001). *Strategi manajemen in action: Konsep, teori dan teknik mengalisis manajemen strategi strategic business unit berdasarkan konsep Michael R. Porter, Fred R.David, dan Weelan Hunger.* Jakarta: PT. Gramedia Pustaka Utama.

Wahyudi, A. S. (1996). *Manajemen strategi pengantar berpikir strategi: Formulasi, implementasi dan pengendalian.* Jakarta: Binarupa Aksara.