

**PROPOSED DIGITAL MARKETING STRATEGY FOR GIFT
SHOP MARKETPLACE
(CASE STUDY: KITA JURAGAN)**

FINAL PROJECT

By
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Master of Business Administration Program
School of Business and Management
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2021

ABSTRAK

STRATEGI PEMASARAN DIGITAL YANG DIUSULKAN UNTUK *MARKETPLACE* TOKO KADO (STUDI KASUS: KITA JURAGAN)

Oleh

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Tren kado *hampers* meningkat pesat, puncaknya, lebih dari 130 juta produk *hampers* UMKM terjual selama bulan Ramadan 2021 (Kompas, 12/05/2021). Kita Juragan memanfaatkan momentum ini, sejak awal 2021 menjadi *marketplace* toko kado *hampers* yang praktis dengan harga bervariasi. Terdapat permasalahan yang dihadapi Kita Juragan yaitu rendahnya *brand awareness*. Tujuan dari penelitian ini adalah merancang strategi pemasaran digital yang efektif dan efisien untuk meningkatkan *brand awareness* dan penjualan Kita Juragan.

Analisis dilakukan secara internal dan eksternal menggunakan *Marketing Mix* (7P's), analisis STP, Analisis Kompetitor dan *Porter Five Force*. Penulis melakukan survei menggunakan dua jenis kuesioner, untuk konsumen kado *hampers* dan calon mitra toko. Selanjutnya, penulis melakukan analisis menggunakan *TOWS Matrix* untuk membuat strategi yang sesuai serta menentukan STP baru dari Kita Juragan.

Hasil dari penelitian ini adalah perlunya Kita Juragan melakukan restrukturisasi tim sesuai prioritas strategi perusahaan yaitu untuk akuisisi mitra toko, diferensiasi fungsi secara jelas antara tiap *platform* saluran pemasaran, fokus pada konten dengan *engagement* tinggi di media sosial dan mengoptimalkan iklan.

Kata kunci: kado *hampers*, *marketplace*, *brand awareness*, pemasaran digital, media sosial

ABSTRACT

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Institut Teknologi Bandung, 2021

Final Project Conselour: Ira Fachira, Ph.D.

The trend of gift hampers is increasing rapidly, at its peak, more than 130 million MSME hampers products were sold during the month of Ramadan 2021 (Kompas, 12/05/2021). Kita Juragan take advantage of this momentum, since early 2021 become a practical hampers gift shop marketplace with variety of prices. There is a problem faced by Kita Juragan, the low brand awareness. The purpose of this research is to design an effective and efficient digital marketing strategy to increase brand awareness and sales of Kita Juragan.

The analysis was carried out internally and externally using the Marketing Mix (7P's), STP Analysis, Competitor Analysis and Porter's Five Force. The author conducted a survey using two types of questionnaires, for consumers of gift hampers and prospective shop partners. Then, the author conducts an analysis using the TOWS Matrix to create an appropriate strategy and determine the new STP from Kita Juragan.

The results of this research are the need for Kita Juragan to restructure the team according to the company's strategic priorities, namely for shop partner acquisition, clear differentiation of functions between each marketing channel platform, focus on content with high engagement on social media and optimizing advertising.

Keywords: gift hampers, marketplace, brand awareness, digital marketing, social media

**PROPOSED DIGITAL MARKETING STRATEGY FOR GIFT
SHOP MARKETPLACE
(CASE STUDY: KITA JURAGAN)**

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Jakarta, December 28th 2021

A handwritten signature in black ink, appearing to read 'Akbar', with a long horizontal stroke extending to the right.

Muh. Akbar Buana Tafsili

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CHAPTER I INTRODUCTION

1.1 Background

Indonesian people are known for their friendly nature and very happy to share happiness by giving something meaningful to their loved ones, such as birthdays, graduations, weddings, births of children, big religious moments such as Eid al-Fitr, Christmas and for social actions to those in need.

This is evidenced by Indonesia being the world's most generous countries according to the Charities Aid Foundation (CAF) World Giving Index 2021. Indonesia has the highest overall index score with an increase in score of 69, up from 59 when the annual index was published in 2018. More than eight out of 10 Indonesians donated money in 2020 during the Covid-19 Pandemic and the country has a much higher volunteer rate than the average for any other country.



Figure 1. 1 CAF World Giving Index 2021

Source: cafonline.org

Reporting from theatlantic.com in March 2017, there are still various obstacles in sharing happiness, such as difficulty choosing program or activity options, being too busy and procrastinating habits. Currently, there are several choices that people make to give gifts, including buying directly from conventional gift shops, preparing, or making their own gifts or commonly called DIY – Do It Yourself, or

buying gifts online through online stores or marketplaces. The Covid-19 pandemic has caused people to switch to online shopping more intensively. This can be seen from the data compiled by iPrice.co.id, in the second quarter (Q2) 2021 Tokopedia is the e-commerce that gets the most monthly web visitors or visitors in Indonesia with total visitors reaching 147,790,000 monthly averages. Followed by Shopee which has 126,996,700 visitors.

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Filter by			Select Data Per Quarter				
			Q2 2021				
Merchant	Monthly Web Visits	AppStore Rank	PlayStore Rank	Twitter	Instagram	Facebook	Number of Employees
1 Tokopedia	147,790,000	#2	#4	853,000	3,828,300	6,525,650	4,944
2 Shopee	126,996,700	#1	#1	6,038,000	7,757,940	21,855,970	12,192
3 Bukalapak	29,460,000	#6	#5	215,600	1,661,140	2,518,990	2,316
4 Lazada	27,670,000	#3	#2	430,000	2,975,370	31,364,410	4,126
5 Bibli	18,440,000	#8	#7	529,600	1,622,480	8,598,260	1,979
6 Bhinneka	6,996,700	#21	#17	67,100	42,280	1,036,230	487
7 Orami	6,260,000	n/a	n/a	5,820	6,040	351,770	211
8 Ralali	5,123,300	#26	n/a	2,880	41,160	91,390	176
9 JD ID	3,763,300	#7	#6	42,000	590,670	939,770	1,185
10 Zalora	3,366,700	#5	#8	n/a	720,090	7,989,080	580
11 Sociolla	2,486,700	#4	#3	5,560	1,008,850	16,570	561

Figure 1. 2 E-Commerce Competition in Indonesia

Source: iprice.co.id

Referring to Kompas.tv in May 2021, hampers or “hamper” comes from English which means basket. In England, “hamper” attached to a large wicker basket, used to transport goods or food. While in the United States, the term “hamper” is used to refer to the basket for clothes to be washed. Both have the same meaning, namely goods that are loaded in a basket-like container. Hamper itself also has a more personal and close impression because it is usually sent on holidays or special days.

At the beginning of 2020 the trend of giving gifts for hampers rose rapidly, many MSMEs (Micro, Small and Medium Enterprises) made products with the concept of hampers. Such as hampers for beauty, health, for Eid, Christmas, etc. The number of

items in the hamper category on the Tokopedia Marketplace in October 2021 was recorded at more than 399 thousand items.

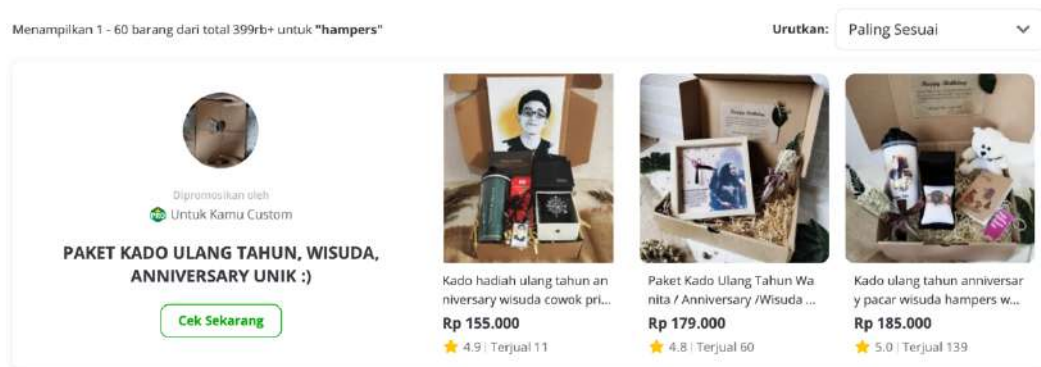


Figure 1. 3 Number of Hampers Products in Tokopedia

Source: Tokopedia.com

According to Handhika Jahja, Executive Director of Shopee Indonesia, quoted from Kompas.com, Wednesday (12/05/2021). In the month of Ramadan during the 2021 pandemic, people still cannot gather with family and friends. So there is a new trend to send hampers and souvenirs as a sign of congratulations. More than 130 million MSME products were sold during the Peak Day Big Ramadan Sale 2021. Hampers and souvenirs are the favorite MSME product categories.

Galuh Chandra Kirana, Country General Manager of ShopBack Indonesia, said the highest order period occurred one week before Ramadan with an average budget of under Rp 500,000. As many as 34 percent of respondents ordered hampers for relatives and family. (Kompas.com, 05/24/2021)

A technology-based logistics service provider company, Paxel, noted that the frequency of delivery of hampers and delivery packages increased by 30 percent ahead of Eid Al-Fitr 1442 Hijri year on year. The increase was driven by the package delivery mechanism which is claimed to be easier and cheaper shipping costs. (Tempo.co, 09/05/2021)

The culture of sending hampers increased rapidly during Eid in 2020 and became a hot conversation. This phenomenon is getting more hype when public figures send hampers to each other and capture the moment when unboxing the hampers they receive (Viva.co.id, 23/05/2020). Especially Gen Z and Millennials aged 18 to 35 do the same thing to give each other gifts they buy online (Republika.co.id, 17/03/21). Often, also accompanied with a tradition of updating it to social media as an expression of gratitude. The peak, more than 130 million MSME products were sold during the Peak Day Big Ramadan Sale 2021 mostly are hampers and souvenirs product categories (Kompas.com, 12/05/2021).

In terms of gift needs, the existing marketplace has provided a special category of gifts such as in Shopee the category "Souvenirs & Gifts" contains choices of gift needs, such as shops selling gift items, wrappers, cardboard, ribbons, and gift balloons.



Figure 1. 4 Souvenir & Gift Category on Shopee

Source: shopee.co.id

However, there is no Marketplace that focuses on only selling gift needs. Therefore, Kita Juragan is here to eliminate the gap between the desire to share happiness and obstacles, by providing a practical online gift buying experience, according to needs and budget through the gift shop Marketplace. Kita Juragan is ready to help serve its users to realize their good intentions to share happiness through gifts to loved ones.

1.2 Business Overview

1.2.1 Company Profile

Kita Juragan is a gift hampers service application for Millennials & Gen Z who are busy, confused about choosing gifts and have a limited budget, by providing unique gift hampers according to their needs and budget, not only providing gift options but also based on request with the concept of sharing economy with gift shop partners.

Currently, Kita Juragan is developing an Android-based application and website with features such as a gift catalog, filling out a gift requirement form according to the characteristics of the recipient, checking out orders, reviewing and rating also tracking orders. In addition, Kitajuragan's services can also be accessed through the kitajuragan.id website.



Figure 1. 5 Android Apps of Kita Juragan

Source: Kita Juragan, 2021



Figure 1. 6 Website of Kitajuragan.id

Source: Kita Juragan, 2021

The advantages offered by Kita Juragan for its users:

1. Various gift hampers according to needs such as birthdays, weddings, birth of children, graduations, celebrations, bouquets, and souvenirs.
2. Prices are varied and affordable.
3. Complete gift services such as gift boxes, greeting cards, gift labels, etc.
4. There is a virtual assistant service (via chat) that provides gift recommendations according to the character of the recipient.
5. Free shipping for Jabodetabek area.
6. Kita Juragan also encourage the economy of MSMEs (Micro, Small and Medium Enterprises) for gift shops, with the concept of sharing economy in partnership with gift shops.

The history of the establishment of Kita Juragan began as a social community in May 2018 that was happy to share happiness with people in need, over time Kita Juragan has grown into a company with a social mission. Since 2018 until the end of 2020, Kita Juragan has tried various business models to truly become a company that provides benefits for the company and benefits for the community. At the end of 2020, Kita Juragan focuses on executing a business model as a unique gift hamper service according to needs and budget. The word "Juragan" itself is an abbreviation of "Jadi Untuk Berbagi Kebahagiaan".



Figure 1. 7 Kita Juragan Logo

Source: Kita Juragan, 2021

Kita Juragan has had a PT legal entity since March 4, 2020, under the name PT. Kita Juragan Indonesian with registration number 4020030432100914. The office address is located at Co-Working Space DISTP, ILRC Building, 2nd floor, University of Indonesia, Depok, 16424 and LPIK ITB Building, Jl. Ganesha No. 15 F, Bandung.

1.2.2 Vision and Mission

Our vision is *"To become a technology company that can help share happiness easily, affordably, and with social value by upholding innovation and creativity."*

Our mission:

1. Provide optimal service to consumers based on empathy
2. Provide affordable costs for consumers
3. Delivering sustainable social benefits that can inspire
4. Building a culture of innovation within the company
5. Build competence and provide employee comfort at work

1.2.3 Organizational Structure

Currently, Kita Juragan consists of eight employees, with three people carrying C-level mandates, such as the CEO (Chief Executive Officer) who also doubles as CTO (Chief Technology Officer), also CMO (Chief Marketing Officer) and COO (Chief Operating Officer), and other teams spread across various divisions, such as

Business Development, Creative Marketing, Technology Development and Partnership.

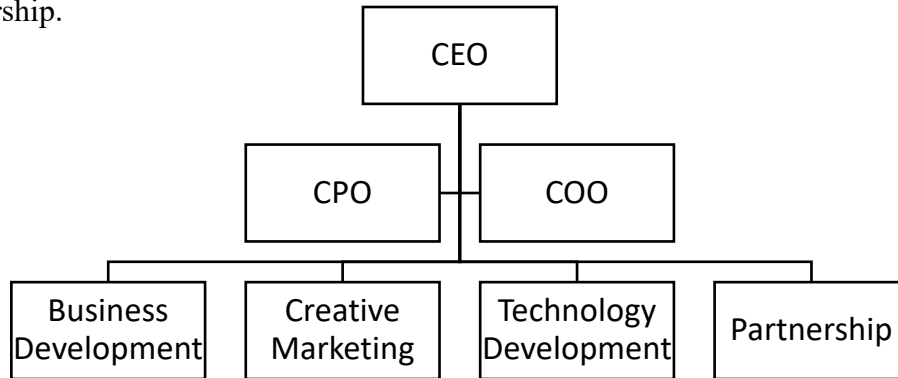


Figure 1. 8 Organizational Structure of Kita Juragan

Source: Kita Juragan, 2021

The following are the names of our team members:

- Chief Executive Officer (CEO) : Muh. Akbar Buana Tafisili, S.T.
- Chief Marketing Officer (CMO) : Dhita Mutiara Nabella, S. Si.
- Chief Operating Officer (COO) : Dinda Shezaria H. L., S. Si.
- Tech-Development : Lidya Rizky Siregar and Zahabia
- Content Marketing : Ridha Alviny
- Business Development : Raju Ritonga, S. P.
- Partnership : Indah Novitasari

1.2.4 Products Offering

Kita Juragan offering unique gift hampers according to needs and budget. Such as for birthdays, weddings, child births, graduations, celebrations, bouquets, and souvenirs.



Figure 1. 9 Accessories Hampers Kita Juragan

Source: Kita Juragan, 2021



Figure 1. 10 Healthy Hampers Kita Juragan
Source: Kita Juragan, 2021



Figure 1. 11 Beauty Hampers Kita Juragan
Source: Kita Juragan, 2021

In the process of marketing and selling products, Kita Juragan using the Application and the Webiste. Customers can browse the catalog, recommend gift hampers based on reviews and ratings, get recommendations for gift hampers according to the characteristics of the recipient, purchase and order tracking through applications and websites.

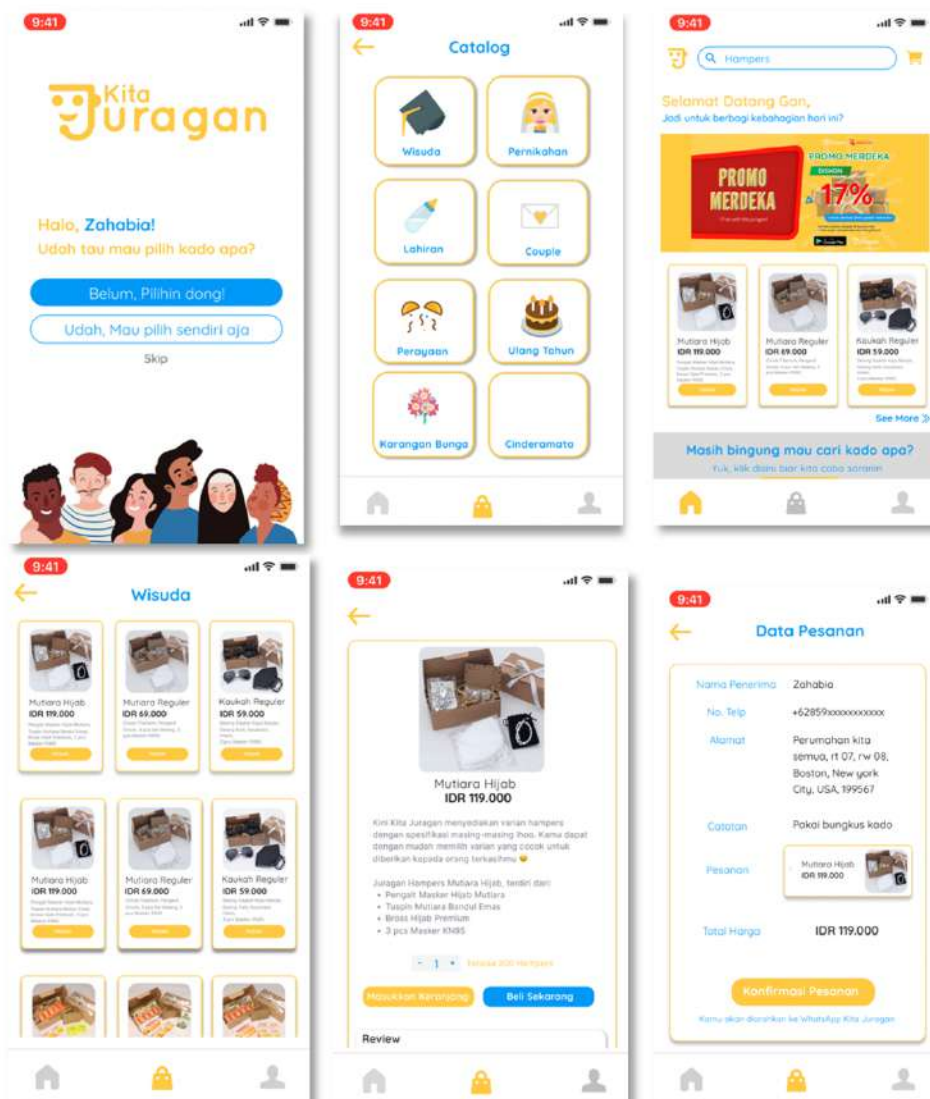


Figure 1. 12 Apps Display of Kita Juragan

Source: Kita Juragan, 2021

Kita Juragan provides a website version to make it easier for customers, so there is no need to download and install new applications. Just need to create an account and customers can buy gifts on the Kita Juragan website.

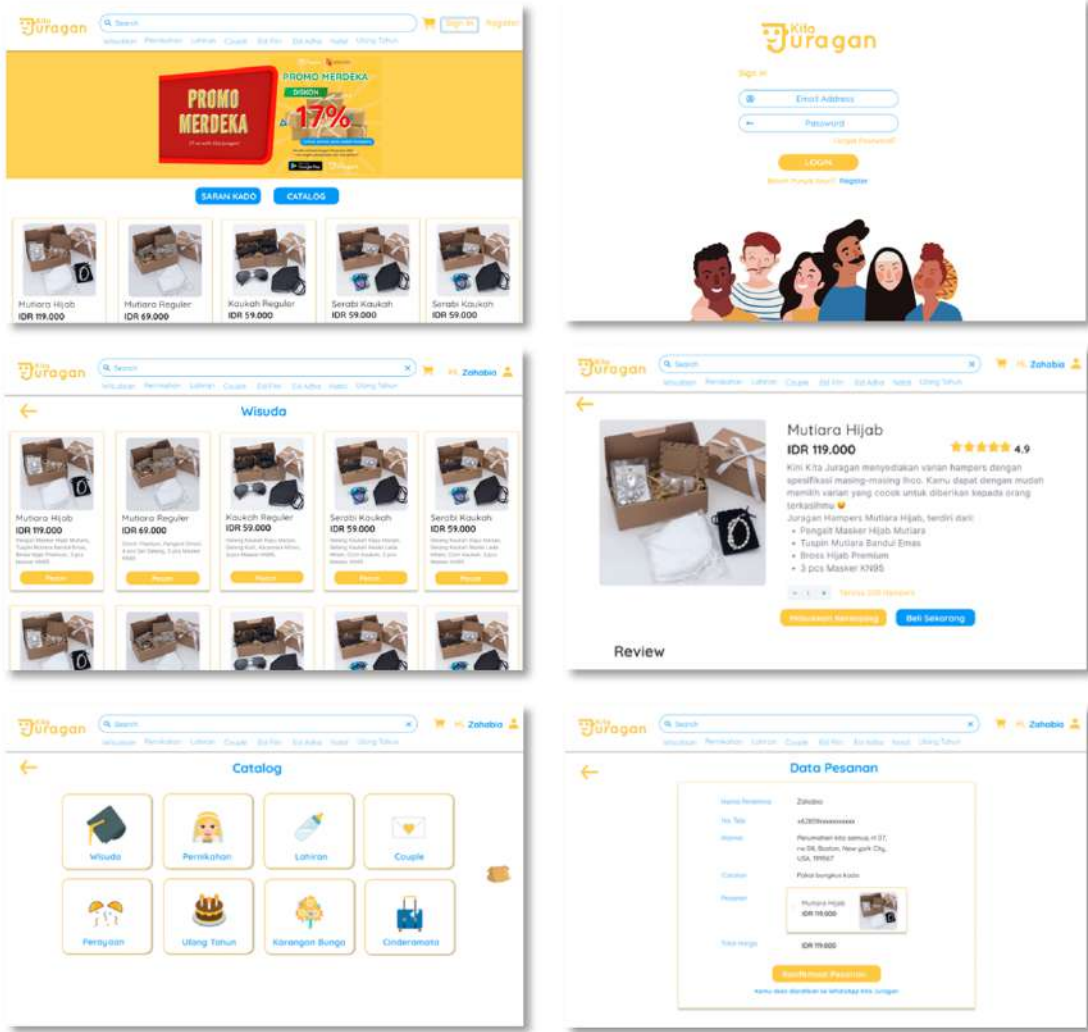


Figure 1. 13 Website Display of Kita Juragan

Source: Kita Juragan, 2021

Kita Juragan targets First Jobbers and Millennials Parent with upper middle income, especially in big cities in Indonesia. Because First Jobbers and Millennials have various moments to give gifts, such as giving graduation gifts to fellow friends or juniors, wedding gifts for friends who are married, birthday gifts for friends who have been blessed with children, and of course birthday gifts for friends or relatives.

1.3 Business Process

Kita Juragan as an aggregator of gift shop that connects gift shops with gift shoppers has a business process that starts with establishing a partnership with a gift shop. Kita Juragan will sort out partner products that are worthy of being included in the Kita Juragan platform. If the partners have agreed to work together, the partner's products will be included on the Kita Juragan platform. Furthermore, Kita Juragan helps the product marketing process through various marketing channels, such as apps, websites, social media (Instagram, TikTok), WhatsApp Business, ads, and email marketing. If an order comes in, Kita Juragan will contact the partner via WhatsApp Business, after the buyer sends payment to the Kita Juragan account number, the partner will prepare the product and send it to the buyer.

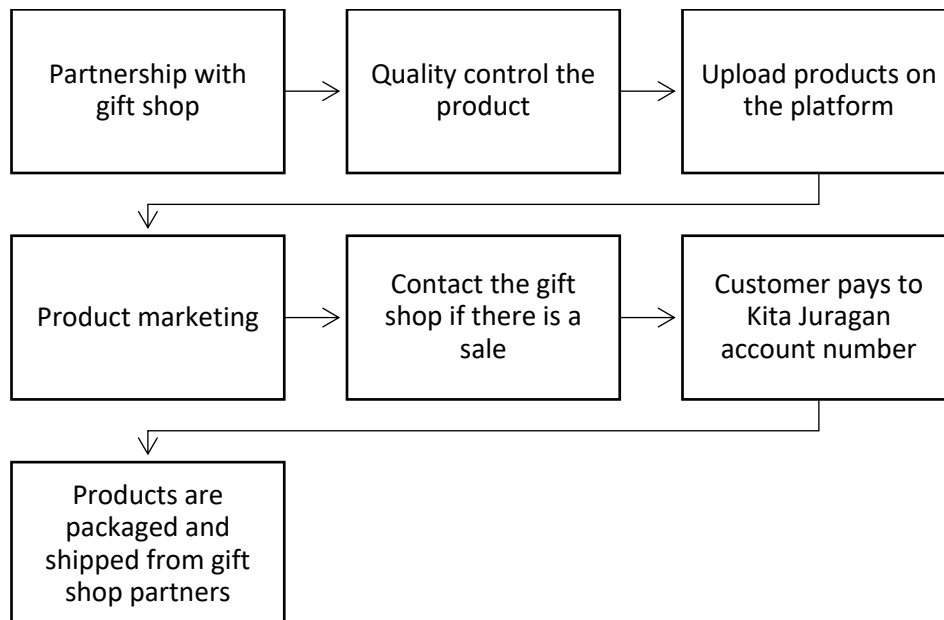


Figure 1. 14 Business Process Kita Juragan

Source: Kita Juragan, 2021

1.4 Business Issues

As the first marketplace in Indonesia that focuses on gift needs, Kita Juragan is not well known by the public. This is indicated by the number of sales and revenues that tend to decline since the initial launch in January 2021.

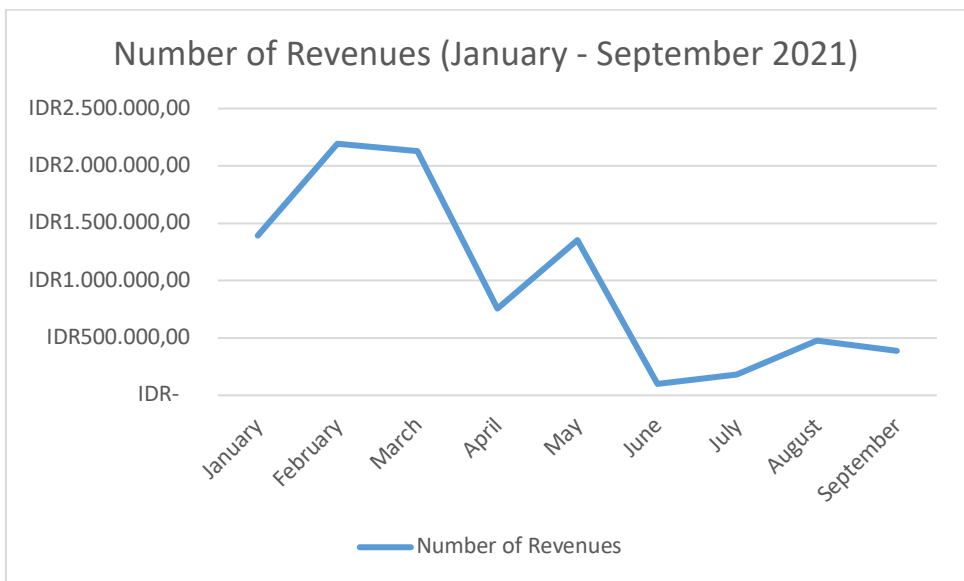


Figure 1. 15 Number of Ravenues in January to September 2021
 Source: Kita Juragan, 2021

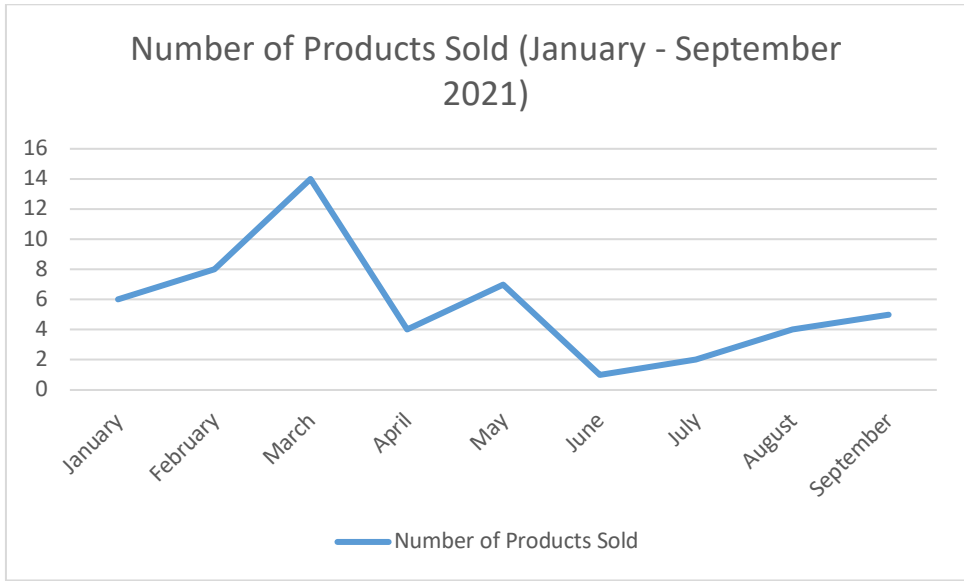


Figure 1. 16 Number of Products Sold in January to September 2021
 Source: Kita Juragan, 2021

In Figures 1.4.1 and 1.4.2 the trend of buying gifts in Kita Juragan is decreasing. So, this is a warning as well as a challenge for Kita Juragan to be widely known by the potential market. So, the potential for more of its products to be sold is higher.

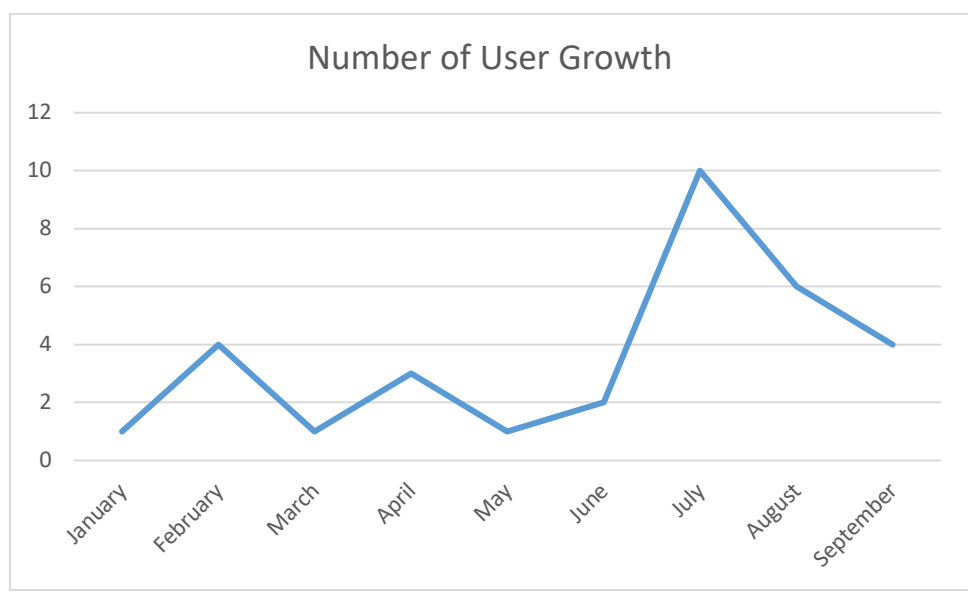


Figure 1. 17 Number of Users Kita Juragan in January to September 2021
 Source: Kita Juragan, 2021

From Figure 1.4.3 the increase in the number of users on the Kita Juragan Application and Website is also not significant and not all users buy through the Application or Website, because Kita Juragan also provides an alternative to buying through WhatsApp Business.

1.5 Research Objectives

The objective of this research is to obtain a digital marketing strategy to increase awareness of Kita Juragan as the first gift shop marketplace in Indonesia and increase sales so that it can compete with incumbent marketplaces.

1.6 Research Questions

1. What is the current business condition of Kita Juragan?
2. What is the right digital marketing strategy to increase awareness of Kita Juragan as a Marketplace that focuses on gifts so that it can compete with the incumbent Marketplace?
3. How to implement a digital marketing strategy to increase Kita Juragan sales?

1.7 Limitation of Research

Based on the existing business issues, this research will be limited to digital marketing strategies for the first gift shop marketplace in Indonesia so that it is known by the wider community and can compete in terms of sales with the incumbent marketplace. So, it does not discuss financially, human resources or company operations. The results of the research will only provide digital marketing strategies for Kita Juragan and how to implement it.

CHAPTER II BUSINESS EXPLORATION

The author chose Kita Juragan as the research subject of this Final Project. In this chapter, the author tries to find the factors to get to the root of the problem using Internal Analysis and External Analysis to create an effective digital marketing strategy for Kita Juraga as a gift shop marketplace.

2.1 Conceptual Framework

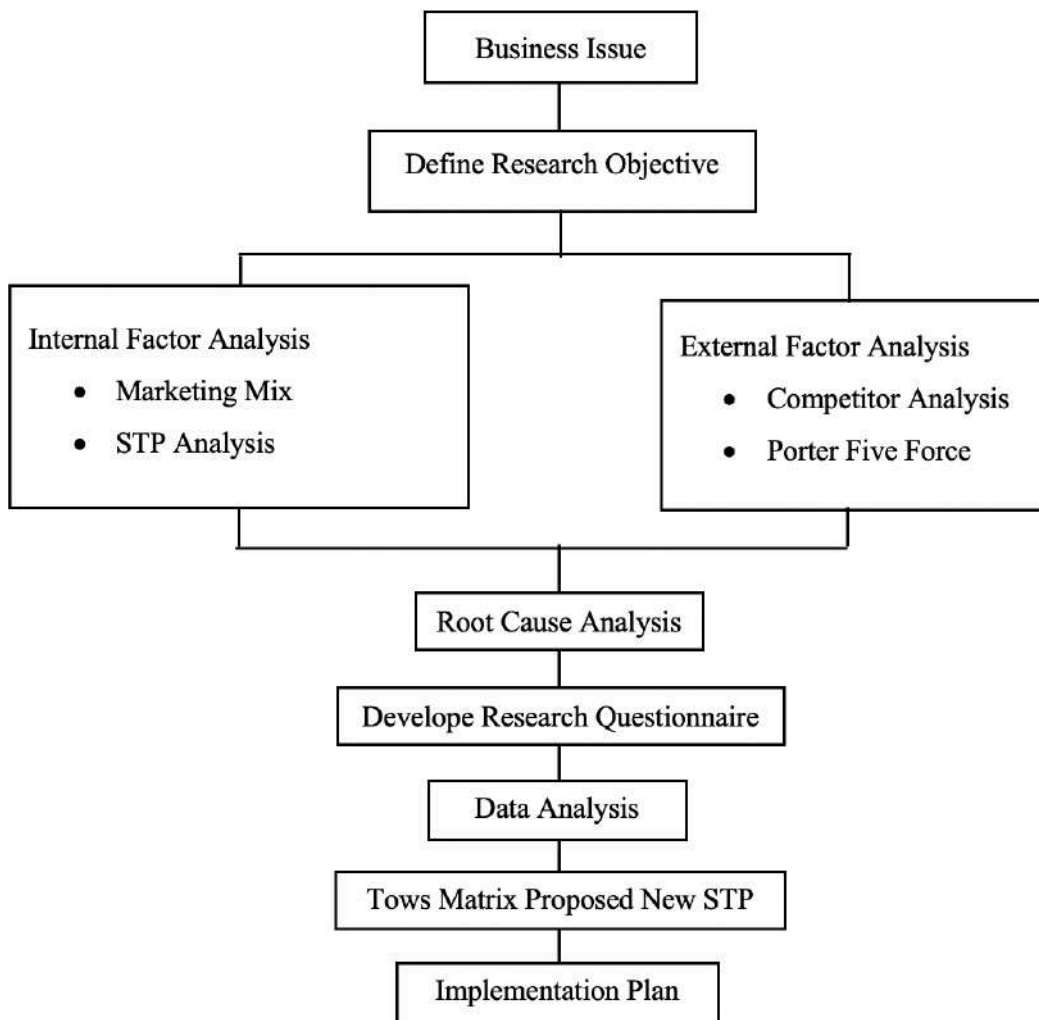


Figure 2. 1 Conceptual Framework

2.2 Research Methodology

2.2.1 Research Method

Starting from defining the Business Issue to get the types of problems that are being faced by Kita Juragan and defining the objectives of the research to obtain effective and efficient research. Furthermore, internal, and external analysis is carried out. Internal analysis consists of STP and Marketing Mix analysis. STP consists of Segmenting, Targeting and Positioning with the aim of knowing the type of market the company wants to target. While the Marketing Mix analysis aims to clearly identify the types of products that the company is trying to offer to the market, by analyzing Product, Price, Promotion, Physical Evidence, People, Process and Place.

External Analysis consists of Competitor Analysis, PEST Analysis and Porter Five Force Analysis. Competitor Analysis aims to find out how the company's competitors run their business and how to beat them. PEST Analysis is an analysis to determine the industry position of the company, which consists of Political, Economic, Social and Technological. Meanwhile, Porter's Five Force Analysis aims to determine the threat from new entrants, competition among competitors, threat of substitutes, bargaining power of buyers and suppliers.

2.2.2 Data Collection

a. Primary Data

Primary data is research by answering specific questions, which can include questionnaires, surveys, or interviews (Quesenberry, 2019:58). In this study, primary data was obtained by collecting data through a survey, in the form of distributing questionnaire. Kotler and Keller said, a questionnaire is a collection of questions asked to respondents. wording and order of questions can all affect responses, so testing and elimination of distractions is necessary.

b. Secondary Data

According to Quesenberry, secondary data helps to find information from previous research with other purposes and can be accessed because it is open to the public (2019:58).

2.3 Internal Analysis

2.3.1 Marketing Mix

According to Ravangard, marketing mix is a tool in business to keep a business competitive in a global competitive market environment.

1. Product

A product is something that can provide value to target customers and satisfy their needs better than alternative competitors (Wirtz and Lovelock, 2016: 70). Kita Juragan offering unique gift hampers according to needs and budget. Such as for birthdays, weddings, child births, graduations, celebrations, bouquets, and souvenirs. The first Hampers that Kita Juragan launched in June 2021 were Hampers accessories that contain bracelets, rings, brooches, glasses, earrings, etc. which are suitable as gifts for birthdays, weddings, graduations, celebrations, and souvenirs.

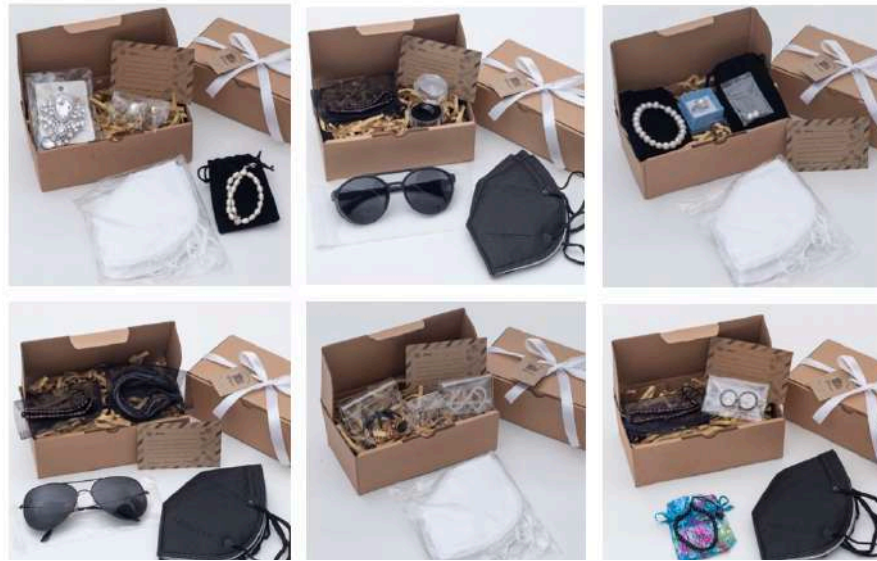


Figure 2. 2 Accessories Hampers Kita Juragan

Source: Kita Juragan, 2021

There are options for men, women, women with hijab, also suitable for both men and women. In addition, price variations are also made, some are premium or slightly more expensive with more complete items and premium materials, there are also regular ones or more affordable prices.

Furthermore, in July 2021, Kita Juragan released Health hampers, because at that time there was an increase in Covid-19 cases in Indonesia, making many people have to self-isolate. In this situation, many people are willing to give their attention and support to loved ones who are positive for Covid-19 by providing Health hampers packages. This package contains vitamins, honey, Black Seed, etc. that can increase a person's immunity. Just like Accessories hampers, there is a choice of premium and regular packages for Health hampers.



Figure 2. 3 Healthy Hampers Kita Juragan

Source: Kita Juragan, 2021

When the number of Covid-19 cases began to gradually decline in September-October 2021, Kita Juragan began releasing a new variant of hampers, namely Beauty hampers. As the name suggests, these hampers are specifically targeted at female recipients. These hampers are suitable for birthdays, weddings, graduations, celebrations, bouquets, and souvenirs. The contents of the hamper consist of skincare packages, such as powder, lip balm, sunscreen, shampoo, hand gel, etc. Hampers of this type include those that have a higher price than other types.



Figure 2. 4 Beauty Hampers Kita Juragan

Source: Kita Juragan, 2021

In terms of product hampers stock, Kita Juragan does not store in Kita Juragan's inventory, instead through the inventory of gift shop partners from Kita Juragan, so the responsibility for stock hampers lies with gift shop partners. If there is an order, then Customer Service of Kita Juragan will contact the Customer Service of the Gift Shop Partners via WhatsApp with a service time of less than 30 minutes, and

the delivery time until the item is received by the customer depends on the customer's request: sameday, next day and 2-4 days to arrive.

Kita Juragan assesses partner gift shops that will work together, regarding products, packaging, and customer service to ensure product and service quality is guaranteed. Kita Juragan have collaborated with 30 gift shop partners spread across the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, Bekasi). Kita Juragan actively ensure that stock is always available.

Partners who want to work together must agree to an MoU (Memorandum of Understanding) of the Kita Juragan Partnership which contains the rights and obligations of partners. Obligations such as providing gift boxes or gift wrapping, ribbons, product photos, partnership pricelists and shipping must be wrapped in bubble wrap. Partner rights such as getting product marketing assistance by publishing products in all of Kita Juragan's marketing channels, recommending products to potential buyers, and receiving Kita Juragan's labels and greeting cards.

Kita Juragan have limited variety of gift hampers. Currently, there are only 12 catalogs of gift hampers that are ready stock, previously there were more than 80 catalogs, but they dwindled because the catalog was not in the form of gift hampers, but individual gift packages. Of the 30 partners who work together, the remaining 3 partners with a variety of gift hampers. Reporting from Kompas.tv (9/5/2021), Hampers are boxes containing food or drinks (or other objects) intended as gifts or presents. Meanwhile, according to the Big Indonesian Dictionary (KBBI), gifts are gifts given for certain moments (can be in the form of individual items or not made in box packages like Hampers).

The increasing trend of hampers has made Kita Juragan decide to change their products from individual gift packages to gift hampers. This is also intended to be a differentiator between Kita Juragan and other online gift shops. This change from individual gift packages to gift hampers makes most partners unable to customize their products, such as making new product packages and having to take product

photos again, so they choose not to continue the partnership. On the other hand, the limited resources of Kita Juragan, unable to help partners in this transition. Also, the lack of partners is due to the lack of optimal acquisition of partners due to limited human resources to carry out this function, also due to the difficulty of finding suitable partners, namely those who provide hamper gift packages, not individual gifts, have proper product photos, and provide same day and next day delivery.

Table 2. 1 Kita Juragan Sales Data Record per September 2021

Hampers Type	Hampers Name	Amount Sold
Accessories Hampers	Serabi Kaukah (Regular, for Men and Women)	1
	Kaukah Premium (Premium, for Men)	4
	Kaukah Reguler (Reguler, for Men)	4
	Mutiara Hijab (For Women)	5
	Mutiara Premium (Premium, for Women)	1
	Mutiara Reguler (Reguler, for Women)	1
Healthy Hampers	Imun Reguler	3
	Imun Premium	4
	Imun Plus	6
Beauty Hampers	Healthy with Happiness	2
	Glowing with Happiness	2
	Shining with Joy	1
Gift	Various Categories	17

If we look at the existing sales data, the most sold hampers are the Hampers Accessories category with 16 sales launched for the first time in June 2021,

especially the item "Mutiara Hijab" which is mostly for birthday purposes, with the help of ads on the marketplace, friendship, and family. Followed by the Healthy Hampers type hamper which was launched in July 2021, selling 13 sales, especially the "Imun Plus" item or the most expensive type, which at that time most of the buyers gave it to their friends who were undergoing self-isolation due to the worsening COVID-19 outbreak and The last one is Beauty Hampers with 5 sales launched in September 2021, all of which are for birthday gifts. The rest are individual gifts with various categories, such as baby equipment, household furniture, etc.

2. Price

According to Wirtz and Lovelock, the pricing strategy will have an impact on how much income will be generated. Pricing strategy will be dynamic following customer segment, time, place of delivery, level of demand and available capacity (2016:71)

Kita Juragan applies a pricing strategy that accommodates all economic classes, namely providing regular or low prices starting from Rp. 59,000, and premium or more expensive prices up to Rp. 223,000. At first, Kita Juragan only focused on affordable prices or tended to be cheap because it targeted students, but over time it turned out that many buyers were first jobbers and millennials parents who had relatively higher purchasing power. So now, Kita Juragan providing price options according to customer needs. Some of the promotions that Kita Juragan have done, including:

a) Promo Merdeka



Figure 2. 5 Promo Merdeka

Source: Kita Juragan, 2021

At the moment of Independence Day August 17, 2021, Kita Juragan held a “Promo Merdeka” by giving a 17% discount for all hamper packages from August 1 to 18, 2021 and free shipping costs to the Greater Jakarta (Jabodetabek area). This promo got 4 sales. The sales were not optimal due to the lack of continuous (consistent) promotional content related to this promo.

b) Promo 9.9



Figure 2. 6 Promo Spesial 9.9

Source: Kita Juragan, 2021

In September 2021, Kita Juragan hold a Special 9.9 promo, by providing a 15% discount for all hamper packages and free shipping to the Greater Jakarta. This promo generated 5 sales. The sales were not optimal because the promotion time was too tight, at that time it was only carried out on one day on September 9, so that this promotional information had not been known by many customers. If the promotion starts on September 1 and peaks on December 9, it is likely that the sales generated will be higher.

c) Discount Voucher



Figure 2. 7 Discount Voucher

Source: Kita Juragan, 2021

In June 2021, Kita Juragan hold a webinar as a marketing event, and all participants who register will get a 10% discount voucher for all Kita Juragan products. After the event was over, there were only 2 sales from 2 people who redeemed the voucher. This less-than-optimal sale was due to the lack of an exclusivity factor for voucher recipients where all participants received discount vouchers. If only certain participants, for example from the best questioners or those who carry out certain challenges such as sharing experiences after doing a webinar, receive a discount voucher, it is likely to generate more sales.

3. Place

Distribution channels help in terms of display, sell, or deliver the physical product or service (s) to the buyer and user via direct internet, mail or mobile phone or telephone or indirectly through distributors, wholesalers, retailers or agents. (Kotler and Kellers, 2016:32)

Since the establishment of Kita Juragan, we have focused on selling online, never using an offline store. Kita Juragan use Social Media Channels such as Instagram and TikTok, as well as the Tokopedia marketplace, and our Website and Application that are connected to the WhatsApp Business application. The use of

these channels is in accordance with the behavior of our customers, namely First Jobber and Millennials Parent.

Kita Juragan using Instagram and TikTok as channels to increase awareness and communicate with customers. Meanwhile, the purchase of gift hampers will be directed through WhatsApp, Marketplace, Website, and the Kita Juragan application.

Based on existing data, there are respective segments for customers who like to order via WhatsApp Business (71%) or through Tokopedia (29%). Ease through WhatsApp Business, of course, customers just need to chat with our customer service, so it is easier, but the advantage through the Tokopedia marketplace is that customers could get free shipping.

Table 2. 2 Kita Juragan Sales Orders Channel

Months	Orders	Orders Channel	
		WhatsApp	Tokopedia
January	6	6	0
February	8	8	0
March	14	14	0
April	4	4	0
May	7	4	3
June	5	2	3
July	10	4	6
August	4	2	2
September	5	4	1

If we look at the table above, the largest sales were generated in March and July, namely 14 sales and 10 sales respectively. In March, marketing content on Kita Juragan's Instagram social media just started to be active again and in March Kita Juragan created an account on TikTok and actively creates content there, so that the

market education process can run better. And in those two months, Kita Juragan intensively promoted through micro influencers.



Figure 2. 8 Micro Influencer Kita Juragan

Source: Kita Juragan, 2021

In July Kita Juragan released a new hamper variant, namely "Healthy Hampers" containing vitamins, honey and *habbatussauda* which are suitable to be given to people who are self-isolating due to Covid-19. Sales increased by 2 times from the usual month because the Covid-19 number in July 2021 was increasing and the Level 4 Community Activity Restriction (PPKM) was enforced in major cities in Indonesia.

In the table above, we can also see that there are no sales through Social Media, Applications and Websites because customers are more comfortable ordering directly by chat via WhatsApp or chat on the Tokopedia Marketplace because they can communicate directly with customer service of Kita Juragan. Constraints of confusion and the absence of ideas in giving gift hampers make customers need to communicate directly with customer service. This cannot be provided through the Kita Juragan application and website, where customers can only click and order. Meanwhile, through social media such as Instagram and TikTok, most customers

use it to get product and entertainment information, while to carry out the check out or order process, they use other platforms, WhatsApp and Tokopedia. Moreover, customers need to download a new application, namely the Kita Juragan application and create an account to access the Kita Juragan website which not all customers are willing to do.

For every purchase of gift hampers by customers, Kita Juragan's customer service always asks where they know about Kita Juragan gift hamper products, and the results are as follows:

Table 2. 3 Funnel Analysis of Kita Juragan

Channel	Number of Orders
Team Kita Juragan	8
Instagram Content	25
TikTok Content	9
Instagram Ads	10
Recommended Friends or Relatives	8
Email Blast	0
Marketplace Ads	3

When viewed from the table above, most of the sales that enter the main purchasing channel through WhatsApp, come through the Content channel on Instagram, Content on TikTok and Ads on Instagram. Next comes the recommendation of friends or relatives and the Kita Juragan team. Activities on Instagram and TikTok social media are still the biggest contributors of leads for Kita Juragan.

4. Promotion

Promotion consists of three vital components, namely providing needed information and advice, persuading customers to buy products or services, and moving customers to take a certain action at one time (Wirtz and Livelock, 2021:72).

Kita Juragan using Instagram and TikTok channels in the marketing process. On Instagram, it provides information in the form of product explanations, various product catalogs, Frequently Asked Questions (FAQ), how to buy, testimonials, educational, promos, give aways, etc.



Figure 2. 9 Kita Juragan Instagram Content

Source: Kita Juragan, 2021

Kita Juragan concerned about the appearance of its content on Instagram, because we believe that when people want to buy hampers, they will see the photo display of the hampers that they will buy, and the image that is built also supports someone's interest to believe and want to buy Kita Juragan's products.



Figure 2. 10 Kita Juragan Instagram Feeds
Source: Kita Juragan, 2021

Meanwhile, on TikTok, the focus is on story telling, tips and tricks, informative, up to following trends.

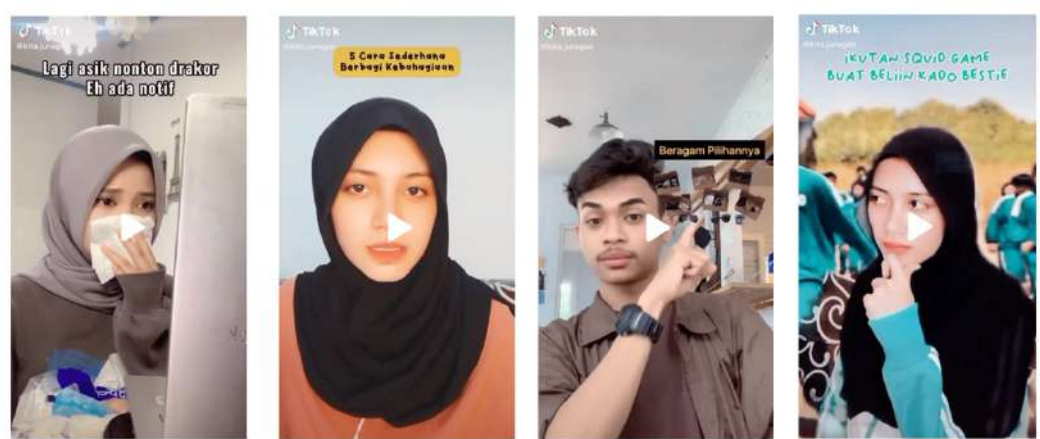


Figure 2. 11 Kita Juragan TikTok Content
Source: Kita Juragan, 2021

In the last 5 months starting from July 11, 2021, to November 22, 2021 Kita Juragan focused on awareness on Instagram and TikTok and managed to add organic followers on Instagram by 200++, and on TikTok by 50++. Within a week, at least Kita Juragan publishes 3 contents on Instagram and 1 content on TikTok as well as daily stories on Instagram (repost, curated, recycle post, remake post).

Table 2. 4 Social Media Analysis of Kita Juragan

No	Type of Content	Topic of Content	Description	Objective	Frequency	Engagement
1	Picture on Instagram Feed	Product Catalogues	Show hampers catalog	Informing the variants of hampers that are sold	Minimum once a month	In range between 12-19 likes, 1-2 comments
2	Picture on Instagram Feed	Product Description	Displaying the contents of hampers	Explain the benefits of each item in hampers	Minimum once a month when launching new hamper variants	In range between 12-24 likes, 1-8 comments
3	Picture on Instagram Feed	Frequently Asked Question (FAQ)	Basic information that need to know	Customers do not get confused with basic information	Once in 3 months	36 likes, 3 Comments
4	Picture on Instagram Feed	Promotion	Promotional information according to the momentum	Customers are interested in buying	Depends on the momentum	15 likes, 1 comment
5	Picture on Instagram Feed	Testimonials	Testimonials from customers	Convincing customers of the quality of products and services	Every time after a purchase	In range between 18-39 likes, 1-8 comments
6	Picture on Instagram Feed	Educational	Unique information about hampers	Make customers interested in trying to buy hampers	Minimum once a week	In range between 8-38 likes, 1-10 comments
7	Picture on Instagram Feed	Following the trend	Types of gift buyers from trending movie characters	Presenting interesting information that relates to the trend	Depends on the trend	In range between 41-78 likes, 3-7 comments

Table 2. 5 Social Media Analysis of Kita Juragan (cont'd)

8	Picture on Instagram Feed	Quiz	Guess the word quiz	Build interaction with customers	Every 2 weeks	In range between 20-43 likes, 1-12 comments
9	Video on TikTok	Tips & tricks	Problems that often occur	Provide solutions to problems	Minimum once a month	In range between 101-230 likes, 2-3 comments, 509-1100 views
10	Video on TikTok	Informative	Information about the product	Explaining the product in an interesting way	If there is a new hamper variant	In range between 142-212 likes, 1-15 comments, 529-652 views
11	Video on TikTok	Educational	Educate and riding the wave (trends)	Attract customers to buy hampers	Minimum once a month	In range between 179-187 likes, 1-2 comments, 1018-1278 views

Based on the table above, we can see that the content that has the most engagement on Instagram is content that follows current trends, followed by quiz content and testimonials. Meanwhile, the content that has the most engagement on TikTok is informative, tips & trick, and educational content. These contents also have an impact on increasing sales, website traffic and the number of downloaders because they have a clear Call to Action (CTA) for each content. For example, the Tips & Tricks content on TikTok which invites the audience not to panic if they just remember that it is a loved one's birthday that day, because Kita Juragan can sent the same day gift hampers package with guidance and suggestions such as chatting with friends via WhatsApp. Or testimonial content on Instagram in July-August 2021 which shows the use of applications and websites that are easy and fast, simply increasing downloaders and traffic on apps and applications by 16 people, up 50% from other months.

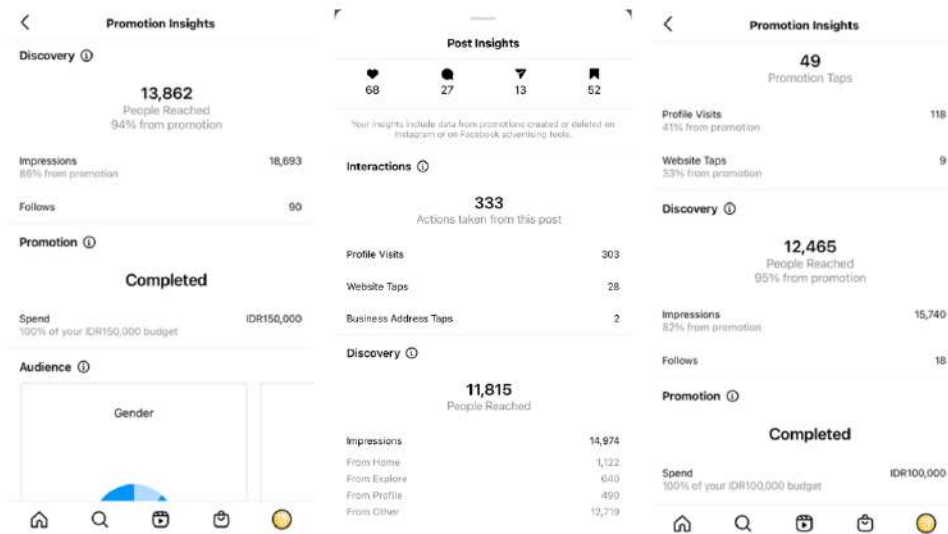


Figure 2. 12 Kita Juragan Ads on Instagram

Source: Kita Juragan, 2021

There has not been much advertising done through Instagram. Of the three advertisements on Instagram that have been done for Kita Juragan products and events, with a budget of Rp. 100,000-Rp. 150,000, they managed to generate 16-90 new followers with people reaching 333 – 13,862. However, it has not produced the expected sales. By allocating a Customer Acquisition Cost (CAC) of IDR 9,500 per customer in the hope of getting sales that provide 3 times the profit. With an advertising budget of IDR 350,000 in July-September, it is expected to generate 37 sales. But only got 10 sales.

In doing advertisements, Kita Juragan still use boost up posts on Instagram, have not done more advanced and targeted advertisements due to the limited ability and experience of the team in using Facebook (Meta) Ads.

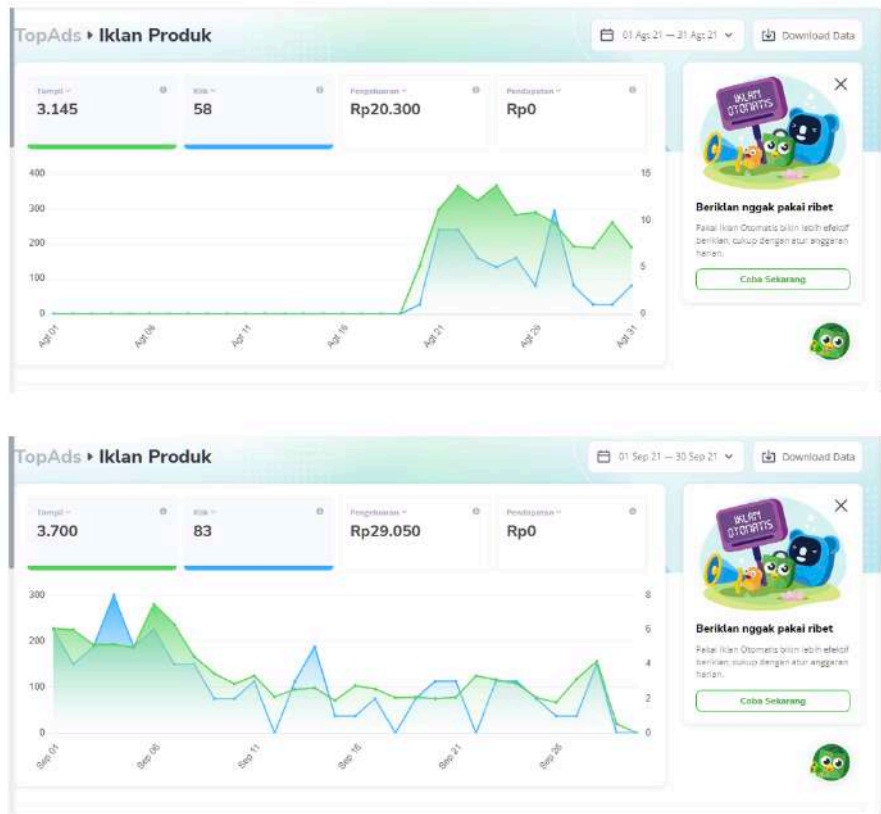


Figure 2. 13 Kita Juragan Ads on Marketplace

Source: Kita Juragan, 2021

Just like on social media, in the marketplace, Kita Juragan has not been aggressively advertising. After doing two advertisements on Tokopedia, I managed to get 58-83 clicks with people reached up to 3,700. However, it has not produced the expected sales. By allocating a Customer Acquisition Cost (CAC) in the Marketplace of IDR 5,500 per customer in the hope of getting sales that provide 3 times the profit. With an advertising budget of IDR 50,000 in August-September, it is expected to generate 9 sales. But only got 3 sales.

5. Physical Evidence

Physical evidence is referring to the tangible expression of a product and how it is purchased and used (Chaffey & Chadwick, 2016: 288).

Physical evidence is the main thing in the gift industry because most customers will see the outside first before buying. The more "premium looks" of course the better because the gift given by the customer to the recipient is a representation of themselves.

Therefore, Kita Juragan ensures that the product packaging looks premium by choosing materials that look premium with a combination of gift boxes, ribbons, and gift labels.



Figure 2. 14 Packaging of Kita Juragan

Source: Kita Juragan, 2021

Gift labels can be written with the name of the gift recipient so that it looks exclusive and there are greeting cards that can be customized according to the wishes of the gift giver. The greeting card will be included in the hamper gift package. Kita Juragan gives a simple, elegant and premium impression on every hamper gift package.

Kita Juragan also provide services through websites and applications with a view that is not much different between the two. As can be seen in the figure 2.3.14, After downloading the application on the Play Store or accessing it through the kitajuragan.id website, the customer will be confronted by the homepage, where the customer can see ongoing promos, hampers gift catalog recommendations, testimonials and gift message buttons or need gift suggestions. When the customer starts clicking on these features, the user will be directed to create an account first using Gmail. This is intended so that customers can browse through the features and gift hampers catalog in the application and website without rushing to create an account (sign up).

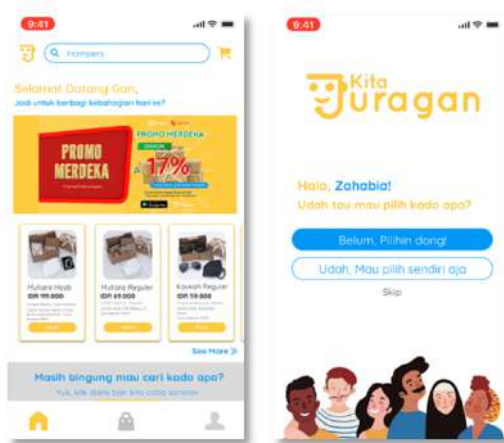


Figure 2. 15 Homepage and View Creating Account

Source: Kita Juragan, 2021

When user presses the Catalog button, the catalog categories will appear, such as graduations, weddings, births, couples, celebrations, birthdays, bouquets and souvenirs. This is intended to make it easier for customers to choose gift hampers according to their needs or moments. If one of the catalog category buttons is pressed, a selection of hamper gifts will appear which already contains basic information such as the contents of the hamper gift and the price. As seen in the figure 2.3.15.

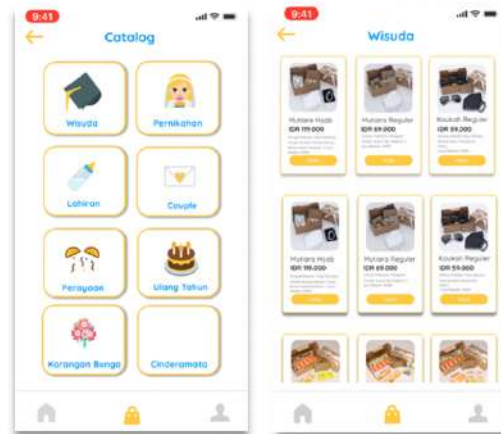


Figure 2. 16 Catalog Page
Source: Kita Juragan, 2021

As seen in the figure 2.3.16, if the customer has determined the choice of gift and pressed the choice of gift, a complete description of the hamper gift he wants to order will appear, then fill in the formula such as the sender's name, telephone number, destination address, contents of the greeting card. The next one will go directly to WhatsApp Business Kita Juragan for further processing according to the formula format that is filled in on the application or website.

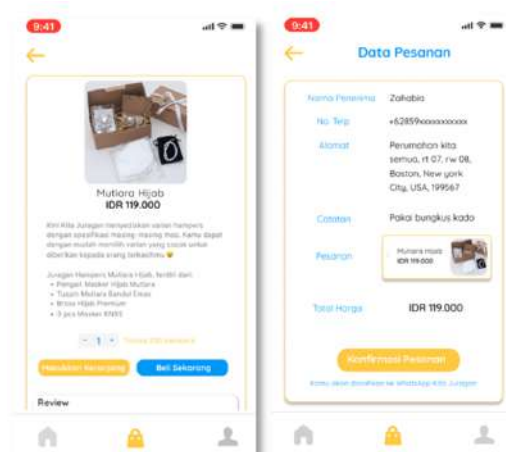


Figure 2. 17 Catalog Order Page
Source: Kita Juragan, 2021

6. People

Employees are critical to marketing success, because marketing will only be as good as the people inside the organization (Kotler & Keller, 2016: 48)

As a startup, currently Kita Juragan consists of an 8-person team, but only 3 people are fulltime, and the rest are freelancers. Full-time positions include CEO & CMO, CFO & COO and CPO, while freelance positions include Business Development, Creative Marketing, Technology Development and Partnership Specialist. The following is the division of tasks:

- CEO & CMO (Chief Executive and Marketing Officer):
 - Responsible for company strategy
 - Responsible for marketing and promotional activities
- CFO & COO (Chief Finance and Operating Officer):
 - Responsible for the process of financial records such as revenue and expenses
 - Responsible for company operations such as sales and Customer Service (B2C) also company day-to-day
- CPO (Chief Product Officer):
 - Responsible for product development and variety by looking at trends in needs and moments of gift hampers from partners (B2B)
- Business Development:
 - Initiating event campaigns for marketing purposes (awareness and sales)
- Creative Marketing :
 - Create marketing content for social media, application, and website purposes
- Technology Development:
 - Develop applications and websites
- Partnership Specialist:
 - Acquisition new gift shops partners
 - Monitoring of gift shops partners
 - Develop partnership SOP (Standard Operating Procedure)

In ensuring the quality of work and the commitment of the freelancers, Kita Juragan makes a Work Agreement (SPK) which must be approved by the freelancers. The SPK contains a description of the duties and responsibilities (including targets that must be met), the rights to be received (including incentives, bonuses, training), the validity period of the agreement and periodic evaluations of freelancers' performance.

The limited number of teams affects the performance of the organization. Inability to increase the number of teams due to a limited budget. In addition to the number constraint, there are also limited team skills, such as the ability to negotiate and acquire partners, digital marketing skills (advertising, SEO -Search Engine Optimization, email marketing, etc.), as well as web and app developers.

This limitation of expertise is due to the lack of knowledge and experience of freelancers. Along the way, Kita Juragan finds it difficult to find qualified freelancers according to Kita Juragan's wishes, even if there are budget constraints. Sometimes, C-Level must first teach freelancers so that it also takes time and energy. On the other hand, C-Level also has other activities such as continuing to study and work.

7. Process

In running its business, Kita Juragan uses a partnership business model with gift shop partners. Gift hamper products come from partner gift shops, so Kita Juragan helping partner product marketing through the channels we have, namely: Social Media (Instagram, TikTok), Marketplace (Tokopedia), WhatsApp, Website and Applications.

In addition, Kita Juragan have provided professional product photo services to partners who need help. Although, after the evaluation, the cost of taking product photos is quite high, because Kita Juragan does not yet have its own photo studio and distance constraints, where gift shop partners must first send their products from their area, then Kita Juragan takes product photos.

Kita Juragan has collaborated with 30 gift shop partners spread across the Greater Jakarta area (Jakarta, Bogor, Depok, Tangerang, Bekasi). Kita Juragan assesses partner gift shops that will work together, regarding products, packaging, and customer service to ensure product and service quality is guaranteed.

Kita Juragan actively ensure that stock is always available. Kita Juragan using the closest network through our team's acquaintances and acquaintances with existing partners in adding partners, because of the mutual trust that has been formed. Kita Juragan has approached partners outside of introductions, but no one has been interested in joining because they feel that they can still do it without the help of Kita Juragan.



Figure 2. 18 Kita Juragan Partnership Flow

Source: Kita Juragan, 2021

As shown in figure 2.3.14., if there is an order, Customer Service Kita Juragan will contact the Customer Service of the Partners Gift Shop via WhatsApp with a service time of less than 30 minutes. After the payment process is completed by the customer and ensures that the product is available, the product will be processed and sent from the gift shop partner. Regarding the delivery time until the goods are received by the customer, it depends on the customer's request, Kita Juragan provide delivery options: Sameday, Next Day, and 2-4 days to arrive.

2.3.2 STP Analysis

1. Segmentatiton

According to Kotler and Keller, market segmentation divides the market into well-defined slices consisting of groups of customers who have the same needs and desires (2016: 268). In this study, the authors divide the market segmentation geographically, demographically, psychographically and behavior segmentation, as shown in the table below:

Table 2. 6 Segmentation of Kita Juragan

Geographic Segmentation	
Region	Indonesia
City	Greater Jakarta (Jabodetabek) and Big Cities in Indonesia
Language	Indonesia
Demographic Segmentation	
Gender	Male and Female
Age	22-25, 26-35 years old
Occupation	First jobber, private employees, civil servants, Non-Governmental Organization (NGO), entrepreneurs, millennials parent
Marital	Single and married
Income	Rp 3.000.000 – 6.000.000 and Rp 6.000.000 - 10.000.000
Psychographic Segmentation	
Activities	Using internet and social media
Personality	Introvert and extrovert
Attitude	Online shoppers, friendly, fun, simple, humble

Table 2. 7 Segmentation of Kita Juragan (cont'd)

Behavior Segmentation
<ul style="list-style-type: none"> • Men and women who are busy or do not have time to take care of gifts • Men and women who are confused about giving gifts • Men and women with limited budget • Men and women who like to do an online shopping • Men and women who like to browse anything through smartphone

2. Target Market

According to Kotler and Keller, the target market is part of the available market qualifications selected by the company to be persued (2016: 109).

Kita Juragan set the target market based on existing customers, namely first jobbers and millennials parents who are aged 22-35 years because they have good purchasing power because they already have an income of around IDR 3,000,000 - IDR 10,000,000. Previously, Kita Juragan focused on the student market and fresh graduate, but did not show good sales performance because students were not financially independent. In addition to low purchasing power because they do not have a fixed income every month, fresh graduates or students still have enough time to take care of gifts, so they can still prepare their own gifts, so there is no urgency factor. Low purchasing power and availability of time makes the target market for fresh graduates and students not suitable for us.

Persona

Ms. Muthi

Ms Muthi is a fresh graduate from one of the leading universities in Indonesia, 22 years old. Not long after she graduated, she became a first jobber because she just got her first job at a startup based in Jakarta. Muthi earns a salary of around IDR 4,500,000. Muthi still often gives gifts, especially for juniors on campus who are graduating. To his colleagues at the office, Muthi gives gifts for his co-workers'

birthdays. Muthi also gives wedding gifts for her friends who are married, as well as gifts for giving birth to children if their peers are married and have children. Sometimes Ms. Muthi had a problem when choosing a gift, which was that she had to adjust it to her budget.

Mr. Prasetyo

Mr. Prasetyo is a fresh graduate from a well-known university in Indonesia. He is 24 years old. When he graduated, he immediately worked in a Non-Governmental Organization (NGO) in the South Jakarta area with a monthly income of Rp. 5,000,000. Apart from working, he is also active in his hobby community which regularly gathers every month. Mr. Prasetyo likes to give hampers, especially for his colleagues and community members, such as birthdays, weddings, and graduations.

Mrs. Dika

Mrs. Dika is a millennial parent, 30 years old, who works at an established company in Jakarta and earns a monthly income of IDR 9,000,000. Mrs. Dika likes to give gifts to colleagues or friends who have birthdays, get married, have children, or move offices or abroad. However, sometimes Mrs. Dika has problems, because there is no time to take care of gift needs, so a practical process is needed.

Mr. Hamdi

Mr. Hamdi is a civil servant in a ministry in Indonesia. Currently Mr. Hamdi is 35 years old, married and has a child. His monthly income is IDR 10,000,000. On the sidelines of his busy schedule, Mr. Hamdi tries to take the time to give hampers to his co-workers, especially for religious holidays, such as Eid al-Fitr.

The following is the calculation basis (bottom-up) for Kita Juragan's target market which has easy accessibility, size, and potential profitability, using labor force data sources from BPS and Republika.co.id:

Table 2. 8 Calculation of The Size of Kita Juragan Target Market

Workfoce in Jabodetabek	Amount	Unit
Year of 2018	11265707	Person
Year of 2019	11735987	Person
Year of 2020	11679735	Person
Average	11560476,33	Person
National New Workforce	2250000	Person
Number of gifts in 1 year	2	Item
Budget of gifts	IDR 75.000,00	
Total Addressable Market (TAM)	IDR1.734.071.450.000,00	1,7 T
Serviceable Available Market (SAM)	IDR 337.500.000.000,00	337 B
Serviceable Obtainable Market (SOM)	IDR 3.375.000.000,00	3,3 B

Based on the table above, Kita Juragan estimate that can generate a Serviceable Obtainable Market (SOM) of 1% of the total annual new workforce (first jobber) of 2,250,000 people, assuming that the target market buys gifts at least twice a year with a minimum budget of IDR 75,000 so that Kita Juragan are able to generate a profit of 3.3 billion in one year.

3. Positioning

Positioning is an act of designing an offer and image of the company to have a distinctive place in the minds of the target market in the hope of maximizing the potential benefits for the company (Kotler & Keller, 2016: 297).

Kita Juragan position itself as an aggregator of gift hampers shops and gift hampers buyers, by presenting hampers as needed, such as birthdays, graduations, weddings, child births and according to occasions such as Eid, Christmas, Mother's Day, Teacher's Day, etc. at affordable prices. which is varied, available in regular quality and premium quality. Supported by a practical process so that it does not make it difficult for buyers and saves time.

In this study, the author tries to compare Kita Juragan with three other competitors who have their own specifications. Namely Idol Mart as a conventional gift hamper shop, Kadobox as a gift hamper shop that has utilized social media and websites, also gift shops that sell through marketplaces such as the PolaKen Gift Box Series. When compared in terms of practicality and price, the comparison can be seen in the figure below:



Figure 2. 19 Competitor Map Analysis





Based on the Competitor Map Analysis above, Idolmart as a conventional hamper gift shop has affordable prices but is not practical because it is still an offline store. Kadobox as a gift hamper shop that has utilized social media and websites has a premium price but is more practical because it is available online and is given a choice of categories as needed. PolaKen provide premium prices, but the process is relatively inconvenient because, when people enter the Marketplace such as Shopee, they are not focused. Kita Juragan available in regular and premium prices and are relatively more practical because we specialize in gift hampers, so that customers can focus more on choosing the gift hampers they need.

2.3 External Analysis

2.3.1 Competitor Analysis

Competition includes all the actual and potential rival offerings and substitutes a buyer might consider (Kotler & Keller, 2016:34). In this study, the author will divide into three types of competitors, namely conventional gift shops represented by Idolmart, online gift shops represented by Kadobox and PolaKen as a gift shop that sells through the marketplace

Table 2. 9 Gift Shop Competitor Analysis

	Conventional Gift Shop (Idolmart)	Online Gift Shop (Kadobox)	Marketplace (PolaKen)	Kita Juragan
				
Pricing	25-500K	193-742K	127-549K	59-223K
Variety of product	Various categories (Unit/Gift)	According to needs and moments (Hampers)	According to needs and moments (Hampers)	According to needs and moments (Gift and Hampers)
Target market	B & C Class	A & AB Class	A & AB Class	AB, B & C Class
Sales Channel	Offline Store (Jakarta, Depok, Bekasi), Market places	Market places, website, social media	Platform Marketplace, social media	Market places, website, apps, social media
Promotion	Brochures, Banners, Pamphlets	FB & IG Ads	FB & IG Ads, Marketplace Ads	FB & IG Ads, Market place Ads, Micro Influencer

From the Table 2.7, we can see that the advantage of Kita Juragan is the price to accommodate regular packages (cheaper and affordable) and premium packages (relatively more expensive) or the target market for classes AB, B and C with a

price range of 59-223K. Variations of products according to needs (birthdays, weddings, births, graduations) and moments (Eid al-Fitr, Christmas, Mother's Day, etc.) Sales channels through marketplaces, websites, apps, and social media through WhatsApp Business make it easier for customers because they only need to click and chat and can be more focused, not tempted to buy other than gift hampers. In terms of promotion, Kita Juragan has used FB & IG Ads, Market place Ads, and Micro Influencers.

2.4.3 Porter Five Force

Porter (2008) states that there are 5 competitive forces that companies must be careful with, namely threats of new entrance, power of suppliers, power of buyers, threat of substitutes, and rivalry among competitors.

1. Threat of New Entrants

For new entrants to enter the gift shop industry, the barriers to entry are **low**. The availability of high demand, easy access to distribution channels as well as legal aspects and supportive government policies have made barriers to entry low. However, this in parallel makes the threat high for the players in the gift industry. This is due to the availability of various options in buying gift hampers. Starting from offline stores, online stores, and marketplaces. The number of gift shop hampers continues to increase, due to the increasing demand. Both the duration is seasonal at the moments of the big day, or permanent. Because a new trend to send hampers and souvenirs as a sign of congratulations. More than 130 million MSME products were sold during the Peak Day Big Ramadan Sale 2021. Hampers and souvenirs are the favorite MSME product categories. (Kompas.com, 12/05/2021)

2. Bargaining Power of Supplier

The bargaining power of suppliers is **high**. Although, Kita Juragan has a gift shop partnership business model in which the items sold by Kita Juragan are gift hampers from partner gift shops, and Kita Juragan is not preoccupied with thinking about the supply of raw goods and inventory for gift hampers, because that is the responsibility of the partner gift shop. Kita Juragan in charge of ensuring that the

marketing of gift hampers products from partners goes well. If there is a gift shop that suddenly runs out of gift hampers, we can immediately offer similar products from other partner hamper gift shops. However, control of product variety and availability rests with Partners. So, if partners are not able to provide products that are in accordance with the wishes of Kita Juragan, then partners can easily discontinue cooperation with Kita Juragan.

3. Bargaining Power of Buyers

The bargaining power of buyers is **high**. Because Kita Juragan must be able to provide choices of gift hampers according to the needs of the buyer and according to the moment that will be celebrated by the buyer. The quality and suitability of the product is very important to the buyer, because the hamper gift given by the buyer is a reflection of themselves, so that the buyer wants to give the best hamper gift to his loved ones. If they cannot meet these needs, buyers can quickly look for other options for gift hampers.

4. Threat of Substitute

There is a **limited** level available of substitute in the gift hampers industry. In celebrating important moments such as birthdays, graduations, weddings, births, there are alternative choices other than gift hampers, such as giving the latest gadgets, movie tickets, holiday tickets, food, paintings, digital works such as videos or photos, unit gifts (not in the form of gift hampers), etc. However, for certain occasions such as Eid al-Fitr, Christmas Day, etc., buyers tend to look for gift hampers, not replacing them with something else. As with the Eid al-Fitr phenomenon in 2021, Hampers and souvenirs are the favorite MSME product categories. (Kompas.com, 12/05/2021)

5. Rivals Among Competitors

Rivalry among competitors in gift hampers industry is **high**. Because every gift shop, both offline and online, is competing to provide choices according to needs and moments at various prices according to the targeted market. For gift shops that

have a sufficient marketing budget, they do not hesitate to spend advertising costs and through influencers to introduce their products, thereby taking a market niche from competitors.

2.5 Root Cause Analysis

Kita Juragan have promoted through content and advertisements on social media such as Instagram and TikTok as well as marketplaces such as Tokopedia. The gift shop partnership that has been established has also reached 30 store partners by providing variations of up to 80 gift catalogs, and the Human Resources team of Kita Juragan, which consists of eight people, has provided gift hampers services to customers. However, promotional activities, partnerships and product offerings have not generated optimal profits for Kita Juragan due to several reasons.

Based on internal analysis, in terms of promotion, engagement on social media as a communication and awareness channel and another digital space (website, apps, etc) to customers is still unstable and tends to be low, because it has not optimally utilized advertisements targeted at the target market and has not focused on the most popular content with proven good engagement. In terms of products, the choice of gift hampers is still limited, this is due to there are still few partners who join and it is difficult to find suitable partners, only 30 gift shop partners, currently 3 partners left and the lack of product R&D. This is also because the Kita Juragan team is still limited, out of 8 team members, only 3 people are full time, the rest are freelancers, have other activities and are limited in skills due to lack of experience and knowledge, especially in negotiating with partners. To increase the number of team members is also constrained by budget constraints. So, everything is backed up by 3 people. This results in low sales. The limited variety of gift hampers causes problems to spread, to the side of advertising that is not optimal, variations of content that are appropriate to customer needs, and ultimately result in low sales.

From the external analysis, a conducive climate for business growth has occurred after the Covid-19 Pandemic, aid incentives and regulations that support MSMEs have been issued by the Indonesian government and the purchasing power of the

public, especially for hampers, continues to increase. But of course, the challenges from competitors are very real, where a large marketing budget owned by competitors can be optimized for marketing purposes so that the market education process is more impactful. Competitors optimize the various existing marketing channels. Kita Juragan who have a limited marketing budget are certainly overwhelmed in this regard.

On the other hand, Kita Juragan as a gift hampers marketplace that provides gift hampers according to needs and momentum with varying prices and practical processes still has the same opportunity to compete with conventional gift shops and online gift shops through these advantages. In conducting the roots cause analysis, the author uses the Cause-and-Effect Diagram (CED). According to Doggett, the CED was designed to sort the potential causes of the problem while organizing the causal relationship (2006:35).

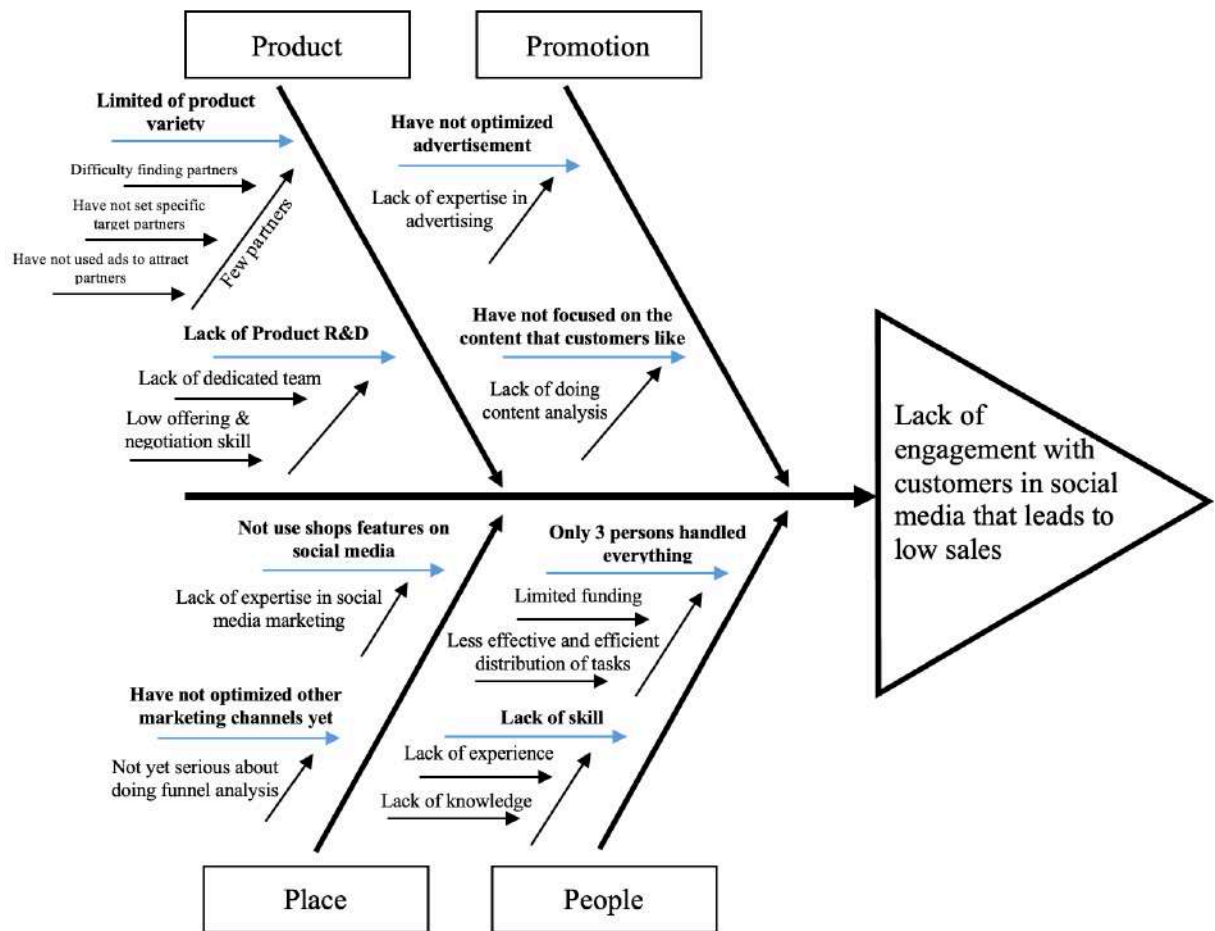


Figure 2. 20 Root Cause Analysis of Kita Juragan

Based on Root Cause Analysis Figure 2.5, the root of the problem lies in the lack of gift shop partners. The lack of partner stores resulted in limited variety of gift hampers. The limited variety of gifts causes the content that is created and advertised to the target customer to be limited and unrelated or in other words not according to the needs and moments of the target customer. This causes marketing activities carried out in various channels to be irrelevant. On the other hand, less effective and efficient distribution of team tasks that have not focused on partner acquisition. As a result, causing lack of engagement with customers in social media that leads to low sales. Therefore, in chapter 3, the author will focus this research on finding the best digital marketing strategy as a solution to the business problems faced by Kita Juragan.

CHAPTER III BUSINESS SOLUTION

The purpose of this chapter is to solve the Kita Juragan problem that has been described in the previous chapter which shows several problems. Not yet optimizing advertising and other marketing channels, limited partners resulting in less variety of products and limited Human Resources. All of these problems have prevented Kita Juragan from being able to engage optimally with customers and in parallel have not generated the expected sales. Therefore, in this chapter, the author will focus on creating a digital marketing strategy using the TOWS Matrix and the proposed new STP.

The author conducted a survey by distributing two types of questionnaires. The first questionnaire is to gain insight regarding potential consumers in the context of developing marketing strategies. Questionnaires have been distributed to existing customers and potential customers who have never used Kita Juragan's services, distributed via personal chat, email blast to the SBM ITB community and through the author's Instagram account as well as assistance from the author's network. The questionnaire was shown to get the perspective of consumer behavior for gift hampers, experience using social media and shopping online as well as experience using Kita Juragan's services.

The second questionnaire was distributed to gain insight into non-service business stores that have the potential to become Kita Juragan partner gift shops in terms of partner store needs, promotional and marketing experiences and expectations related to partnerships in the context of developing partnership strategies. Questionnaires have been distributed to existing gift shop partners, who were once partners of the Kita Juragan gift shop and potential gift shop partners, distributed via personal chat, email blast to the SBM ITB community and through the author's Instagram account as well as assistance from the author's network. Below are the results of a questionnaire that has been filled out by 377 gift hamper consumers and 38 potential gift shop partners.

3.1 Respondent Profile and Behaviors (Questionnaire 1)

3.1.1 Demography

In this section the author wants to know the demographics of the respondents including gender, age, place of living, occupation, and income.

The questionnaire was filled out by 47.2% men and 52.8% women with most of them aged 22-25 years, namely 69.5% and followed by 26-30 years old, namely 18%, domiciled mostly in West Java, namely 46.7% and DKI Jakarta, which was 34%, A small part from Banten and Sumatra.

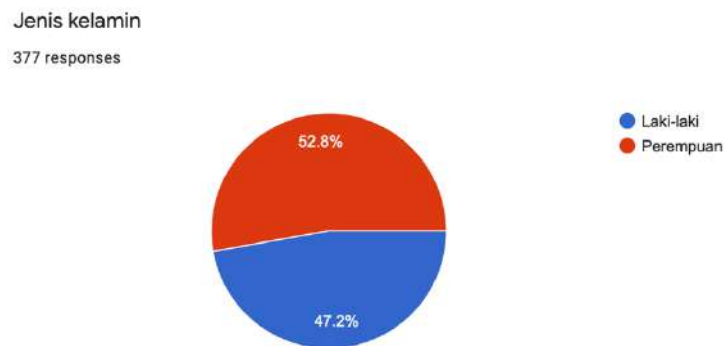


Figure 3. 1 Respondent's Gender

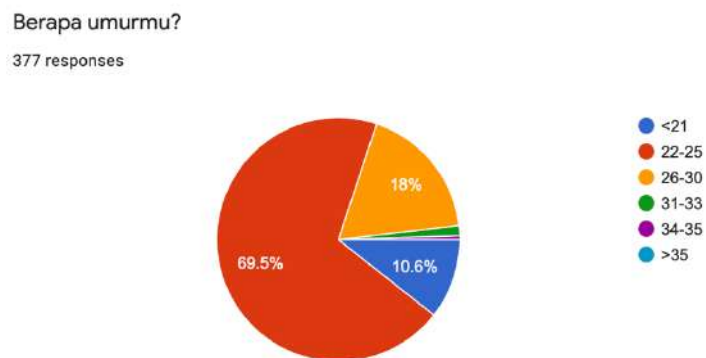


Figure 3. 2 Respondent's Age

Dimana domisilimu saat ini?

377 responses

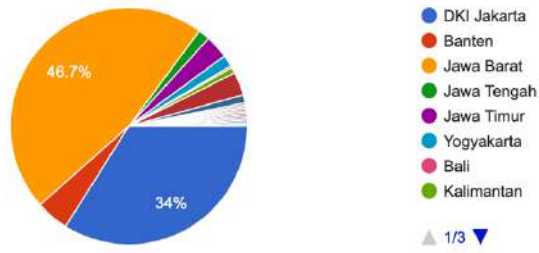


Figure 3. 3 Respondent's Place of Living

Private employees are the majority of questionnaires, namely 45.9% and students, namely 24.7%, followed by 3-5% are Civil Servants, BUMN, Entrepreneurs, Freelancers and Fresh Graduates. The highest percentage of income is Rp. 3,000,000 – Rp. 6,000,000 as much as 35.5%, then below Rp. 3,000,000 as much as 25.5% and Rp. 6,000,000 – Rp. 10,000,000 as much as 24.4%. From these demographic results, the respondents are in accordance with Kita Juragan's target market, namely men and women from big cities in Indonesia, especially in the DKI Jakarta and West Java areas, aged 22-35 years with an income of IDR 3,000,000 - IDR 10,000. 000 with the activities of private employees, entrepreneurs, and fresh graduates, but also dominated by students.

Apa aktivitasmu saat ini?

377 responses



Figure 3. 4 Respondent's Activity

Pendapatanmu perbulan saat ini
377 responses

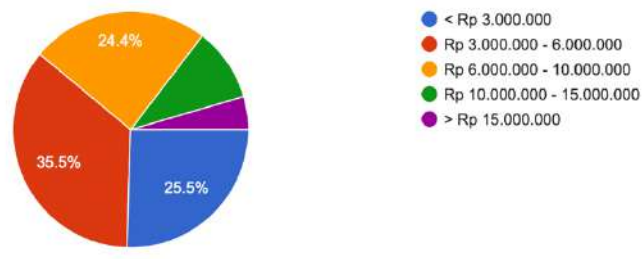


Figure 3. 5 Respondent's Monthly Income

3.1.2 Consumer Behavior of Gift Buyers

Almost all respondents, namely 97.9% know what hampers are and 81.4% have bought hampers. On average, respondents choose to buy gifts less than 3 times in one year, which is 69.2%, the remaining 23.1% choose 4-5 times in one year. By allocating a budget of Rp. 100,000 – Rp. 200,000, which is 56%, followed by a budget of less than Rp. 100,000, which is 18.3% and Rp. 200,000 – Rp. 300,000 by 15.1%. The largest is still for the purposes of Religious Holidays (Eid, Christmas, Chinese New Year, etc.) which is 57%, followed by 52% Birthday and 48% Graduation.

Tahukah kamu mengenai "Hampers" ?
377 responses

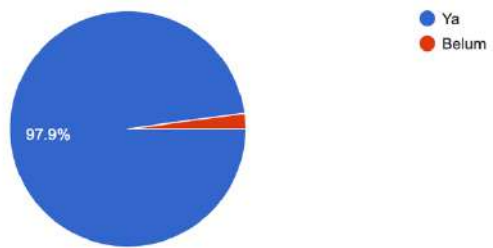


Figure 3. 6 Knowledge of Hampers

Dilansir dari Kompas.id, Hampers adalah kotak yang berisi makanan atau minuman (atau benda-benda lainnya) ditujukan sebagai hadiah atau kado. Sedangkan menurut KBBI, kado adalah hadiah pemberian untuk momen tertentu (bisa berupa barang satuan atau tidak dibuat paket kotak seperti Hampers). Pernah kah kamu membeli Hampers?

377 responses

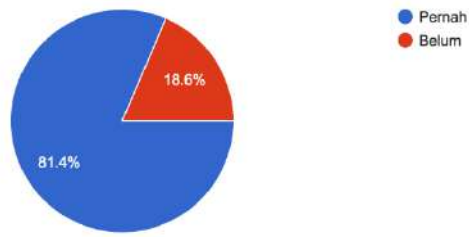


Figure 3. 7 Hampers Buyers

Berapa kali kamu membeli kado / hampers dalam satu tahun?

377 responses

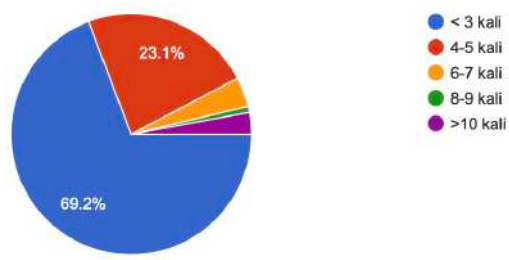


Figure 3. 8 Frequency of Buying Hampers Gifts

Berapa budgetmu dalam membeli kado / hampers?

377 responses

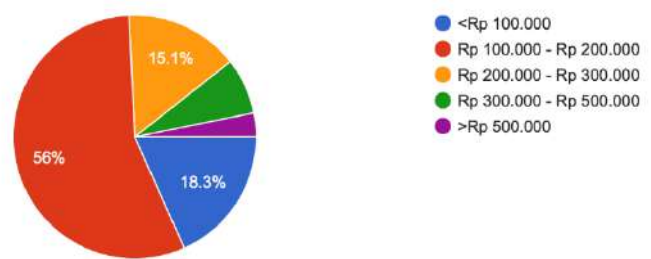


Figure 3. 9 Hampers Gift Buying Budget

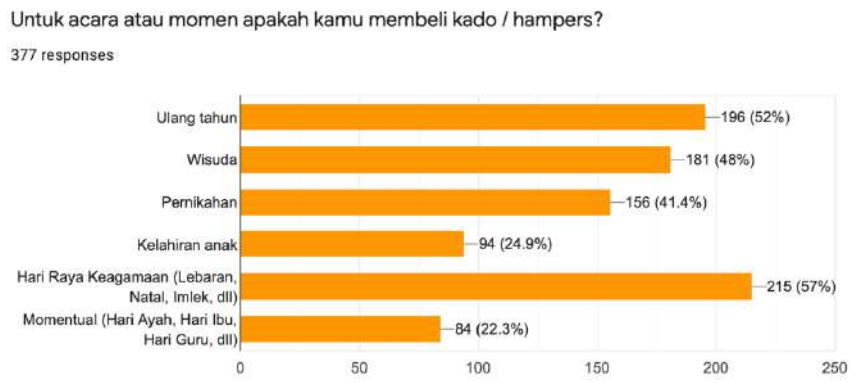


Figure 3. 10 Moments to Buy Hampers Gifts

Considerations in buying gift hampers are related to the suitability of the product to the needs and the moment, which is 80.6%, followed by the price factor, which is 79.3% and 66% attractive packaging. This is consistent with the respondent's answer when answering the consideration factor for repeat orders, namely the suitability of the product to the needs and moments, which is 78.5%, followed by the price factor, which is 73.2% and attractive packaging 48.8%.

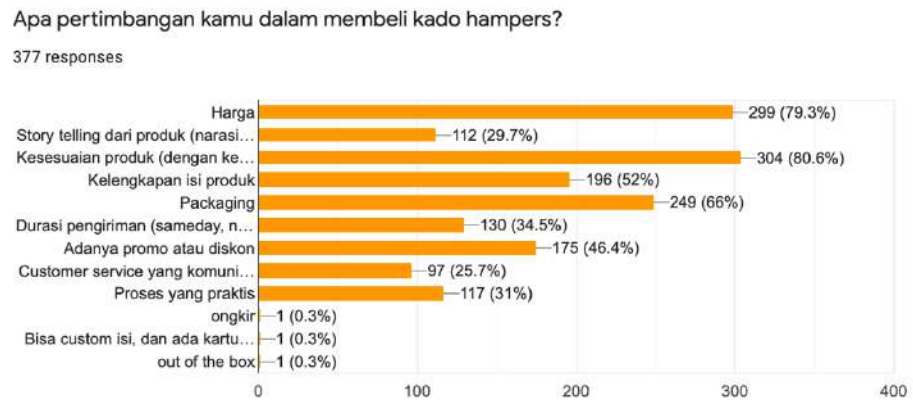


Figure 3. 11 Considerations for Buying Hampers Gifts



Figure 3. 12 Consideration of Repeat Order Gift Hampers

The biggest obstacle faced by customers is confusion in choosing gift choices, which is 72.9%. When buying a gift, the customer expects to be given less than 6 choices, which is 63.1%. Customers are strongly influenced by recommendations from those closest to them, namely 63.7% and interesting content on social media, which is 62.9%. The existence of the official business website of a gift shop hampers enough to influence customers in buying gifts, seen from 66.3% of respondents choosing "Yes" regarding the need for a website for gift hamper shops. The issue of Eco-friendly lifestyle influences in buying gift hampers, as seen from 66% of respondents using the issue of Eco-friendly lifestyle.

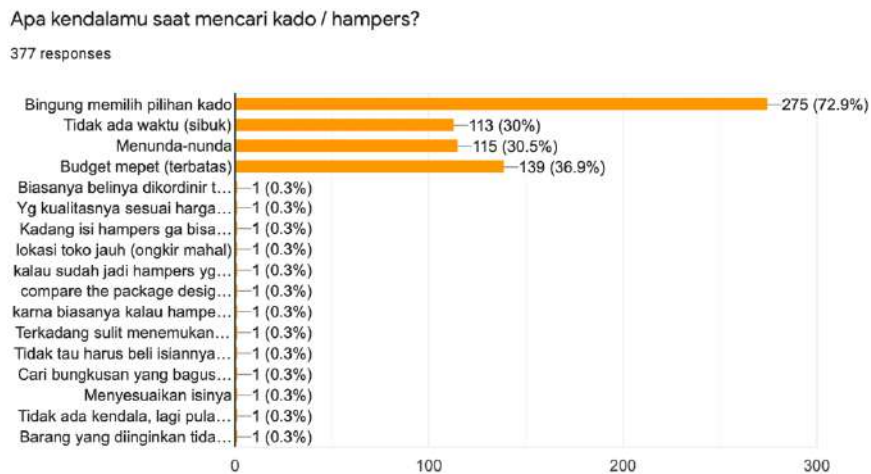


Figure 3. 13 Barriers to Buy Hampers Gifts

Berapa pilihan kado hampers yang kamu harapkan saat ingin membeli?

377 responses

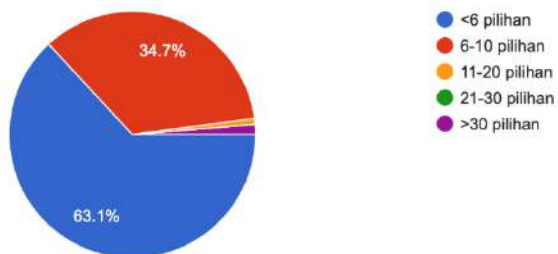


Figure 3. 14 Hampers Gift Choices Preferences

Apa yang memengaruhimu dalam membeli kado hampers?

377 responses

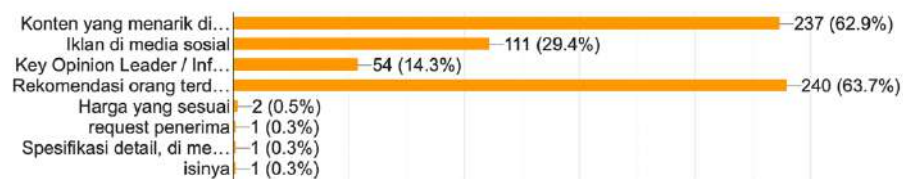


Figure 3. 15 Influence Factors Buying Hampers Gifts

Apakah keberadaan website resmi bisnis dari sebuah toko kado / hampers memengaruhimu dalam membeli kado hampers?

377 responses

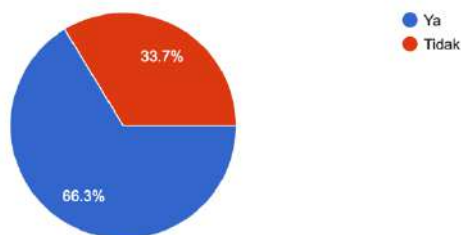


Figure 3. 16 The Influence of the Website for the Hampers Gift Shop

Apakah isu gaya hidup ramah lingkungan (eco-friendly lifestyle) memengaruhimu dalam membeli kado hampers?
 377 responses

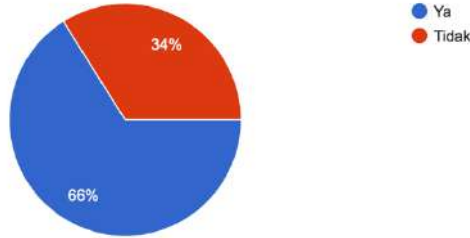


Figure 3. 17 Influence of Eco-Friendly Lifestyle Issues

3.1.3 Social Media Behaviors

The most frequently accessed platform for obtaining information is Instagram at 91%, followed by YouTube at 37.9%. The most frequent activity when opening Instagram is Check Story 56.8% followed by Scrolling Feed 31.6% and at least Check Reels 11.7%. Consistently around 50% of respondents check Instagram at night at 18.00-21.00 WIB on Weekdays and Weekends, but there is the biggest tendency to open on Friday night, namely 59.9% and Sunday night at 18.00-21.00 WIB, which is 57%.

Platform apa yang sering kamu gunakan untuk memperoleh informasi?
 377 responses

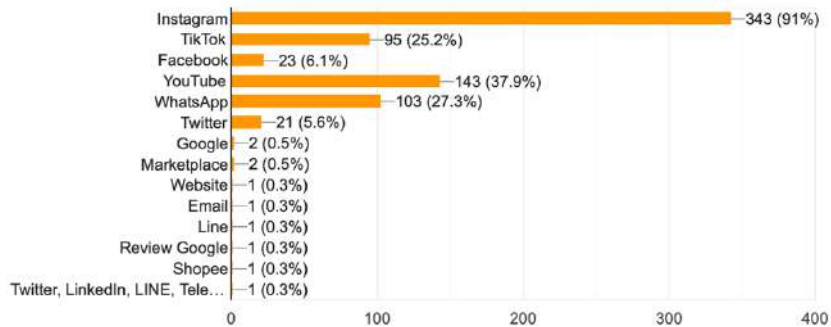


Figure 3. 18 Information Platform Preferences

Aktivitas yang paling sering kamu lakukan di Instagram?

377 responses

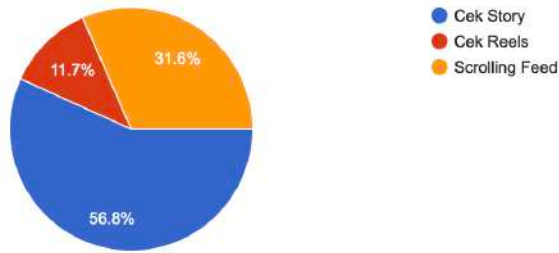


Figure 3. 19 Activity on Instagram

Kapan biasanya kamu cek Instagram?

377 responses

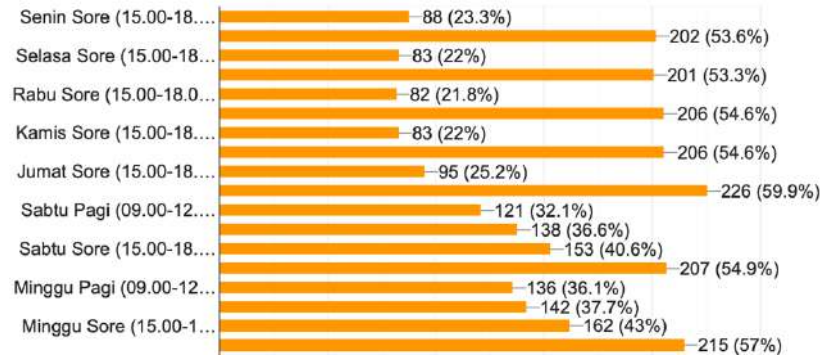


Figure 3. 20 Instagram Access Time Preference

Respondents liked content on social media that contained product information (catalogs, product descriptions, FAQs) which was 76.9%, informative content was 50.4% and testimonials was 43%. Respondents will engage with a business account on Instagram if it has interesting and relatable content, which is 78.5% and provides updated information, which is 65%.

Seperti apa konten di media sosial yang menarik bagimu?

377 responses

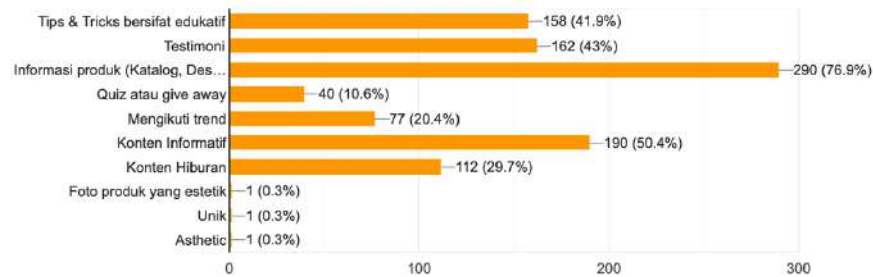


Figure 3. 21 Interesting Content Preference on Social Media

Apa hal yang membuatmu engage atau tertarik dengan suatu akun bisnis di Instagram?

377 responses

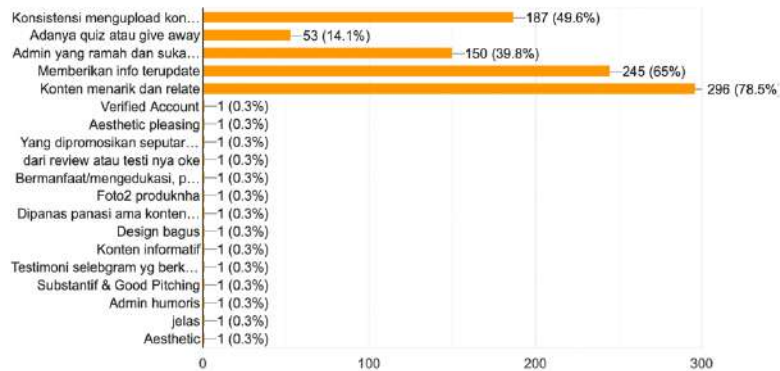


Figure 3. 22 Preference for Business Accounts on Instagram

3.1.4 Online Shopping Behavior

Usually buy gifts through Marketplace 41.6% and Online shop (social media, website) 36.6% on Weekday's nights at 18.00-23.59 WIB, which is 41.9% and weekends at 12.00-18.00 WIB, which is 39.3% or weekends at 18.00-23.59 WIB, namely 39.5%. Respondents are most comfortable getting information about product marketing through social media (Instagram, TikTok) which is 84.1%. The favorite marketplace to buy gift hampers is Shopee at 72.1% and Tokopedia at 61.5%.

Biasanya kamu memesan kado lewat apa?

377 responses

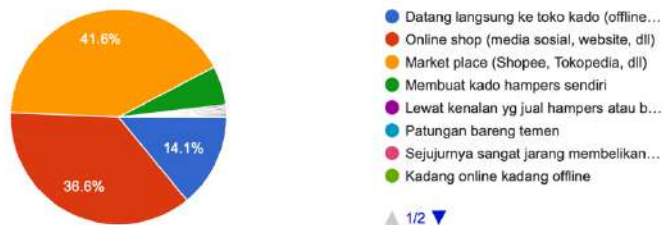


Figure 3. 23 Hampers Gift Buying Platform

Kapan kamu biasanya melakukan pemesanan kado / hampers?

377 responses

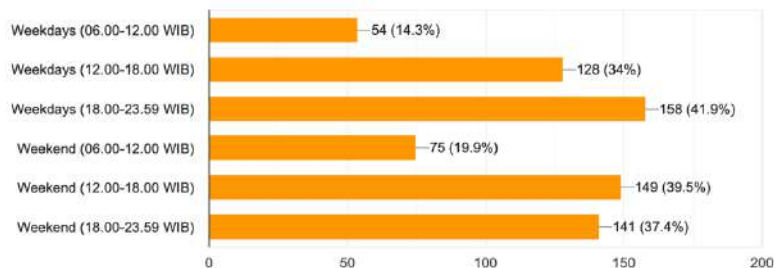


Figure 3. 24 Time to Buy Gift Hampers

Dalam hal pemasaran produk, kamu paling nyaman memperoleh informasi melalui apa?

377 responses

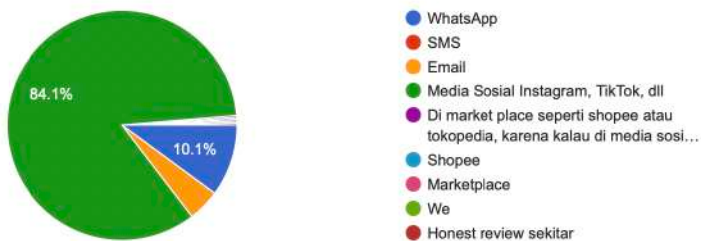


Figure 3. 25 Product Marketing Platform

Marketplace apa yang paling sering kamu gunakan untuk membeli kado hampers?

377 responses



Figure 3. 26 Favorite Marketplace to Buy Hampers Gifts

During the Covid-19 Pandemic, 85.7% of respondents bought hampers online and a small portion, 8.5%, chose to make their own hampers. The pandemic conditions did not reduce the enthusiasm for buying hampers as seen from the survey results, namely 78.2% sent less than 3 times and 4-5 times 14.9% during the last six months. When the Covid-19 Pandemic conditions began to gradually subside, as many as 78.2% would still buy online and 16.2% would come directly to gift shops (offline stores), or only a few wanted to go back to shopping offline.

Ketika pandemi Covid-19 kamu membeli kado hampers melalui apa?

377 responses



Figure 3. 27 The Effect of the Pandemic on the Ordering Channel

Berapa kali kamu mengirim atau membeli kado hampers dalam 6 bulan terakhir ini?

377 responses

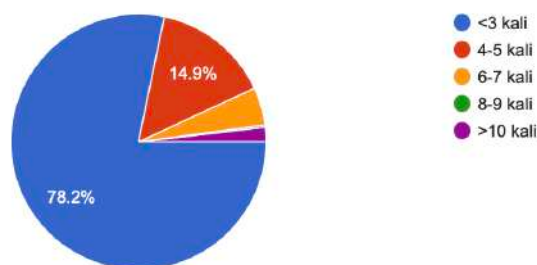


Figure 3. 28 Frequency of Buying Hampers Gifts during a Pandemic

Apabila Covid-19 mulai berangsur-angsur mereda, kamu akan membeli kado hampers melalui apa?

377 responses

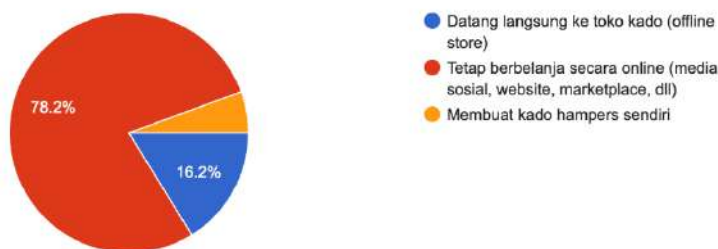


Figure 3. 29 Post-Pandemic Hampers Gift Buying Preference

3.1.5 Kita Juragan in General

As many as 73.7% of respondents already know the Kita Juragan brand, of which 65% know from the Co-Founder or Kita Juragan Team. However, 93.4% have not used Kita Juragan's services or only 6.6% of respondents have bought hampers at Kita Juragan. Of the respondents who have purchased hampers at Kita Juragan, 88% have experienced the value offered by Kita Juragan in the form of providing hampers according to needs and moments, practical and offering a variety of prices.

Apakah kamu sudah mengetahui Kita Juragan sebelumnya?
377 responses

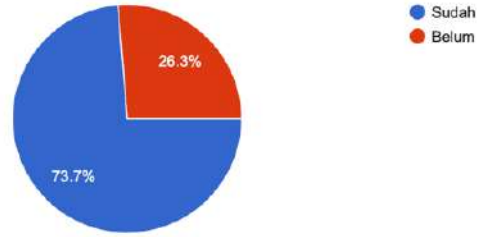


Figure 3. 30 Brand Awareness of Kita Juragan

Kamu tahu Kita Juragan dari mana?
377 responses

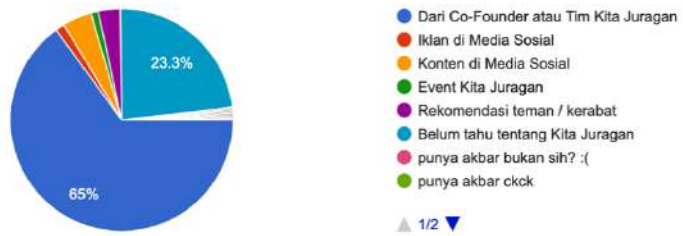


Figure 3. 31 Channel Knowing Kita Juragan Brand

Sudah pernah membeli kado / hampers di Kita Juragan?
377 responses

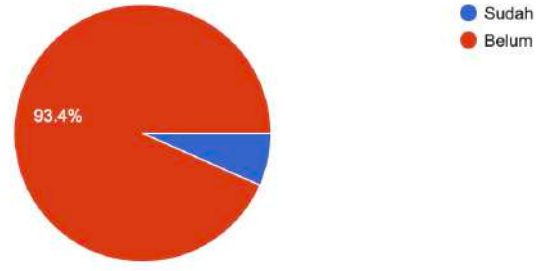


Figure 3. 32 Kita Juragan Service User

Apakah kamu sudah merasakan value yang ditawarkan Kita Juragan? (value berupa penyediaan kado hampers sesuai kebutuhan dan momen, praktis serta menawarkan beragam harga)
 25 responses

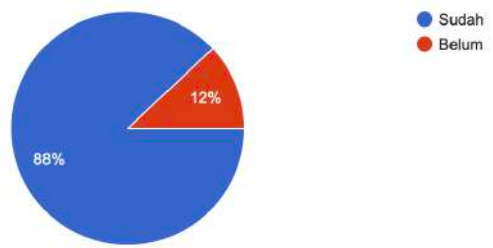


Figure 3. 33 Feel The Value of Kita Juragan

The reason for buying at Kita Juragan is because of the price factor of 64%, 56% practical process and 40% communicative customer service. When asked about the gaps in our service improvement, 72% of respondents agreed that the product variety is lacking so it doesn't match the needs and the moment. This is matched with the author's analysis based on Root Cause Analysis Figure 2.5.1 in the previous chapter, that the problem faced by Kita Juragan is that there are still few variations of gift hampers, this is due to the root cause of the problem, namely the lack of gift shop partners. Nevertheless, 96% of respondents are interested in buying gift hampers at Kita Juragan again.

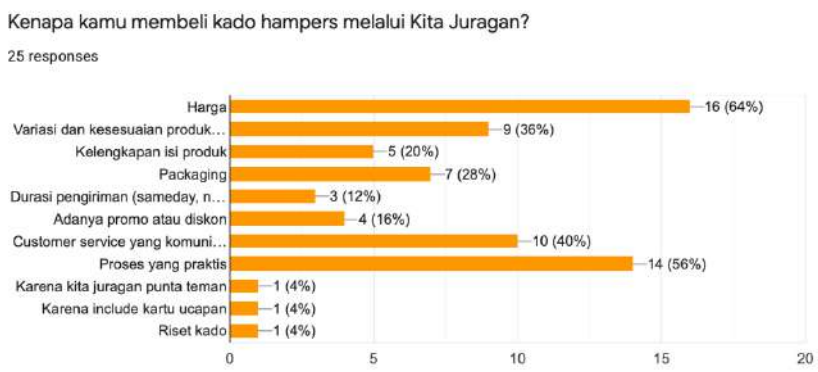


Figure 3. 34 Reason for Using Kita Juragan Service

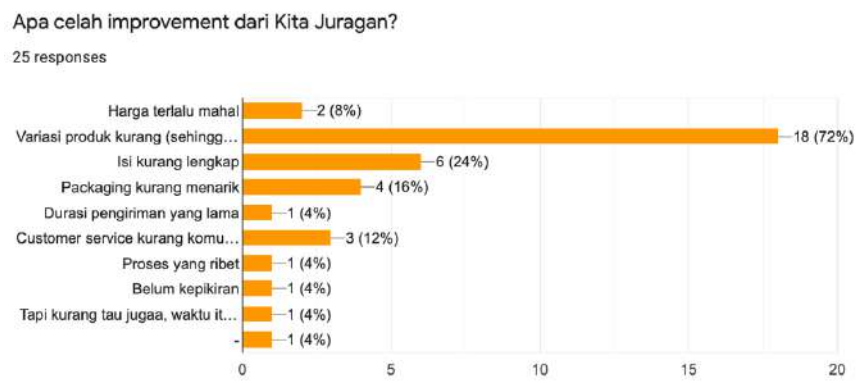


Figure 3.35 Improvement Gap of Kita Juragan



Figure 3.36 Kita Juragan Repeat Order Preferences

3.1.6 Questionnaire Conclusion

The questionnaire was filled out by respondents who are potential consumers of Kita Juragan, namely men and women aged 22-30 years in big cities in Indonesia, especially DKI Jakarta and West Java with a monthly income of IDR 3,000,000 - IDR 10,000,000 who are active as private employees, Civil Servants, BUMN, Entrepreneurs, Freelancers and Fresh Graduates, also include students. Those who buy gifts less than 3 times a year with a budget of Rp. 100,000-Rp. 200,000, especially during Religious Holidays. Considerations in buying gift hampers are related to the suitability of the product to the needs and moments. Having problems in choosing a

gift choice, then hoping to get less than 6 gift choices when buying a gift. Strongly influenced by the recommendations of the closest people and paying attention to the existence of the official gift shop website and the issue of eco-friendly lifestyle.

Respondents will engage with a business account on Instagram if it has interesting content and relates to providing content on social media that contains product information. Most often obtain information including product marketing through Instagram, especially via Instagram Stories. Checking Instagram at night at 18.00-21.00 WIB on Weekdays and Weekends and Usually buying gifts on Weekdays evening at 18.00-23.59 WIB and weekends at 12.00-18.00 WIB and 18.00-23.59 WIB. Favorite marketplaces for buying gift hampers are Shopee and Tokopedia. When the Covid-19 Pandemic occurs, buying hampers gifts online as well as when the Covid-19 pandemic conditions begin to gradually subside.

Most of the respondents know the Kita Juragan brand from the Co-Founder or Kita Juragan Team. However, only a few have ever bought gift hampers at Kita Juragan. The reason for buying at Kita Sjuragan is because of the price factor, practical process, and communicative customer service. Respondents agreed that the variety of Kita Juragan's product was lacking so that it did not fit the needs and the moment.

3.2 Respondent Profile and Behaviors (Questionnaire 2)

3.2.1 Business Store Demographics

Business shops who filled out the questionnaire 44.7% came from West Java, 31.6% from DKI Jakarta and 13.2% from East Java with a turnover of less than 10,000,000 per month 71.1%, Rp. 10,000,000-30,000,000 per month 13.2%. Business age is less than 1 year 47.4% and 1-3 years 39.5% and over 7 years is 10.5%. The number of teams is less than 5 people 73.7% and 5-10 people 15.8%.

Dimana domisili toko bisnis Anda?

38 responses

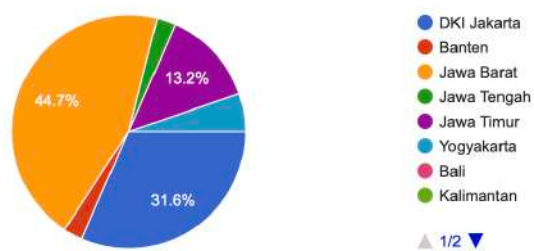


Figure 3. 37 Domicile of Business Store

Berapa omzet bisnis Anda per bulan?

38 responses

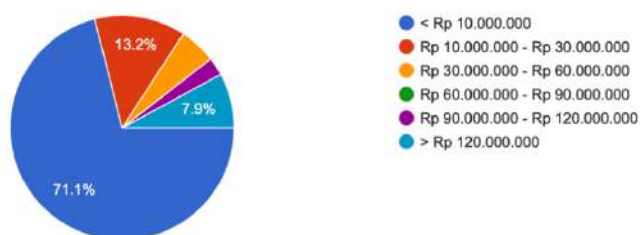


Figure 3. 38 Business Store Turnover

Berapa umur bisnis Anda?

38 responses

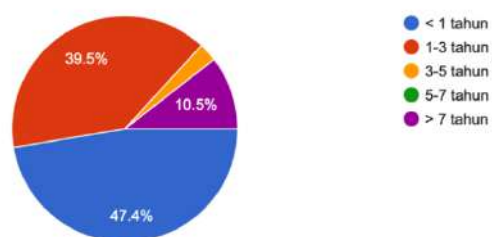


Figure 3. 39 Business Store Age

Berapa jumlah tim Anda?

38 responses

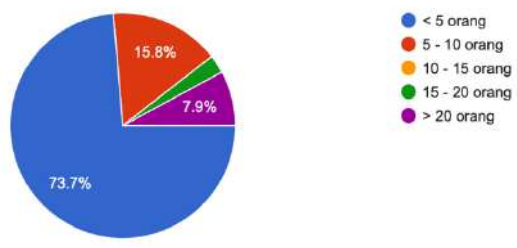


Figure 3. 40 Number of Business Store Teams

Most of the Business Stores target class B (Middle), which is 63.2%, followed by class AB (Upper Middle) at 47.4%. Most of the 81.6% business shops have not established a partnership system (reseller or dropshipper).

Kelas apa (kaitannya dengan target pasar) yang toko Anda sasar?

38 responses

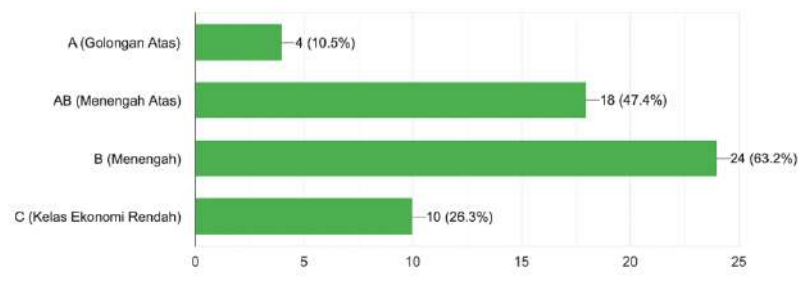


Figure 3. 41 Target Market of Business Store

Apakah saat ini Toko Anda telah memiliki re-seller atau dropshipper?

38 responses

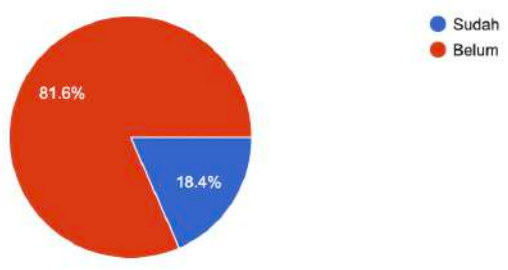


Figure 3. 42 Business Store Partnership

3.2.2 Business Store Needs

The need to develop a business store is in terms of product promotion and marketing 89.2% followed by Product Research & Development 59.5% and capital or funding 48.6%. In terms of marketing and promotion, the most expected assistance is to be assisted in advertising to 62.2% potential target customers, marketed by offering to potential customers 59.5% and assisted in product content creation 43.2%.



Figure 3. 43 Business Store Needs

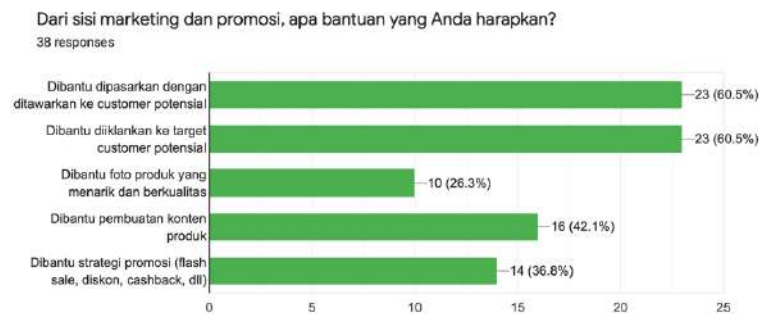


Figure 3. 44 Business Store Promotion and Marketing Needs

Business stores are interested in establishing a partnership system if they are given 73% promotion and marketing assistance, 59.5% of profit sharing or profitable schemes and 43.2% of competent potential partners. Most of the business stores, which is 83.8%, are open for product customization for the purpose of increasing profits.



Figure 3. 45 Business Store Partnership Preference

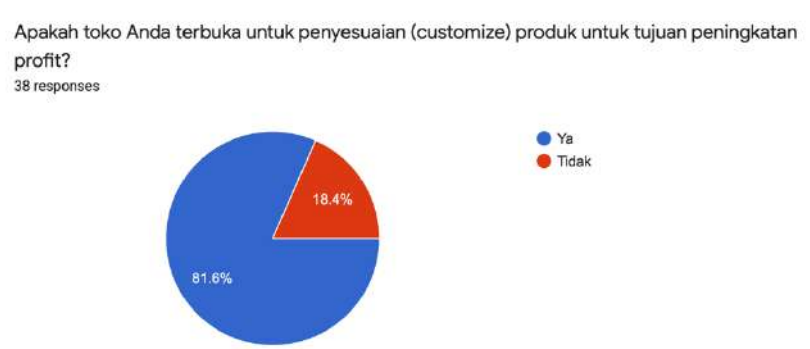


Figure 3. 46 Business Store Product Preference

3.2.3 Business Store Marketing Channel

The marketing channels that have been optimized are Instagram 75.7%, marketplace 51.4% and WhatsApp Business 40.5%. This is in line with the main channel for product sales, namely 48.6% via Instagram, 24.3% via WhatsApp and 21.6% via the marketplace. At the end of the questionnaire, the researcher tried to test the concept of Kita Juragan's business model to find out the preferences of business shops and the result was that 71.1% of business shops were interested in the business ideas offered by Kita Juragan.

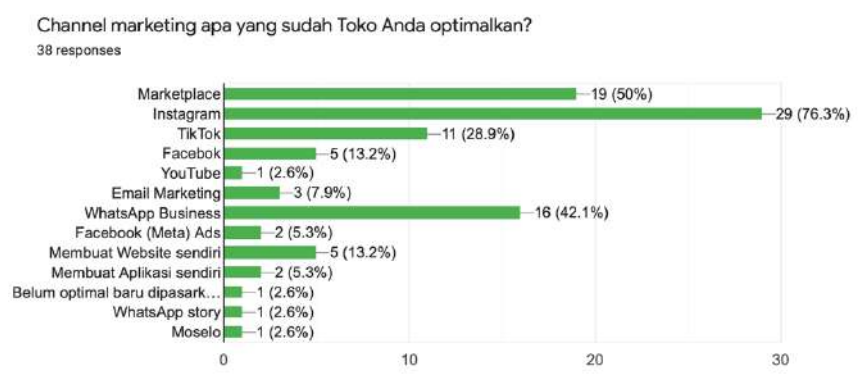


Figure 3. 47 Marketing Channel of Business Store

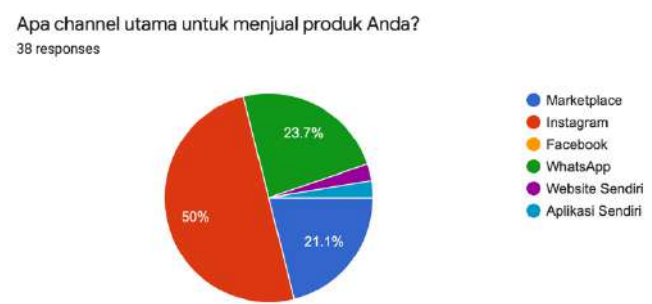


Figure 3. 48 Sales Channel of Business Store

Apabila ada startup yang menjadi agregator (penghubung) toko kado hampers dengan pembeli kado hampers dengan menyediakan pilihan yang sesuai kebutuhan, momen dan budget, dengan memberikan bantuan kepada mitra berupa keperluan promosi dan marketing serta skema kerja sama yang menguntungkan dan praktis, apakah toko Anda tertarik bergabung menjadi mitra dari startup tersebut?

38 responses

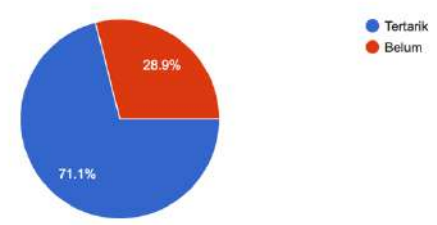


Figure 3. 49 Business Store Preference to Kita Juragan Business Model

3.2.4 Questionnaire Conclusion

The questionnaire was filled out by business stores that match the target of Kita Juragan's partners, namely SMEs that are still starting a business (business age less than 1 year) with a turnover of less than IDR 10,000,000 per month located in big cities in Indonesia such as in the DKI Jakarta area. and West Java, which are open to product customization for the purpose of increasing profits and have used channels such as Instagram, Marketplace and WhatsApp to provide product and sales information. The biggest need for help which is also an attraction for establishing partnerships for business stores is in terms of product promotion and marketing, such as being advertised and marketed by being offered to potential customers.

3.3 TOWS Matrix

Table 3. 1 TOWS Matrix

<p><u>Internal Factors</u></p>	<p>Strength (S)</p> <ol style="list-style-type: none"> Affordable price Practical process Available on various platforms (marketplace, social media, website, application, etc.) 	<p>Weakness (W)</p> <ol style="list-style-type: none"> Limited product variety Few gift shop partners Haven't optimized ads Low engagement on social media Less effective and efficient distribution of tasks within the team
<p><u>External Factors</u></p> <p>Opportunity (O)</p> <ol style="list-style-type: none"> Trend of buying gift hampers increased rapidly since 2020 Indonesian economy growth in 2021 	<p>SO Strategies</p> <ol style="list-style-type: none"> Providing the most practical and affordable gift shopping experience by providing a complete option of 	<p>WO Strategies</p> <ol style="list-style-type: none"> Establish partnerships with potential business shops (W1, W2 and O1) Optimizing ads that relate to the target

<ul style="list-style-type: none"> 3. Massive growth of internet and social media users 4. Shifting consumer preference to online shopping 	<ul style="list-style-type: none"> gift hampers (S1, S2 and O1, O2) 2. Clearly differentiate functions between each channel marketing platform (S3 and O3, O4) 	<ul style="list-style-type: none"> customer (W3 and O2, O4) 3. Focus on creating content that generates high engagement on social media (W4 and O3) 4. Restructure the team according to the company's strategic priorities (W5 and O1)
<p>Threats (T)</p> <ul style="list-style-type: none"> 1. A new wave of the Covid-19 pandemic could paralyze the economy 2. Termination of cooperation by gift shop partners 	<p>ST Strategies</p> <ul style="list-style-type: none"> 1. Implement a 100% online process by managing the flow of Kita Juragan Customer Service and gift shop partners (S2 and T1) 2. Increase sales to provide more profit for gift shop partners through marketplace optimization; Shopee and Tokopedia (S2, S4 and T2) 	<p>WT Strategies</p> <ul style="list-style-type: none"> 1. Focus on providing the needs of gift shop partners in creating product content (W2 and T1, T2) 2. Optimized ads to attract gift shops partners (W1, W3, W4 and T2)

3.3.1 Strength and Opportunities (SO Strategies)

In the following, a strategy will be explained to utilize the company's strengths to optimize existing opportunities.

1. Providing the most practical and affordable gift shopping experience by providing a complete option of gift hampers

The trend of increasing hampers, supported by the growing Indonesian economy after being devastated by the Covid-19 pandemic, must be optimized by providing practical and affordable services. As the price factor and practical process that become our strength, as shown in Figure 3.34 *Reason for Using Kita Juragan Service*. Affordable by providing a selection of gift hampers with a budget under Rp. 200,000 as shown in Figure 3.9 *Budget for Buying Hampers Gifts*. Practical by providing complete choices according to needs and moments as Figure 3.11 *Considerations for Buying Gift Hampers*, in this case product variety is a supporting factor, it means gift shop partnerships are important.

2. Clearly differentiate functions between each channel marketing platform

Website and application infrastructure and availability on various platforms such as Instagram, TikTok, WhatsApp and Marketplace can be optimized to respond to the massive growth momentum of internet and social media users as well as the phenomenon of shifting consumer preferences from offline to online shopping. Instagram is the main channel of information, as shown in Figure 3.18 *Information Platform Preferences*, where 91% of customers use Instagram to access information. Shopee and Tokopedia Marketplaces are the main sales channels, as shown in Figure 3.23 *Hampers Gift Buying Platform* and Figure 3.26 *Favorite Marketplace to Buy Hampers Gifts*. Website to show company profile and gift catalog hampers to build customer trust (direct sales to the marketplace) as shown in Figure 3.16 *Effect of Website for Hampers Gift Shop*, that customers are still considering the existence of the store's official website. For the application itself, it can be considered not to be continued because the main information and sales channel is not through the application itself.

3.3.2 Weakness and Opportunities (WO Strategies)

The following describes the strategy to optimize existing opportunities to reduce the company's weaknesses.

1. Establish partnerships with potential business shops

The improvement gap for Kita Juragan is the limited variety of hamper gifts as shown in Figure 3.35 *Kita Juragan's improvement gap*, this is because only a few shop partners have joined. Therefore, to increase the variety of gift hampers, it is necessary to collaborate with more gift shop partners, especially the current business climate is conducive due to support from the Indonesian government, especially for MSMEs. Potential business shops are as shown in Figure 3.49 *Preference of Business Stores to Kita Juragan's Business Model*, where 71.1% of business shops are interested in the business idea offered by Kita Juragan. The business shop has the characteristics of MSMEs that are still starting a business (business age less than 1 year) with a turnover of less than IDR 10,000,000 per month located in big cities in Indonesia such as DKI Jakarta and West Java which are open for adjustment (customize) that require assistance with product promotion and marketing, such as being advertised and marketed by offering to potential customers. Also includes shops with products made of eco-friendly materials, because the issue of Eco-friendly lifestyle affects the buying gift hampers, Figure 3.17 *Impact of Eco-Friendly Lifestyle Issues*. It is these characteristics that we can focus on as a gift shop partner.

2. Optimizing ads that relate to the target customer

The increasing purchasing power of the people and the phenomenon of people switching from offline shopping to online shopping even as shown in Figure 3.29 *Post-Pandemic Hampers Gift Buying Preferences*, where 78.2% of people will continue to shop online even though the Pandemic will gradually subside. This can be optimized by utilizing advertisements that relate to the target customer. Advertisements that relate to target customers as shown in Figure 3.21 *Preferences for Interesting Content on Social Media*, which contain product information (catalogs and product descriptions) and testimonials and are focused on Instagram

as Figure 3.18 *Preferences for Information Platforms*, where 91% of customers use Instagram to access information.

3. Focus on creating content that generates high engagement on social media

The phenomenon of massive growth of internet and social media users can be optimized to increase Kita Juragan's social media engagement, namely by focusing on producing content that provides high engagement. As Figure 3.21 *Preferences for Interesting Content on Social Media*, which contains product information (catalog, product description, FAQ) and testimonials. Figure 3.22 *Preferences for Business Accounts on Instagram*, Respondents will engage with a business account on Instagram if it has interesting and relatable content and provides updated information. And make a lot of Instagram Story content as Figure 3.19 *Activity on Instagram*, most of them check Instagram stories and post on Friday nights and Sunday nights at 18.00-21.00 WIB according to Figure 3.20 *Instagram Access Time Preferences*.

4. Restructure the team according to the company's strategic priorities

Kita Juragan who have 8 (eight) team members for a startup that is in the early stage, it is sufficient in terms of numbers. However, the orientation of the jobdesc that is still not right has resulted in the number not being optimized properly. As in Figure 3.35 *Kita Juragan's improvement gap*, this is because only a few shop partners have joined which the author analyzed as the root cause of Kita Juragan's problem. So that the company's strategic priority should be to significantly add gift shop partners. Therefore, the existing team will focus on that. The composition of the team, namely Business Development and Technology Development, will be abolished to become a team for Partnership Specialist and Creative Marketing. The Partnership Specialist team will increase from 1 person to 3 people. The creative marketing team will increase from 1 person to 2 people, to create content from partner products which will later increase in number from partner acquisitions. The Business Development function will be held directly by the CEO. Meanwhile, Technology Development will be removed because it has not become a priority, for the company's official website, Kita Juragan can use the services of a vendor

whose task will be carried out directly by the CEO. As Figure 3.18 *Information Platform Preferences*, where 91% of customers use Instagram to access information. Shopee and Tokopedia Marketplaces are the main sales channels, as shown in Figure 3.23 *Hampers Gift Buying Platform*. Kita Juragan can use existing platforms, namely Instagram and Marketplaces; Shopee and Tokopedia. Then the new organizational structure of Figure 1.8 *Organizational Structure of Kita Juragan* will be leaner, more effective, and efficient, as follows:

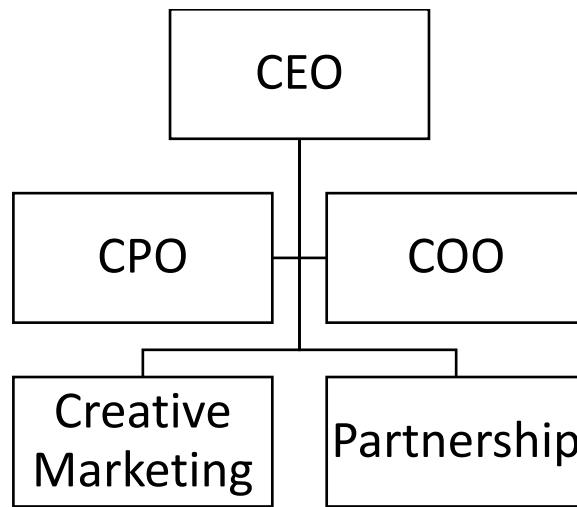


Figure 3. 50 New Organizational Structure of Kita Juragan

- CEO & CMO (Chief Executive and Marketing Officer):
 - Responsible for company strategy
 - Responsible for business development
 - Responsible for marketing and promotional activities
- CFO & COO (Chief Finance and Operating Officer):
 - Responsible for the process of financial records such as revenue and expenses
 - Responsible for company operations such as sales and Customer Service (B2C) also company day-to-day
- CPO (Chief Product Officer):
 - Responsible for product development and variety by looking at trends in needs and moments of gift hampers from partners (B2B)
- Creative Marketing :

- Create marketing content for social media, marketplaces, and website purposes
- Partnership Specialist:
 - Acquisition new gift shops partners
 - Monitoring of gift shops partners
 - Develop partnership SOP (Standard Operating Procedure)

3.3.3 Strength and Threats (ST Strategies)

The following will explain the strategy of utilizing the company's Strengths to avoid existing Threats.

1. Implement a 100% online process by managing the flow of Kita Juragan Customer Service and gift shop partners

The biggest obstacle faced by customers is confusion in choosing gift choices as shown in Figure 3.13 *Constraints to Buying Hampers Gifts*, During the Covid-19 Pandemic Most customers buy hampers gifts online as shown in Figure 3.27 *The Effect of the Pandemic on the Ordering Channel*. By providing services ranging from gift selection, ordering, delivery to goods to their destination 100% online, it will be a solution if there is a new wave of the Covid-19 Pandemic which we certainly do not expect. In this strategy, Kita Juragan builds a process from the gift shop partner to Kita Juragan and then to the customer, it is fully 100% online, by managing the customer service flow for Kita Juragan and shop partners. In this case, Customer Service has a strong role.

2. Increase sales to provide more profit for gift shop partners through marketplace optimization; Shopee and Tokopedia

As Figure 3.45 *Business Store Partnership Preferences*, that partners need a profitable cooperation scheme, then increasing sales to provide more profit for partners is a solution to attract partners. That is by conducting sales activities according to consumer behavior of gift hampers. By actively offering products on Weekdays evening at 18.00-23.59 WIB as Figure 3.24 *Time to Buy Hampers Gifts*, supported by interesting content on social media according to needs and moments

such as Figure 3.15 *Influence Factors Buying Hampers Gifts*, as well as using the Marketplace channel as the most favorite place to buy gift hampers as shown in Figure 3.23 *Hampers Gift Buying Platform*, especially the Shopee and Tokopedia marketplaces as shown in Figure 3.26 *Favorite Marketplace to Buy Hampers Gifts*. Several tools will be used such as using advertisements in marketplaces, improving SEO (*Search Engine Optimization*) on product titles, creating attractive and complete product descriptions, encouraging product reviews and ratings from customers, using flash sales and discount strategies, and using Kita Juragan ads banner which has a Call to Action to the promotion,

3.3.4 Weakness and Threats (WT Strategies)

The following will describe strategies to reduce weaknesses in the company and in parallel to avoid existing Threats.

1. Focus on providing the needs of gift shop partners in creating product content

Maintaining the loyalty of partner gift shops can be done by focusing on meeting the needs of partner gift shops, namely in terms of marketing and promotion by being helped by advertising their products to potential target customers, being marketed by offering them to potential customers and being assisted in creating product content as shown in Figure 3.44 *Promotional and Marketing Needs and Business Store*. This is feasible because it has added a Creative Marketing team as discussed in the 4th point discussion of WO Strategies. This strategy is quite effective compared to providing product photo services that require a higher budget and effort.

2. Optimized ads to attract gift shops partners

Gift shop partners are obtained, one of them through advertising offers as shop partners, by targeting according to the characteristics of partner gift shops, namely MSMEs that are still starting a business (business age less than 1 year) with a turnover of less than Rp. 10,000,000 per month in cities in Indonesia, such as in DKI Jakarta and West Java, which are open to customization that requires assistance in product promotion and marketing. This can be done considering that

the business model offered by Kita Juragan is quite attractive, as shown in Figure 3.49 *Preference of Business Stores towards Kita Juragan's business model*, where 71.1% of business shops are interested in the business idea offered by Kita Juragan.

3.4 Proposed New STP

In the previous chapter, the researcher analyzed STP based on existing customers from Kita Juragan. After distributing the survey using a questionnaire, the results obtained that can complete the previous STP analysis, the following is an explanation.

3.4.1 Segmentation

Table 3. 2 New Segmentation of Kita Juragan

Geographic Segmentation	
Region	Indonesia
City	DKI Jakarta, West Java and Big Cities in Indonesia
Language	Indonesia
Demographic Segmentation	
Gender	Male and Female
Age	19-30 years old
Occupation	College student, fresh graduate, freelancer, entrepreneur, employee
Marital	Single and married
Income	Rp 2.000.000 – Rp 10.000.000
Psychographic Segmentation	
Activities	Using internet, social media, and marketplace
Personality	Introvert and extrovert
Attitude	Online shoppers, friendly, fun, simple, humble

Table 3. 3 New Segmentation of Kita Juragan (cont'd)

Behavior Segementation
<ul style="list-style-type: none"> • Men and women who like to give gifts for various needs and occasions • Men and women who are confused about giving gifts • Men and women with limited budget • Men and women who like to do an online shopping through marketplace • Men and women who like to browse anything through social media • Men and women who enjoy enjoying content on social media • Men and women who are easily influenced by friends or relatives

3.4.2 Target Market

In the previous chapter, Kita Juragan targeted the main target market, First Jobber and Millennials Parent. After the results of the survey through the questionnaire, Kita Juragan changed its target market to start from College students, fresh graduates, freelancers, entrepreneurs to employees, single and married with an income of IDR 2,000,000 – IDR 10,000,000 with the segmentation behavior described in the previous section. The following is an updated persona from target market of Kita Juragan.

Persona

Ms. Nasya

Nasya is a 21-year-old woman who is currently studying in her final semester at a public university in Indonesia. Nasya has an allowance of IDR 3,000,000 every month. Nasya is very humble and loyal friend. If there is a friend who has a birthday, she will definitely give a gift, also to his colleagues or seniors who have graduated. Nasya usually buys gifts through her favorite marketplace to filter prices because her budget is limited. Sometimes Nasya looks for gift references through her Instagram social media.

Mr. Dave

Dave is a 23-year-old man who is a fresh graduate from a private university in Indonesia. While looking for job opportunities, Dave is currently a freelancer. From these activities, Dave earns IDR 4,000,000 per month. Because he was an active student in organizations while on campus, Dave had a wide range of friendships. Not infrequently at the moment of Religious Holidays, Dave often gives gifts to his colleagues. Dave usually buys gifts through the recommendations of friends or relatives he trusts.

Mr. Iqbal

Iqbal is a 26-year-old man who is currently working as an employee at a startup in Jakarta. Iqbal is married and has a child. Iqbal has a monthly income of IDR 6,000,000. Iqbal is a person who cares for his fellow co-workers in his office, if someone has a birthday, gets married or is blessed with their first child, he will give a gift. Sometimes Iqbal is confused in choosing the gift he will give, so he actively searches for information through the online store on Instagram.

Mrs. Aini

Aini is a 27-year-old woman, millennial parent who also a fashion business entrepreneur. In one month, she can earn Rp 9,000,000. As someone who is busy in activities and networking, Aini often gives gifts to her business partners, such as during religious holidays and birthdays. As an entrepreneur, Aini is very fluent in online shopping, especially through the marketplace by digging up information through her social media.

3.4.3 Positioning

As explained in the previous chapter, Kita Juragan wants to position itself as an aggregator for gift hamper shops that can provide practical services by offering price variations, premium and regular. After conducting a survey using a questionnaire to gift hampers customers and potential partner business shops. Kita Juragan will position ourselves as an aggregator for

gift hamper shops that can provide choices according to needs and moments at affordable prices for class AB, B and C.



Figure 3. 51 New Competitor Map Analysis

That way, Kita Juragan has its own position compared to existing competitors such as offline gift shops represented by Idolmart which have products at affordable prices (class B, C) but do not yet have a variety of choices according to needs and moments, with online gift shops that utilize social media and websites such as Kadobox which already have a variety of choices to suit needs and moments but are relatively expensive (for class A, AB), with Polaken as an online gift shop that utilizes the marketplace, which has a limited variety of choices and relatively expensive product prices (for class A, AB, B). Through this positioning, it is hoped that Kita Juragan can have a strong brand position in the midst of gift hampers customers.

3.5 Time Plan

Table 3. 4 Time Plan of Kita Juragan

Period (Month)	Strategies
Q1 (January – March 2022)	<ul style="list-style-type: none"> • Restructure the team according to the company's strategic priorities • Establish partnerships with potential business shops • Optimized ads to attract gift shops partners • Focus on providing the needs of gift shop partners in creating product content • Implement a 100% online process by managing the flow of Kita Juragan Customer Service and gift shop partners
Q2 (April – June 2022)	<ul style="list-style-type: none"> • Clearly differentiate functions between each channel marketing platform • Focus on creating content that generates high engagement on social media • Optimizing ads that relate to the target customer
Q3 (July – September 2022)	<ul style="list-style-type: none"> • Providing the most practical and affordable gift shopping experience by providing a complete option of gift hampers • Optimizing ads that relate to the target customer
Q4 (October – December 2022)	<ul style="list-style-type: none"> • Increase sales to provide more profit for gift shop partners through marketplace optimization; Shopee and Tokopedia

The existence of gift shop partners is important for Kita Juragan, therefore, in Q1 (January – March 2022) Kita Juragan will start by restructuring the team according to the company's strategic priorities, then focus on building gift shop partnerships by implementing a strategy of establishing partnerships with potential business

stores, optimizing advertising to attract partner gift shops , focusing on meeting the needs of gift shop partners, as well as implementing a 100% online process by streamlining the customer service flow of Kita Juragan and shop partners. In Q2 (April – June 2022) it is hoped that there will be quite a number of gift shop partners who join (about 100 partners), so Kita Juragan can start marketing partner products with a strategy of clearly distinguishing functions between each platform channel, focusing on content that provides high engagement on social media and optimizing ads that relate to the target customer.

In Q3 (July – September 2022) when the ecosystem starts to work well between the availability of a variety of gift hampers and the traction of buyers of gift hampers, Kita Juragan can start providing the most practical and affordable gift shopping experience, by continuously optimizing ads that relate to the target customer. As the process developed by Kita Juragan develops, in Q4 (October – December 2022), strategies that can scale up Kita Juragan's business can be implemented, namely increasing sales to provide more profit for gift shop partners, so that more partners are interested in joining, so that apart from providing an impact in the form of benefits for partners, it also creates profit for the company Kita Juragan.

3.6 Financial Plan

In order to execute the plan in the first year, Kita Juragan needs a budget of Rp. 73,500,000. The largest budget is in fees for freelancers, marketing and promotion as the priority strategy that Kita Juragan will carry out, namely acquisition gift shop partners. The rest is for operational purposes and other additional costs, as described in the following table:

Table 3. 5 Amount of Initial Budget Needs

No	Activity	Price	Volume	Unit	Duratio	Unit Duration	Amount of Cost	Sub Amount of Cost
1	Production							
1.1	Fee Freelancers Partnership Specialist	Rp500,000	3	Person	12	Month	Rp18,000,000	Rp30,000,000
1.2	Fee Freelancers Creative Marketing	Rp500,000	2	Person	12	Month	Rp12,000,000	
2	Operational							
2.1	Website (Domain & Hosting)	Rp1,000,000	1	Month	1	Year	Rp1,000,000	Rp1,000,000
3	Marketing and Promotion							
3.1	Facebook & Instagram Ads	Rp1,500,000	1	Month	12	Month	Rp18,000,000	Rp42,000,000
3.2	Marketplace Ads	Rp2,000,000	1	Month	12	Month	Rp24,000,000	
4	Addition							
4.1	Office Administration (documents, letters, etc.)	Rp250,000	2	Semester	1	Year	Rp500,000	Rp500,000
Total								Rp73,500,000

In this first year, Kita Juragan still has low traction and sales, opening funding for Angle Inventors or Venture Capital is not possible. Kita Juragan will do bootstapping from current cash flow, Co-Founder, first year profit projection and from projected grants or competition prizes as shown in the table below:

Table 3. 6 Financial Resources

Source	Amount	Description
Current Cash Flow	Rp5,000,000	Profit, competition prize savings, grants
Co-Founder	Rp18,000,000	Co-Founder's monthly income
First Year Profit Projection	Rp29,010,000	Gift partner commission
Projected Grants / Competition Prizes	Rp25,000,000	Incubator, Campus, Corporate, NGO, Government, etc.
Total	Rp77,010,000	

First year profit projection comes from gift partners commission which is estimated as follows:

1. Gift partner commission of 30% or the profit that Kita Juragan earns around Rp. 30,000 for each product sold
2. Sold 30 pieces in the 4th month (or the first month the sale starts)
3. Increase the number of items sold by 30% every month
4. The first quarter is still focused on gift shop partner acquisition, so there is no profit generated

Details of profit projections can be seen in the following table:

Table 3. 7 First Year Profit Projection

Type	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Gift Partners Commission	-	-	-	Rp900,000	Rp1,170,000	Rp1,530,000	Rp1,980,000	Rp2,580,000	Rp3,360,000	Rp4,380,000	Rp5,700,000	Rp7,410,000
First Year Profit Projection	Rp29,010,000											

The cost that Kita Juragan needed in the first year of Rp. 73,500,000 could be fulfilled from financial resources of Rp. 77,010,000. So that the first year of Kita Juragan's plan could be executed.

Table 3. 8 BEP of Kita Juragan

Fixed Cost	Rp73,000,000
Price per Unit	Rp30,000
Variable Cost	Rp500,000
BEP	155.32

Kita Juragan will reach the Break Even Point (BEP) when selling 155.32 units.

Table 3. 9 PP of Kita Juragan

Year	Net Cash Flow (NCF)	Commulative Net Cash Flow
0	Rp 73,500,000	
1	Rp 29,000,000	-Rp 44,500,000
2	Rp 37,713,000	-Rp 6,787,000
3	Rp 40,323,900	Rp 33,536,900
PP		2 Years 3 Months

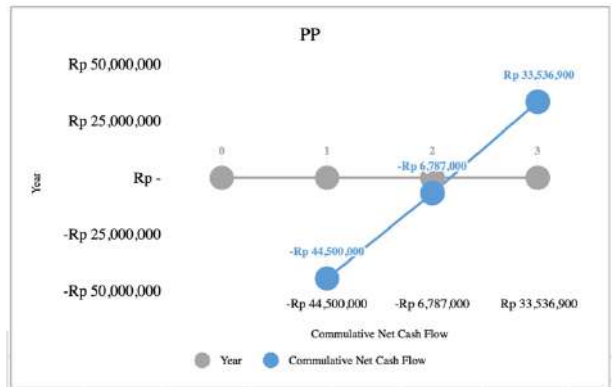


Figure 3. 52 PP of Kita Juragan

Kita Juragan will reach the Payback Period (PP) in 2.3 years.

CHAPTER IV CONCLUSION AND IMPLEMENTATION PLAN

4.1 Conclusion

In this study, the author brings a case study of Kita Juragan, a gift hamper shop that has been running its business since early 2021 that offers practical gift hamper services at varying prices, ranging from regular to premium. At the beginning of the research, problems related to the low brand awareness of Kita Juragan were described, which was shown by the small number of sales.

Then the author asked three questions, first related to the current condition of Kita Juragan's business, then related to the most suitable digital marketing strategy to increase Kita Juragan's brand awareness and finally related to how to implement the digital marketing strategy in order to increase sales from Kita Juragan.

The author analyzes the current condition of Kita Juragan from the internal side using 7P's Marketing Mix; Product, Price, Promotion, Place, Physical Evidence, People, Process. Followed by STP Analysis. It was found that there are several weaknesses from Kita Juragan, namely in terms of limited product variations and there are advantages in terms of promotion but have not produced the expected sales. From the external side, the writer analyzes using Porter Five Force. Showing the climate for the growth and development of the gift shop business is so conducive and exciting due to the trend of gift hampers which has continued to increase since 2020.

To design a digital marketing strategy that is right for the conditions faced by Kita Juragan, the authors conducted a survey using two types of questionnaires, first for consumers of gift hampers, which tried to explore information related to the perspective of consumer behavior for gift hampers, experiences using social media and shopping online and experiences use the services of Kita Juragan. The second questionnaire is intended to explore information related to the needs of partner stores, promotional and marketing experiences and expectations related to

partnerships in the context of developing partnership strategies. The questionnaire was filled out by 377 consumers of gift hampers and 38 business shops.

From the first questionnaire, it can be concluded that gift hampers have become a trend in society, especially those given at the moment of Religious Holidays and Birthdays. Customers buy them online -even during the Post Pandemic Covid-19, through the marketplace and get the information through Instagram social media. Customers most often experience problems in terms of confusion in choosing the choice of gift hampers. Even so, the customer is very concerned about getting a choice according to the needs and the moment. Especially for the Kita Juragan brand, most of those who have used Kita Juragan's services feel that the variety of hamper gifts is still limited, even though they already have advantages in terms of affordable prices and practical processes.

From the second questionnaire, it can be concluded that the greatest need for assistance which is also an attraction for establishing partnerships for business stores is in terms of product promotion and marketing, such as being advertised and marketed by being offered to potential customers. Business stores have also used marketing channels such as Instagram, Marketplace, and WhatsApp to provide product and sales information.

From the two questionnaires, the writer analyzes the strategies that Kita Juragan can do, namely restructuring the team according to the company's strategic priorities, establishing partnerships with potential business stores, optimizing advertisements to attract partner gift shops, focusing on meeting the needs of gift shop partners, and implementing 100% online processes in Q1, performing function differentiation clearly. between each channel platform, focus on content that provides high engagement on social media and optimize advertisements that relate to the target customer in Q2, provide the most practical and affordable gift shopping experience, by continuously optimizing relevant advertisements with target customers in Q3 and increasing sales to provide more profit for gift shop partners

in Q4, so that Kita Juragan's brand awareness will increase and provide benefits for gift shop partners and profit for Kita Juragan.

4.2 Implementation Plan

Based on the solution in the form of a digital marketing strategy that was explained in the previous chapter, here are the details of implementing the plan of digital marketing strategy of Kita Juragan until the end of 2022:

Table 4. 1 Implementation Plan of Kita Juragan

Action Plan	2022											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Restructure the team according to the company's strategic priorities												
Establish partnerships with potential business shops												
Optimized ads to attract gift shops partners												
Focus on providing the needs of gift shop partners in creating product content												
Implement a 100% online process by managing the flow of Kita Juragan Customer Service and gift shop partners												
Clearly differentiate functions between each channel marketing platform												
Focus on creating content that generates high engagement on social media												
Optimizing ads that relate to the target customer												
Providing the most practical and affordable gift shopping experience by providing a complete option of gift hampers												
Increase sales to provide more profit for gift shop partners through marketplace optimization; Shopee and Tokopedia												

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