



## Potential of Market Development of Products and Marketing Strategies of Wood Crafts in Tegalalang Village, Gianyar Regency to Global Direction

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**Abstract**-The industrial sector is one of the main sectors as an engine driving economy in Bali. Seeing the potential of small industry is very good, does not mean in the business process does not face obstacles and challenges. The aims of research is to identify the strengths, weaknesses, opportunities and threats in the product market and to know the strategy of developing the wooden product market in Tegalalang village towards the Global. This research is explorative and the analytical tool used to compile the strategy factors is Matriks SWOT, while the method used in this research is qualitative. The samples are some craftsmen/Managers, wood farmers, and employees/worker shop owned by craftsmen. The total number of samples selected as informants is 10 people. The results of the research show that from IFAS / EFAS Matrix has been determined the number of IFAS score is 2.137 and EFAS score is 2.088. From these results it is known that the business position of the craftsmen in Tegalalang Village is currently located in cell V (five), which is in the Growth Stability Strategy (Growth Stability) which is the business growth of the craftsmen in Tegalalang Village, Gianyar Regency.

**Keywords:** Marketing strategy; SWOT analysis

### INTRODUCTION

Today's highly competitive global business world will have such an impact as the demand to always build the excellence of product quality. Handicraft products in the country today are very able to compete with outside products on the market, with the aim to affect consumers to buy both goods and services offered by a company. Tighter business competition along with the economic development resulted in demand for a business to continue to develop innovation, improve performance and expand business in order to compete and survive weaknesses and threats facing the company in the future.

To realize a focused and integrated plan in order to obtain optimal results, it takes the right marketing strategy as the key to winning the competition. In this case the craftsmen need to re-analyze the Strength (Weight),

Opportunities (Opportunities), and Threat (Threat) contained in craftsmen by using SWOT analysis approach to know marketing strategy to enter the global market at this time. In this case, the company implements the marketing mix (Mix) more effectively and maximally, through the planning of the product or service quality and in accordance with the needs of consumers (Product Planning), set the price competition (price policy), promoting products (Promotion activities) as well as the selection of market segments (Market Selection). The industrial sector is one of the main sectors as an engine driving economy in Bali.

The rate of development of the handicraft industry in Bali is growing very rapidly for the industry which is one of the sectors that support the Regional Income of Bali Province, therefore the Regional Government in Bali should be directly involved in this matter

which is handled by the Department of Trade and Industry of each region in the Province Bali. Some areas that are one of the areas in Gianyar regency, in the village of Tegalalang.

To realize the global market then the cost of Marketing. Definition of the Market According to Khotler (2004) is a pattern that can be used to Generate. This strategy contains specific strategies for target markets, positioning, mix, and donations (Khotler, 2004). According to Tjiptono (2002) Strategy is a very important tool for achieving accessible results and known programs to provide the target market (Tjiptono, 2002). This is the background of researchers doing analysis with SWOT Analysis to examine the potential development of product markets and marketing strategies of woodcraft in the village of Tegalalang, Gianyar regency to the international sphere. Strengths and weaknesses in the international sphere as well as opportunities and threats to the external scope of the handicraft industry then form the basis for formulating a strategy of market development to the international scene. A number of references stated; if a company wants to grow more then the company must enter the Global Market. Global Marketing is a company that involves itself in Global marketing organizing its business activities outside the Domestic market. Global Marketing involves an understanding of specific concepts, considerations and strategies that are applied competently in relation to the fundamentals of universal marketing to determine success in Global marketing. In general, global marketing has begun to be applied in Indonesia by several companies, according to Simbolon (2013) in his research, he state global marketing strategies that can be applied in the Indonesian market is a combination of adaptation of marketing strategies and standards marketing strategy (Simbolon, 2013). This is in accordance with the characteristics of the Indonesian people which are very diverse. The automotive industry is superior when marketing vehicle products that can accommodate many family members, the food industry will excel if it includes local specialties Indonesia such as rice and chicken, and the telecommunications industry will be superior if it is able to package features social networks like Facebook into the telecommunications device.

Research about market strategies had be done by sari and friends (2015), they shows the marketing strategy run by PT. HATNI uses a contract system. EFAS matrix calculation is

0.50 and IFAS matrix of 1.45 which is then described in the SWOT analysis, then can be known the position of PT. HATNI is in quadrant I. This shows that companies use the power to exploit the opportunities that exist to achieve company goals. Based on the results of the SWOT matrix analysis, the alternative strategy which can be obtained are as follows: Market Expansion Strategy, Strategy Product Differentiation, Strategy for Utilizing Existing Enterprise Resources, Strategy improvement of Promotion, Cooperation Enhancement Strategies, Strategies to improve work flow company (Sari, Riniwati, & Harahap, 2015). Hartono and friends (2012) in their research explained marketing strategies to compete in the global economy using the 4P method (Product, Price, Place, and Promotion) and STP (Segmentation, Targeting, Positioning) in order to determine market share and can reach the target and can identify consumers into these groups. In addition, this strategy can be used to find out the products in the business (including brands, product diversity, type, features, and quality), distribution of what is right in distribute appropriate prices and promotion of what is right in marketing it. Especially in its use, promotion using the internet. In line with the development Current technology, this marketing strategy supports increased sales (Hartono, Hutomo, & Mayangsari, 2012). Both of the above research use different marketing strategies, so as to provide more options in this study to determine the right marketing strategy for wood crafts in tegalalang, Gianyar.

Based on the background, this research has limited to identify the strengths, weaknesses, opportunities and threats in the product market and to know the strategy of developing the wooden product market in Tegalalang village towards global direction by using explorative and analytical tool used to compile the strategy factors is Matriks SWOT.

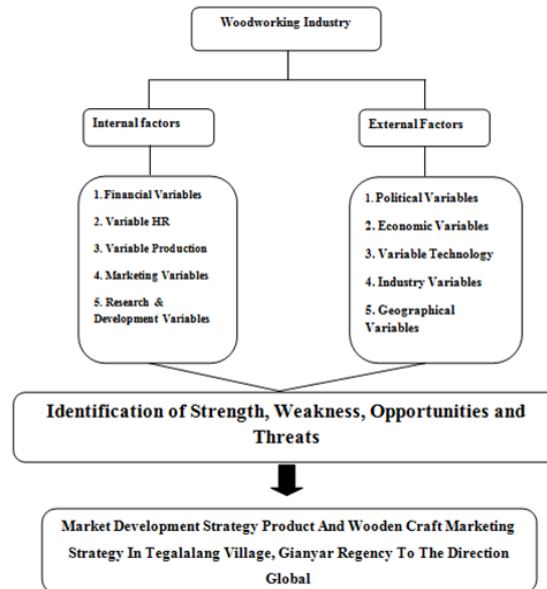
## **THEORITICAL FRAMEWORK**

In Bali there are many small industries with various types of business. The presence of small and medium-sized industries in Bali has played a very important role in the economy of the Bali Region, especially in aspects such as increased employment opportunities, income distribution, rural economic development and increased non-oil exports. In addition, small industries have proven resilient to the global economic downturn. However, in the business process of small industries in Bali many face various problems between as in two factors

that are Internal factor and External Factor. Internal factors consist of several variables namely Variable production, Human Resources Variables, Financial Variables, Marketing Variables, and Variables R & D. While External Factors consist of several variables, namely Political Variables, Economic Variables, Variable Technology, Industrial Variables, and Variable Geography. From the description above, the researcher intends to examine the marketing strategy on the potential development of wood craft

product market in Tegalalang Village, Gianyar Regency. To facilitate this research, the researcher describes the framework of thinking about the concept of research stages theoretically. The framework of thought is made in the form of a simple scheme that is expected to give an idea of the course of the research as a whole and can know clearly and purposefully.

The framework of research thinking is shown in the diagram below:



**Figure 1**  
Framework of research thinking

### CONCEPTUAL FRAMEWORK

Handicraft Industry in Tegalalang Village, Gianyar Regency is one of the potential sectors to improve the economic community in Tegalalang village, Gianyar regency. In the market development potential of woodcraft products in Tegalalang Village, Gianyar Regency to the Global direction there are several problems, the problems are on production factors, Human Resources, Finance, Marketing, and R & D. In this research, we analyze the condition of internal factors and external factors. Internal factors consist of several variables namely Variable production, Human Resources Variables, Financial Variables, Marketing Variables, and Variables R & D. While External Factors consist of several variables, namely Political Variables, Economic Variables, Variable Technology, Industrial Variables, and Variable Geography.

### METHODS

#### Design and Scope of Research

This research design is based on research problem that is how strength, weakness, opportunity and threat to development of wooden product market in Tegalalang Village, and how is marketing strategy of woodcraft product in Tegalalang Village, Gianyar Regency toward Global. To identify the strengths, weaknesses, opportunities and threats and to know the marketing strategy of woodcraft product in Tegalalang village, Gianyar Regency to the Global direction, this research is used in direct field research (observation), indepth interview with the parties related. The analytical tool used to compile the strategic factors is SWOT Matrix, while the method used in this research is Qualitative.

This research is explorative, the purpose is to formulate the potential of product market development based on internal and external condition owned by wooden handicraft product in Tegalalang Village, Gianyar Regency so that it can penetrate Global market.

### **Scope of Research**

This research was conducted on several art shop and pengerajin in Tegalalang Village, especially that provide wooden craft, which usually done by art shop - art shop with small scale. Small art shop here is an art shop that operationalnya no link with other companies, both art shop branching and international networking. Art shop - Art shop is owned by artisans in the village of Tegalalang. This research is also conducted based on the level of education of craftsmen in order to explain in detail about their business.

The scope of this research is to cover the discussion about the potential of product market logging and marketing strategy of woodcraft in Tegalalang Village, Gianyar Regency toward Global.

### **Sampling Method**

The sampling method used in this research is Purposive Sampling. Purposive Sampling is sampling with certain consideration according to research purpose. While the respondent is a person - really know akan kesadaa company. This method is used to determine the strengths, weaknesses, opportunities and threats to the object under study. Purposive sampling uses the right people in determining the strengths, weaknesses, opportunities, and threats on the object under study.

## **RESEARCH RESULT AND DISCUSSION**

### **Overview**

Gianyar Regency is one of nine regencies/cities in Bali Province. Astronomically Gianyar Regency is located between 80 180 520 South Latitude, 1150 050 290 and 1150 220 230 East Longitude. Gianyar regency is one of the nine existing districts/municipalities with an area of 368 km<sup>2</sup> or 6.53% of the total area of Bali Province. Viewed from the area per sub-district, Tegalalang is the widest area number two after Payangan area of 61.80 km<sup>2</sup>. In the field of industry and handicrafts in Gianyar Regency supported by 489 units of handicraft business spread in seven districts. Statistically the growth of non oil and gas export value in 2007 gianyar economy reached \$ 31,367,132,02 is quite encouraging although every year it has ups and downs. Of the export value, the largest handicraft industry contributed the wood. (Regional Profile of Gianyar, 2008: 1)

### **Characteristics of Respondents/Informants**

This research uses Purposive Sampling technique. Purposive Sampling is a technique

to determine the sample of research with some specific considerations that aims to data that dioperoleh later be more representative (Sugiyono, 2010). Purposive Sampling is a sampling based on a particular consideration such as the characteristics of the population or previously known characteristics (Notoatmodjo, 2010).

### **Identification of Internal and External Factors on the Craftsmen in Tegalalang Village, Gianyar Regency**

Identification These internal and external variables are obtained by utilizing all internal factor analysis results consisting of; Financial Variables, Production Variables (raw materials), HR Variables (labor), Marketing variables, and and R & D Variables. In addition, this analysis is also obtained from external indicators, namely Political Variables, Economic Variables, Variable Technologies, Industrial Variables, and Variable geography.

### **Identify Strengths and Weaknesses**

Based on the research that has been done on the Internal Craftsmen environment in Tegalalang Village, Gianyar Regency, then identified the factors that become the main strengths and weaknesses, which affect the accuracy of marketing strategies that will be produced and also the success of the craftsmen in running their business.

### **Identify Opportunities and Threats**

Based on the analysis that has been done on the External Crafts art craftsman's environment in Tegalalang Village, Gianyar regency, it is identified the factors that become the main Opportunity and Threat, which influenced the marketing strategy that resulted and also the success of the art artisans in running their business.

### **Internal Factor Analysis Summary (IFAS Matrix)**

The IFAS matrix is based on the identification of strengths and weaknesses of the craftsmen, in which the Key Success Factor of the internal environment is obtained in an internal table of summary analysis factors (IFAS Matrices). The weight and rating of internal strategic factors was obtained based on a questionnaire given to informants who already knew about the potential market development of the product and the marketing strategy of woodcraft in Tegalalang village, Gianyar regency.

### **External Factor Analysis Summary (EFAS Matrix)**

The EFAS matrix is structured based on the identification of the opportunities and threats that the craftsman has, in which the Key Success Factor of the external environment is obtained in an external factor summary analysis table (EFAS Matrix). The weights and rating of external strategic factors were obtained based on the questionnaires given to informants who were well informed about the potential development of the product market and the marketing strategy of woodcraft in Tegalalang village, Gianyar regency.

### SWOT Matrix

Internal indicators owned by Craftsmen in Tegalalang Village, Gianyar Regency produce strengths and weaknesses. While external indicators generate opportunities and threats. The analysis on the external internal matrix that addresses the existing indicators of the Craftsmen in Tegalalang Village, Gianyar Regency in accordance with the strengths, weaknesses, opportunities, and threats that have by using the SWOT Matrix, shown in Table 1 below:

**Table 1**  
SWOT Matrix

IFAS	STRENGTHS (S)	WEAKNESS (W)
	<b>Variable Production</b>	<b>HR Variables</b>
1	The availability of quality raw materials	1 Employee skills in foreign languages are not fluent
2	Ease of obtaining raw materials in large quantities	2 Employees do not understand how to use e-comers
3	A short time is required for the production cycle to produce a wooden handicraft product	3 Employees do not understand about export procedures
		<b>Variable Production</b>
4	High-value production is made traditionally (handmade)	4 Production using technology (sculpture) less interested buyers
		<b>Marketing Variables</b>
5	The Handicraft Product in Tegalalang Village is superior to competitors' products	5 Distribution and sales do not reach the international market
6	Quality standards are in line with Global market demand	6 Promotional activities that are less attention to consumers
	<b>Marketing Variables</b>	<b>R &amp; D variables</b>
7	Prices that compete with players in the same industry (competitors)	7 Absence of technical innovation in producing wooden handicraft product
8	Strategy in marketing handicraft products in the Global market with social media (free advertising)	8 Difficulties of innovating in raw materials to deal with raw material scarcity issues
	<b>Financial variables</b>	
9	Manage healthy finances	
10	Ease of obtaining a capital loan	
11	Payment procedures for wooden art products such as Down Payment are very helpful	
	<b>R &amp; D variables</b>	
12	Innovate in developing the latest Design	
<b>EFAS</b>	<b>STRATEGI SO</b>	<b>STRATEGI WO</b>
<b>OPPORTUNITIES (O)</b>		
<b>Political Variables</b>		
1 Government policy does not affect the business of the craftsmen directly or indirectly	1 Utilizing the availability of quality raw materials with the support of government policies, as well as regulatory systems to optimize the production capacity of wood-craft art	1 Improving employee skills in foreign languages so as to increase the number of consumers and the number of purchases on the art of wood craft so as to enter the global market better



<p>2</p> <p>Regulatory and taxation systems do not burden the craftsmen</p>	<p>2</p>	<p>Market penetration strategy Optimizing traditionally produced high value (handmade) production when the market economy of the product market in Global market is very good for enlarging market share in export market</p>	<p>2</p> <p>Market development strategy Conducting various technical innovations in producing wooden handicraft products can survive in nature and environment of consumer country, so that craftsmen can penetrate global market, that is process of finishing by way of wood oven.</p>
<p><b>Economic Variable</b></p>			
<p>3</p> <p>Market economic conditions Art craft products are very good in general in the Global market</p>	<p>3</p>	<p>Establish payment procedures such as Down Payment at the time of prospects and good potential in terms of demand to encourage craftsmen in improving their business</p>	<p>3</p> <p>Concentric diversification strategy Utilizing the culture and customs of domestic art applied in the art of wooden craft so as to compete with the competitor of wood craft art in general</p>
<p>4</p> <p>Good prospects and potentials in wooden art products in terms of demand</p>	<p>4</p>	<p>Product Development strategy Always innovate in developing the latest Design so that consumers do not get bored with the old Design (out of date) so that the number of consumers and the number of purchases always increases.</p>	
<p>5</p> <p>High purchasing power in overseas markets is seen from overseas buyers' revenue</p>			

Continue Table 1. Matrix SWOT

EFAS		
OPPORTUNITIES (O)	STRATEGI SO	STRATEGI WO
<b>Political Variables</b>		
1 Government policy does not affect the business of the craftsmen directly or indirectly	1 Utilizing the availability of quality raw materials with the support of government policies, as well as regulatory systems to optimize the production capacity of woodcraft art	1 Improving employee skills in foreign languages so as to increase the number of consumers and the number of purchases on the art of wood craft so as to enter the global Market development strategy
2 Regulatory and taxation systems do not burden the craftsmen	2 Market penetration strategy Optimizing traditionally produced high value (handmade) production when the market economy of the product market in Global market is very good for enlarging market share in export	2 Conducting various technical innovations in producing wooden handicraft products can survive in nature and environment of consumer country, so that craftsmen can penetrate global market that is process of finishing by way of
<b>Economic Variable</b>		
3 Market economic conditions Art craft products are very good in general in the Global market	3 Establish payment procedures such as Down Payment at the time of prospects and good potential in terms of demand to encourage craftsmen in improving their business	3 Concentric diversification strategy Utilizing the culture and customs of domestic art applied in the art of wooden craft so as to compete with the competitor of wood craft art in general
4 Good prospects and potentials in wooden art products in terms of demand	4 Product Development strategy Always innovate in developing the latest Design so that consumers do not get bored with the old Design (out of date) so that the number of consumers and the number of purchases always increases.	
5 High purchasing power in overseas markets is seen from overseas buyer's revenue		

Continue Table 1. Matrix SWOT

EFAS		
OPPORTUNITIES (O)	STRATEGI SO	STRATEGI WO
<b>Economic Variable</b>		
6 There is no impact of price changes and production costs on the wood craft business		
7 Wooden handicraft products can withstand the natural and environmental conditions in the Consumer Country		
<b>Industry Variables</b>		
8 The number of consumers and the high number of purchases of artisans of wood craftsmen		
9 The existence of supplier cooperation with craftsmen		

Continue Table 1. Matrix SWOT

EFAS		STRATEGI ST		STRATEGY WT	
THREATS (T)					
<b>Political Variables</b>					
1	Government regulations on craft materials weighed on the Craftsmen business	1	Forward integration strategy or Improving marketing strategy in global market by utilizing internet media such as website, market place, and social media at high purchasing power in foreign market in order to get maximum sales result	1	Backward integration strategy or innovate in raw materials to face the scarcity of quality raw materials by cooperating with suppliers (albizia tree growers) in the form of post-harvest contracts, so that craftsmen have no difficulty to meet the demand
<b>Variable Technology</b>					
2	Competitors are superior in utilizing technology to help the production process	2	Maintaining quality standards of quality by utilizing technology to assist the production process of woodcraft products that is by way of Oven Wood.	2	Optimizing R & D, for example, using a chisel to enhance productivity
3	Competitors are already utilizing the development of information technology can help marketing strategy	3	Provide training and technical explanation to employees so as to be able to utilize the Internet media to market products abroad	3	Horizontal integration strategy or Utilization of excess number of craftsmen to increase production capacity
<b>Industry Variables</b>					
4	The high possibility of newcomers arising in the business of woodcraft art	4	Horizontal integration strategy Optimizing the benefits of craftsmen products to minimize the possibility of new arrivals in the business of the craftsmen Backward integration strategy		
5	Intense competition among competitor wood craft art in general	5	It has an exclusive contract by owning Albizia Chinese's own tree plantation to optimize the availability of production raw materials		

### Research Implications

From the discussion of SWOT matrix obtained Alternative marketing strategy that can be applied by the craftsmen of Tegalalang Village, Gianyar Regency among them are:

### SO Strategy

This strategy seeks to maintain the strength possessed by the craftsmen of Tegalalang Village, Gianyar Regency to obtain the opportunities that exist. The strategies that can be applied are:

In Political Variables: Utilizing the availability of quality raw materials with the support of government policies, as well as regulatory systems to optimize the production capacity of woodcraft art.

In the Economic Variable: Market penetration strategy or Optimize high-value, traditionally produced (handmade) production when the market economy of the product market in the Global market is very good to enlarge the market share in the export market.

In the Financial Variables: Implement payment procedures such as Down Payment at the prospect and potential in terms of demand in order to encourage craftsmen to improve their business.

In R & D Variables: Always innovate in developing the latest Design so that consumers do not get bored with the old Design (out of date) so that the number of consumers and the number of purchases always increases.

### Strategy ST

This strategy is used to utilize the power it possesses by avoiding threats. One of the strategies that can be used is as follows;

In the Marketing Variable: Forward integration strategy

Improve marketing strategy in global market by utilizing internet media such as website, market place, and social media at high purchasing power in foreign market in order to get maximum sales result

In Variable Technology: Maintaining



quality standards of quality by utilizing technology to assist the production process of woodcraft products, by way of a wood oven

In the HR Variables: Implement IT-based training and utilize social media (free advertising), so employees can understand export procedures easily.

In Industry Variables: Optimizing the superiority of craftsmen products in Tegalalang Village has no effect on the possible emergence of newcomers in the business of the craftsmen, by maintaining the value of traditional art and culture in Bali.

In Industry Variables: Backward integration strategy or Have an exclusive contract that is by owning Albizia Chinese own tree plantations to optimize the availability of raw materials production

#### **WO Strategy**

Based on existing opportunities, one way to use it is to overcome the weaknesses that have in the form of strategy that is;

In the HR Variables: Increase employee skills in foreign languages so as to increase the number of consumers and the number of purchases on the art of wood craft so as to enter the global market better

In Geographical Variables: Market development strategy Conducting various technical innovations in producing wooden handicraft products can survive in nature and environment of consumer country, so that craftsmen can penetrate global market, that is process of finishing by way of wood oven.

In Industry Variables: Concentric diversification strategy or Utilizing the culture and customs of domestic art applied in the art of wooden craft so as to compete with the competitor of wood craft art in general.

#### **WT Strategy**

This strategy is used to minimize weaknesses and avoid threats that arise. The strategy is;

In Industry Variables: Backward integration strategy or Innovate in raw materials to face the scarcity of quality raw materials by way of cooperation with suppliers (albizia tree growers) in the form of post-harvest contracts, so that craftsmen have no difficulty to meet the demand

In R & D Variables: Optimizing R & D, for example, using a chisel to improve pro-velectivity

In the HR Variables: Horizontal integration strategy or Utilization of excess

number of craftsmen to increase production capacity

#### **Limitations of Research**

This research has been cultivated and carried out in accordance with scientific procedures, but still has limitations;

This research is specific that only researches about wooden crafts, and the resulting strategy may not necessarily be applied to the business / handicraft business in other places.

#### **CONCLUSION**

Result of analysis and discussion in this research can be concluded things as follows:

Based on the analysis on the environment of Craftsmen in Tegalalang Village, Gianyar Regency, both internal and external environment, obtained the following conclusions: Internal factors that become the main strength Craftsmen in the Village Tegalalang, Gianyar regency namely; availability of quality raw materials; Ease of obtaining large quantities of raw materials; and high-value Production made traditionally (handmade); While the main weakness of the Craftsmen in Tegalalang Village, Gianyar Regency is the limited knowledge of employees regarding export procedures. External factors that become the main opportunities Craftsmen in the Village Tegalalang, Gianyar regency is the condition of the market economy of art craft production is very good in general in the global market, high purchasing power in overseas markets seen from overseas buyer's income, while the main threat of craftsmen in Tegalalang Village, Gianyar Regency is a competitor already utilizing the development of information technology that can help marketing strategy.

Based on the analysis of IE matrix obtained the total external score of 2.088. Since the total score is below the average, under 2.5 it indicates that there are still untapped opportunities by the Craftsmen in Tegalalang Village, Gianyar Regency or a very influential threat to Tegalalang Village, Gianyar Regency Based on IE matrix analysis, the position of Craftsmen in Tegalalang Village, Gianyar Regency is currently in quadrant or cell V, that is concentration strategy through vertical integration.

From the IE matrix then generated several alternative marketing strategies. Based on the analysis of IE matrix obtained the total internal

score of 2.137 and the total external score of 2.088 which means that the position of Craftsmen in Tegalalang Village, Gianyar Regency internally and externally is on the graph Growth Stability Strategy (Growth Stability Strategy) which is the growth of the strategy of the craftsmen itself. Based on SWOT analysis, there are alternative marketing strategies that can be applied by artisans in Tegalalang village, Gianyar regency, ie SO Strategy, WO Strategy, ST Strategy, WT Strategy, as follows.

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