

Conference Paper

Carnival Costume Development Management Strategy as One of Leading Micro and Small Medium Enterprises (UMKM) in the Vocational School of Shows in the Village of Ronggo sub District of Tajinan

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Abstract

Every business must use a development strategy; even small companies should use strategic management. One of the regions participating in the development of regional economic dynamics is Ronggo village, Tajinan sub-district by producing Carnival costumes. In the village there are several craftsmen producing the same product. The costume craft sector has particular potential, as one of the leading UMKM/MSMEs (Micro and Small and Medium Enterprises). In addition, these costumes are one of the main attractions during the Carnival, or the Cultural Parade or Carnival, when costumes are displayed as part of the procession. These carnival costumes are rented out to the general public who will hold a cultural parade in the local area or outside the area. However, unfortunately the Carnival costume producers lack business expertise. Their skills lie in the areas of creation and creativity, not using schooling techniques to support these abilities.

Keywords: management strategies, Carnival costumes, UMKM, MSMEs, Performing Arts

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Received: Month 2020

Accepted: Month 2020

Published: Month 2020

Publishing services provided by
Knowledge E

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Selection and Peer-review under the responsibility of the ICADECS Conference Committee.

1. Preface

Business development is determined by the ability to build strategies, because the strategy forces the company to look at the future and try to proactively shape its future. Strategies help provide awareness about the direction the company is headed, maintain sustainability, and facilitate the delegation and the process of effective leadership. Every business must use a strategy to develop its business. Not only large companies that have strategic management, even small companies should be managed by using strategic management.

Strategic management is a set of decisions and actions designed to achieve company goals. Thus strategic management involves long-term and complex decision making,

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and future-oriented. Strategic planning has three main stages. The first phase is to align the interests of the organization with the interests of the stakeholders, which is each party that contributes to the impact of various activities carried out by the organization. The second phase is to formulate the organization's strategy, which starts with the preparation of the vision and mission. Furthermore, it will implement strategic objectives, namely the specific results that aimed to achieve the mission that has been planned. The third phase is to develop a business plan. Then to implement the strategic plan that has been arranged.

The overall cost advantage strategy is a strategy that makes business units work hard to achieve the lowest production and distribution costs so that the price can be lower than competitors and get a large market share. The company must achieve the lowest cost compared to its competitors. The company that carries out the strategy best will get the most profit. Therefore, the company that has the lowest cost among the companies implementing the low cost strategy will perform best. In other words, companies that do not implement the strategy clearly, take the middle ground, will fail. The process of developing a strategy is needed, because it is a long-term planning. The concept of strategy starts developing from a tool to achieve goals into a tool to create competitive advantage and subsequently becomes a dynamic action to provide motivational power to stakeholders so that the company can contribute optimally. Thus the business strategy can be seen from the efforts that have been made at the company, whether it is successful or failed in running an organization.

One of the regions participating in the development of regional economic dynamics is Ronggo village, Tajinan sub-district by producing Carnival costumes. In the village, there are several craftsmen with the same kind of product. The costume craft sector produced is one of the potentials of the community in Ronggo village as one of the leading products of UMKM/MSME (Micro and Small and Medium Enterprises). In addition, this Carnival costume becomes one of the complement and attraction in Carnival, because the Cultural Parade or Carnival is one branch of the performing arts in the form of procession. This Carnival costume is rented out to the general public who will hold a cultural parade in the local area or outside the area.

But it is unfortunate that the Carnival costume producers do not yet have the skills in the field of managing the Carnival costume development strategy as one of the leading Micro and Small and Medium Enterprises (MSMEs/UMKM) in the performing arts sector in Ronggo village, Tajinan sub-district, as well as the community's ability to start this business with self-taught provisions. The ability of course only relies on creation and creativity, not using schooling techniques to support these abilities. Therefore,

researchers are interested in conducting research on the problem of "Management Strategy of Carnival Costume Development as One of the Leading Micro and Small and Medium Enterprises (MSMEs/ UMKM) in the Performing Arts Sector in Ronggo Village, Tajinan District".

2. Definition of Strategy

Strategy literally comes from the word 'strategic' which means according to strategy or plan and 'strategy' which means strategy. According to the term, strategy is a careful plan to recognize activities to achieve specific goals. Strategy is how to move troops to the most advantageous position before the actual battle with the enemy as quoted by Erly Suandy "Tax Planning". According to Jaunch and Glueck, strategy is the flow of decisions and actions that lead to the development of an effective strategy to help achieve the company's goals. Strategy is a unified plan as it is binding all parts of the company into one. The strategy is comprehensive, which covers all important aspects of the company. The strategy is integrated, as all parts of the plan harmonize with each other and in harmony—as quoted by Husein Umar "Strategic Management in Action".

According to Sukristono, strategy is a process of determining the plans of top leaders who focus on the long-term goals of the organization, accompanied by the arrangement of a method or effort on how to achieve these goals. Meanwhile, according to Hamel and Prahalad, strategy is an action that is incremental (constantly increasing) and continuous, and is carried out based on the perspective of what is expected by customers in the future. Therefore, the strategy almost always starts from what can happen and not starts from what happens. The occurrence of new market innovation speeds and changes in consumer patterns requires core competencies.

Strategy is the action that will guide top management decisions and company resources that make it happen. Besides, the strategy also affects the life of the organization in the long run, at least for five years. Therefore, the nature of strategy is future oriented. The strategy has multifunctional or multidivisional consequences and its formulation needs to consider internal and external factors facing the company. By implementing an effective strategy, an alternative strategy can be achieved by an institution in achieving its objectives.

Most businesses in developing strategies have two different levels. Both levels provide a rich combination of various strategy choices for organizations: a) Business-level Strategy; a series of alternative strategies chosen by the organization when the organization is doing business in a certain industry or market. Such alternatives help

organizations to focus their competitive efforts in any particular industry or market. b) Corporate Level Strategy; a series of alternative strategies chosen by the organization when the organization manages its operations simultaneously in several industries or in several markets (develops a strategy that is comprehensive).

3. Business Development

Business development depends on the ability of entrepreneurs and managers in their everyday business. According to Kamus Besar Bahasa Indonesia or the big Indonesian dictionary, development is a process, a way, an act of developing. Development is a planned effort of the organization to improve employee knowledge, skills and abilities. Development is emphasized on increasing knowledge to do work in the future, which is done through an integrated approach with other activities to change work behavior. In AY Lubis research, according to Hafsah development is an effort made by the government, the business world, and the community through providing guidance and reinforcement assistance to grow and improve the ability of small business enterprises to become strong and independent businesses. While Mangkuprawira stated that development is an effort to increase knowledge that may be used immediately or later for the benefit of the future. Development is every effort to improve the implementation of work now and in the future by providing information affecting attitudes or adding skills. From the above understanding it can be concluded that development is everything that is carried out to improve the implementation of current and future work providing information, directing, regulating, and guiding in business development.

Business development techniques are a number of tasks or processes that aim to grow the business being carried out. Business development can be done in several ways including: a) Business Scale Expansion in which some common methods used to expand business scale include: 1) Increasing the capacity of machinery and labor and increasing the amount of capital for investment. When expanding production, an entrepreneur must take into account the marketing prospects. 2) Adding the types of goods or services produced. This type of development is well done to reduce long-term costs while increasing economies of scale. 3) Adding business locations elsewhere. The expansion of business scale must also consider several aspects, namely: 1) Productivity of capital and labor. 2) Fixed costs and variable costs. 3) Average costs. 4) The most profitable production scale.

As quoted by Husein Umar "Strategic In Action", according to Fred R. David, strategies can be divided into four groups of strategies, namely: a) Vertical Integration Strategy

which requires companies to exercise more control over distributors, suppliers and / or competitors, for example through mergers, acquisitions or creating their own companies. b) Intensive Strategy which requires intensive efforts to improve the company's competitive position through existing products. c) Diversification Strategy which is intended to add new products. This strategy is increasingly less popular, at least in terms of the high level of management difficulties in controlling the activities of different companies. d) Defensive Strategy which intends for the company to take rescue measures to escape the greater losses, which can lead to bankruptcy.

4. Carnival Costume

The term costume applies to the public (not just for the stage). What distinguishes costume clothing from ordinary clothing is the moment of use or use of these clothes itself. Costume clothes are used in certain moments such as carnivals, ceremonies or plays. Meanwhile, carnival is a celebration that is held before the pre-Easter period, which is often done by Catholic Christians in the European Continent and also the American Continent. The term carnival itself according to experts comes from Latin, namely *carne* which means meat. Carnival entered into English, which is the Germanic language that was first spoken in England in the early Middle Ages and is currently the most commonly used language throughout the world.

While according to the KBBI (Big Indonesian Dictionary), the notion of carnival is a parade activity carried out in the framework of celebrating which usually unites various interesting patterns to be celebrated. From this understanding, it can be concluded that the carnival is a lively event, so this event is the most eagerly awaited in various celebrations. As an explanation of the meaning of carnival, there will be given an example of carnival in Indonesia below.

5. MSME (Micro and Small and Medium Enterprises)

In Indonesia, the definition of MSME is regulated in the Law of the Republic of Indonesia or Undang-Undang Republik Indonesia No.20 of 2008 concerning MSMEs. 1) Article 1 of the Law stated that micro business is productive business owned by individuals and/or individual business entities that have micro business criteria as regulated in the law. 2) Small business is a productive economic business that stands alone, which is carried out by individuals or business entities that are opened are subsidiaries or not subsidiaries

that are owned, controlled or become a part, either directly or indirectly, from medium-sized businesses or large businesses that meet the criteria for small businesses as referred to in the Law. Whereas micro business is a productive economic business that stands alone which is carried out by individuals or business entities that are not subsidiaries or non-branch companies that are owned, controlled, or become a part either directly or indirectly, from micro businesses, small businesses or large businesses that meets the micro-business criteria as referred to in the Law.

In its development perspective, Micro, Small and Medium Enterprises (MSMEs) are the business groups that have the largest numbers. In addition, this group is proven to be resistant to various kinds of economic crisis shocks. The following is a classification of Micro, Small and Medium Enterprises (MSMEs): 1) Livelihood Activities, Micro and Small and Medium Enterprises (MSMEs) that are used as employment opportunities to earn a living, which is commonly called the informal sector. For example are street vendors. 2) Micro Enterprise, a Micro and Small and Medium Enterprises (MSMEs) that have the nature of craftsmen but do not yet have an entrepreneurial nature. 3) Small Dynamic Enterprise, a Micro and Small and Medium Enterprises (MSMEs) that have an entrepreneurial spirit and are able to accept subcontracting and export jobs.

Various development efforts carried out show results that illustrate that small industries are able to be developed further and are able to develop other related sectors. Whereas, its weaknesses which are often also a limiting factor and problem of Micro Business consist of 2 factors: 1) Internal Factors Internal factors, classic problems of MSMEs, including: a) The ability of human resources is still limited; b. Constraints on product marketing most of the small industry entrepreneurs prioritize the production aspect while marketing functions are less able to access them, especially in market information and market networks, so most only function as craftsmen; c. The tendency of consumers who do not yet trust the quality of Small Industry products; d. Business capital constraints for most of the small industries use their own capital in a relatively small amount. 2) External factors External factors, problems that arise from the developers of MSME coaches and builders. For example the solution provided is not well targeted; there are no monitoring and overlapping programs. From the two factors, there emerged a gap between internal and external factors, namely in the banking sector, BUMN and other supporting institutions were ready to provide credit, but which MSMEs were given, due to various provisions that had to be fulfilled by UMKM.

6. Performing Arts

Based on that meaning, 'performing' can be interpreted as an activity of presenting something in front of others. Whereas performing art is a form of art performance that is shown or displayed to the general public or by the performers (artists) in order to provide entertainment that can be enjoyed by the audience. Entertainment is always fun, because entertainment is entertaining someone after doing activities or daily routines in order to eliminate fatigue during work.

As stated by Sumardjo (2001, p. 2) that Performing arts are activities outside of daily work activities. Art and work are separated. Art is a leisure activity which means activities outside of work hours to make a living. Art is a relaxing activity to kill the tension caused by hard work earning a living. Another opinion states that the performing arts are expressions of a culture in a certain area that always follows the times. Sedyawati (2002, p. 1) revealed that Performing arts are a cultural expression, a vehicle to convey cultural values, and the realization of aesthetic artistic norms that develop in accordance with the times.

The process of acculturation plays a major role to the change and transformation in many forms of cultural response, including performance art. Besides performance art is a branch of art that is different from other branches of art, because performance art is not a fine art, in other words performance art is a branch of art that can only be enjoyed if we witness it live. Performing arts have a specific time duration, from the opening until the end of the event is determined, and the place where the art is performed is also determined. As stated by Sumardjo (2001, p. 6) that unlike the other branches of art, performance art is not a fine art. A performance art starts and finishes in a certain time and place, after that there is no longer any form of performance art. In addition to functioning as entertainment, performance art has another function which is interpreted differently by each era, each group, and each community environment. As stated by Durachman (in Kurniangsih, 2013, p. 18) that basically performing arts depart, develop and are owned by a particular society, so that art can never be released from the community that supports its sustainability, thus in that environment will be created an agreement, both according to the customs, as well as the need for entertainment.

However, without the role of the community that supports the existence of traditional arts, certainly there will be no inheritance or regeneration to the next generation. In addition, as time goes by, the development of the era and the development of technology, many new arts will emerge which, if not properly considered, will eliminate the existence of traditional arts that have existed before. Therefore, we as a community

must have the will or effort to revive traditional performing arts, such as always being able to provide a platform to facilitate the work of art performers to be maintained, and always appreciated by the community, so that art does not lose its spirit.

As stated by Sedyawati, (1981, p. 51) that another thing that makes an effort to revive traditional performance art is worth talking about is the fact that there is a strong flow of influence from outside the traditions that allows the imbalance. The view that considers everything new, which comes from outside as progress, a sign of respect, while everything that comes out of one's own home as a plebeian, is outdated, is basically caused by a lack of acquaintance in the treasury of his own art, in addition to his own art and even that has become an item boring copying.

From some of the opinions above, it can be concluded that the understanding of performances in traditional arts can be said as everything that is presented or displayed to be enjoyed or seen. The form of the performance is a manifestation of some elements of the presentation used as a communication tool to convey a certain message from the artist to the public in a traditional art performance. Performing traditional art is also a form of cultural expression, a vehicle to convey cultural values, and the realization of aesthetic-artistic norms that develop in a particular area.

7. Research Method

This research was conducted to describe “The Strategy of Carnival Costume Development Management as One of The Excellent Micro and Small Business in the Performing Arts Field in Ronggo, Tajinan”. This research utilizes a qualitative research approach (Bogdan & Biklen, 1982) and is explained by descriptive approach. Sutopo (2002) states that the characteristics of qualitative research methodology are: 1) the subject of the current problem, 2) descriptive, 3) purposive sampling, 4) the use of *tacid* knowledge, 5) meaning is the main concern of the researcher, 6) inductive analysis, 7) do not use structure as a reference, 8) holistic, 9) the research design is flexible and open, 10) negotiated outcomes (the researcher tends to discuss meaning and interpretation with the main source (key informant review). The characteristics above become the guideline for the researcher to conduct the research. The data analysis was carried out inductively continuously along the research. The data analysis is not for proving the hypothesis but arranging and developing theory from the collected data. The qualitative approach makes the researcher as the main tool in the data collection because the researcher is a human who can adapt in a new condition and situation probably faced in the field. It is expected that the research conducted accurately and thoroughly since the

researcher as the instrument and dealing directly with the phenomena in the field so that the researcher can get the deep and clear description of the research (Babbie, 1989: 261-262).

8. Findings and Discussion

The Carnival Costume Production System in Ronggo, Tajinan

The craftsman who coordinates the activities of Tajinan community to make carnival costumes is Eni (48). At first, Eni ventured to make a costume titled Kendedes that she wore herself in a parade in her village. After the parade was over, many people are interested in that costume. Therefore, Eni triggered to develop the costume art together with the people in her village who have the basic sewing skill. Eni herself gained self-taught ability to sew. The people in Ronggo honed their creativity in producing self-taught carnival costumes by observing cultural parades and television programs before starting to design their own costumes. People make costumes with simple materials such as spoons, paint, and brushes that are used as much as possible so that becoming unique costumes.

The theme for producing the costume is very diverse depends on the consumer demand like the Javanese king and queen, the history of a kingdom, flora and fauna. The time to produce one set of costumes is one to two weeks depending on the level of design difficulty. According to Eni, "I sew for men and women like general party dresses and wedding dresses for special orders. The carnival costumes are just a variation."

Eni herself also often receives orders from consumers who will participate in a carnival or cultural march. "It can be said that we do not have much leisure time due to the number of orders. We are closed until next month," she said.

The people in Ronggo often make costume with the theme of Batik, plants, animals, and places in Indonesia. Currently, around fifty costumes have been produced with the help of the community. In a month, usually, they can produce four carnival costumes. "It depends on the level of difficulty, the more complicated the costume is, the more time is needed to finish it. If it is a simple costume, the producing time is probably a week. I can rent the costumes I have made but sometimes they want to have it for their own," Eni said.

In the process of creating a carnival costume, it is sometimes constrained by raw materials because the carnival season causes a reduction in the availability of raw materials in stores. The materials include mattress, beaded, and stones. The production system is not mass but one costume brings one model or story that requires detail. The step

conducted to complete the carnival costume is by self-designing the rented costume. "The annual carnival event in this village becomes one of the inspirations for me to design costume," she explains. The diverse materials can create variety of costumes.

The Management System Conducted by Carnival Costume Craftsman to Become One of the Excellent Micro and Small Business in the Performing Arts Field in Ronggo, Tajinan

The result of the research is the community of Ronggo manages the costumes produced by marketing at local and national cultural parades. This costume developer coordinator disseminates information to the costume rentals or directly to the consumers. Through the manual promotion, the carnival costume produced by community in Ronggo can be seen by public. The production process is the important phase for the business developer where in this phase the raw materials are processed to the finished goods that is sold to the consumers. Before the production process takes place, there are several steps taken before. First, observing the development of the type of costume that is being sold, then making a design according to the character of the costume made, looking for raw materials such as sponges, fabrics, beads, yarn, glue, and scissors. Second, the manufacturing process starts from cutting patterns and assembling materials to the finishing process.

Organizing production and operations is going well in the Ronggo Village house, craftsmen do a clear and directed division of labor for everyone involved. The term use for the person who produces the costumes is not an employee but an individual craftsman. The division of tasks and responsibilities is done unintentionally, flowing without any job discussions at the start. In developing this UMKM, it is demanded to continuously improvise product creativity due to the demands of the carnival market. The planning of the production function is generally directed to add new costumes to make it more varied so that the visitors are not bored with existing costumes. The addition of new costume is done every two months, especially in the order season; the item will be added more to fulfill the market need. In addition, the planning function is also conducted in operational activities by always maintaining the quality and quantity of materials. The quality and quantity of the materials is maintained by buying the good one.

Controlling was conducted by the group coordinator by making sure that the activity is running good and excellent. The cleanliness of restaurants, equipment, and quality of service are under the supervision of coordinator. The production place is in each craftsman so that the coordinator will move from door to door.

9. Marketing Analysis

In marketing, there are several marketing analyzes, namely:

1. Consumer Analysis

Consumer analysis is done by observing visitors who come or look for costumes. These observations were made to explore the desires or expectations of consumers towards the Carnival costume rental.

2. Product/Service Sales Promotions

These are carried out by leasing Carnival costumes using only mouth-to-mouth or—according to the results of interviews—with promotions in newspapers which can increase the number of consumers.

3. Product/Service Planning

Product Planning done by the Ronggo village community is designing innovative new costume creations every 3 months, so that consumers do not get bored with the old designs. Usually before releasing new products, the marketing coordinator will promote by posting on social media. In addition, costume design innovations that can be mixed and matched with suitable costumes, so consumers can choose according to taste.

4. Pricing

Determination of the selling or rental price of carnival costumes is adjusted to the price of raw materials that are rising or falling. The carnival costume rental price range is between Rp 250,000-900,000, while the selling price of costumes ranges from Rp 2,500,000-5,500,000.

Promotions through social media such as WhatsApp, Instagram, and Facebook have a significant impact seen from growing interest. Ronggo village community does not have a special division that handles and is responsible for marketing activities, only through deliberations that are managed and delivered to the craftsmen coordinator. Input from consumers often becomes the basis and ideas in determining marketing activities. However, with self-taught management, Ronggo village people are able to create a successful medium business, yet there needs to be an improvement in how to manage this carnival costume business into a business that is developing more broadly.

10. Conclusion

The conclusion of this research is that the management of a micro business from the community often has obstacles, including how to manage a business, how to develop creativity, and how to market it.

Communities with work and rural environment background develop business with their modest skills and thinking, so rejuvenation is needed in terms of the carnival costume management strategy, especially if the business turned into a micro business that really needs a strategy in its management. It is expected that the rejuvenation of creative business management can make this creative developer community more advanced and produce better productions.

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