PROPOSED MARKETING STRATEGIES TO ACHIEVE TARGET FOR THE INDONESIAN CREATOR ECONOMY

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ABSTRAK
Usaha mikro, kecil, dan menengah (UMKM) merupakan usaha yang memiliki kemampuan berkembang dan berkontribusi perekonomian negara. Jumlah UMKM di Indonesia terus meningkat dan pemerintah terus mendorong untuk bergabung dengan ekosistem digital. Indonesia Creator Economy (ICE) merupakan manajemen *influencer* di Indonesia. ICE bertujuan menyediakan konten media digital yang akurat, menarik, dan informatif. Penelitian ini menggunakan model studi kasus dengan metode deskriptif kualitatif, dan pengumpulan data yang digunakan ialah observasi, wawancara, dokumentasi. Hasil FDG (Focus Group Discussion), Kanvas model bisnis baru ini dikembangkan didasari tulang ikan dan dilengkapi dengan data pendukung yang diperoleh dari FDG. Berdasarkan tulang ikan, penyebab rendahnya pencapaian target disebabkan oleh kurangnya pemahaman ICE terhadap segmen dan target pasar. Terkait identifikasi dan analisis strategi pada ICE dilakukan melalui penerapan sembilan elemen pada kanvas model bisnis meliputi ; segmen pelanggan, proposisi nilai, saluran, hubungan pelanggan, aliran pendapatan, sumber daya utama, aktivitas utama, kemitraan utama, dan struktur biaya. Sehingga strategi yang diterapkan ICE untuk meningkatkan awareness pada aspek pemasaran dengan beberapa program dan menambah tenaga kerja.
Kata Kunci: kanvas model bisnis, Indonesia Creator Economy (ICE), strategi pemasaran

ABSTRACT
Micro, Small, and medium enterprises (MSMEs) are businesses that have the ability to develop and contribute to the country's economy. The number of MSMEs in Indonesia continues to increase and the government continues to push to join the digital ecosystem. Indonesia Creator Economy (ICE) is an influencer management in Indonesia. ICE aims at providing accurate, engaging and informative digital media content. This study uses a case study model with qualitative descriptive method, and the data collection used is observation, interviews, documentation. As a result of FDG (Focus Group Discussion), This new business model canvas was developed based on fish bones and equipped with supporting data obtained from FDG. Based on the fishbone, the cause of low target achievement is caused by ICE's lack of understanding of the segment and target market. Related identification and analysis of strategy on ICE is done through the application of nine elements on the business model canvas include ; customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. So the strategy implemented by ICE is to increase awareness on

marketing aspects with several programs and increase workforce.
Keyword: business model canvas, Indonesia Creator Economy (ICE), marketing strategy

INTRODUCTION

The era of digital communication has had an impact on various aspects of life, one of which is in the world of marketing communications. Based on data obtained at the end of 2016 to early 2017, this was the year the modern retail market turmoil started. One by one the modern retail market is sinking because modern society no longer wants shopping and convenience, but also activities that are practical and efficient. The use of information technology for online sales is one of the important factors for the success of a business, therefore it is necessary to increase understanding of the digital economy for business entities so that business management can be better. Good income distribution for future businesses as well as mastery of digital technology that is currently developing will attract customers from various regions and be more effective in promoting their products (Rifai & et al, 2020).

Indonesia is the country with the most users of social media applications. Influencer marketing is a popular choice, this is due to the high number of social media users and several other factors that support increasing brand awareness (Athaya & Irwansyah, 2021). Influencers provide influence and trust to consumer audiences because the better online customer reviews consumers get, it can help companies increase brand awareness through valuable content that consumers can connect directly with (Herman et al, 2023).
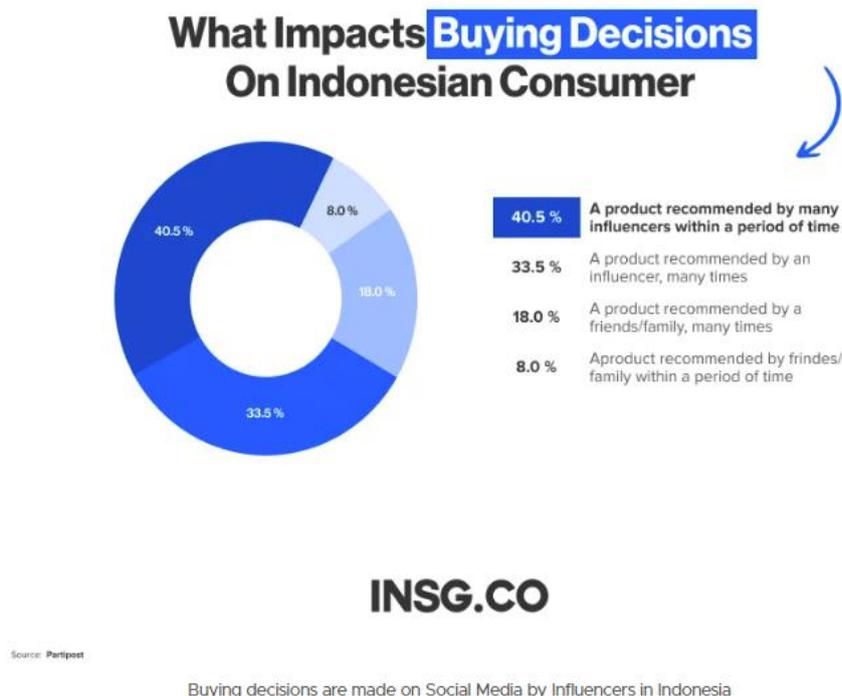

Figure 1. Consumer Behavior Survey by INSG.CO (2022)
Source: INSG.CO (2023)

According to data released by INSG.CO, influencers can influence the target audience's purchasing decisions to buy or try a product. 62% of people in Indonesia have purchased products recommended by influencers, and 73% have

purchased products based on influencer recommendations and 26% based on recommendations of friends or family (Taslaud, 2023). To meet business needs for new influencers and influencers, influencer marketing agencies emerged. One of the companies with influencer management in Indonesia is Indonesia Creator Economy (ICE), which was founded in 2019. As part of IDN Media's commercial operations, ICE aims to support the company's digital operations. The company's goal is to provide accurate, engaging, and informative digital media content to empower Millennials and Gen Z.

This company can create engaging, high-quality content, whether it's writing, photos, or videos. Since 2022, ICE has provided five services for content creators: marketing, commerce, representation, financial technology solutions, and brand and product development. ICE markets its services to customers. ICE targets to provide services to MSMEs. Micro, small and medium enterprises (MSMEs) have long been recognized as a very important business sector in Indonesia because it is one of the businesses that has the ability to develop and contribute consistently to the country's economy. Considering that its share in the formation of GDP is 63.58% and the ability to accommodate a workforce is 99.45%, or the number of business units involved is 99.84%, its share of exports as a whole reaches 18.72%.

The number of small and medium enterprises (MSMEs) in Indonesia continues to increase and the government continues to encourage them to join the digital ecosystem, by providing facilities and funds to MSMEs to run their businesses using digital technology. The Ministry of Cooperatives and MSMEs noted that 20.76 million new MSMEs entered the ecosystem in 2022, an increase of 26.6% from 16.4 million MSMEs the previous year.

With increasingly fierce business competition, there are many impacts on corporate competition. Companies must continue to improve their competitiveness. Companies that operate in a short time must have the ability to grow to be stronger and meet market needs. Companies that have a strong marketing strategy will be able to compete in intense business competition (Setiyono & Sutrimah, 2016).

Root Cause Analysis (RCA) is a structured approach to identify the factors that influenced one or more past events so that they can be used to improve performance (Corcoran, 2004). In addition, the use of RCA in the analysis of performance improvement according to Latino and Kenneth (2006) can facilitate tracking of the factors that affect performance. Root Causes are a subset of several factors (events, conditions, organizational factors) that contribute to, or give rise to, a possible cause and are followed by an undesired effect. There are various structured evaluation methods to identify the root causes of unexpected events.

Fish bones were used to help identify and visualize the research components. The results of problem identification indicate that there are a number of questions that underlie this research. In addition, this research is supported by instruments that function as measurements or research data. The research was conducted through direct observation to find out how accurate or strong the ICE improvement strategy needed to help SEM is. The fish bones in this study are depicted in the following figure
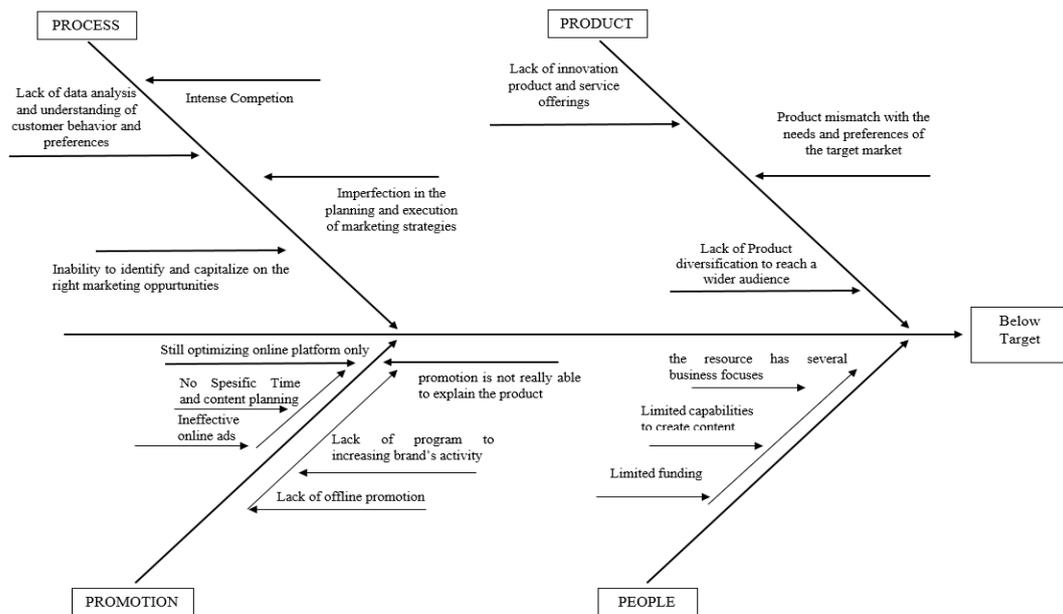
Figure 2. Fishbone Diagram

In the process, ICE did not understand their target, namely MSMEs in Indonesia. Therefore, ICE must develop a plan that is in accordance with the characteristics of MSMEs, especially the X generation which dominates the market in order to get more clients.

METHOD

This research uses a case study model with a qualitative descriptive method, namely studies that focus on one case, such as ICE (Indonesia Creator Economy). The companies mentioned above are aimed at testing or finding solutions to certain problems by collecting data through questionnaires and other research techniques. Sugiyono (2017) states that qualitative research is a research approach rooted in the philosophy of positivism. Primary and secondary data are the types of data that will be collected in this study. The data in this study are primary data, namely the results of interviews and questionnaires conducted on ICE (Indonesia Creator Economy) and Indonesian creators. Secondary data was obtained through literature research in libraries and the internet. Data collection techniques are a way to obtain the data needed in research. In this study the techniques used included observation, interviews, and documentation. In the technique of checking the validity of the data, the authors use two methods, namely triangulation and persistence observation. Miles and Huberman's data analysis technique used begins with data collection, data reduction, data presentation, to drawing conclusions.

RESULTS AND DISCUSSIONS
ICE Internal and External Conditions

The results of the FDG with ICE leadership and staff were carried out on August 1, 2023 with the aim of getting an overview of ICE's marketing conditions and getting input on ICE's processes and strategies. FGD participants can be seen in table 1 below.

Table 1. Interview List

No.	Name	Position
1.	Winston Utomo	CEO
2.	William Utomo	COO
3.	Hana Novitriani	Vice President of ICE
4.	Madasakti Octobiyanto	Head of Operations of ICE
5.	Rahmat Hidayat	Finance Manager
6.	Diah Putri Astuti	Digital Manager Strategist
7.	Vacant	Creator Development Manager
8.	Kamila Azarini	Campaign Manager
9.	Rizka Yuviana	Business Development Manager
10.	Ulfa Renandar	Business Development Manager

The summary of the FGD results is as follows:
1. ICE's customer segment is MSME. ICE saw an opportunity to create an influencer management business for MSMEs by offering payment at the end.
2. The services we provide are Creator Marketing, Content Maker Trading, Creator Representation, Financial Technology Solutions, Brand & Product Development.
3. ICE has not maximized promotions using social media and Ads services.
4. The process of preparing the promotion strategy is carried out by involving the client
5. ICE's sources of funds are investors and payment for services.
6. ICE's key assets are its competent marketing and branding staff, influencer partners, and the ICE website and app.
7. ICE strives to build good cooperation with influencers who are partners and influencers who are not yet partners and web and application developer services.

Based on the results of the FGD above, the analysis of internal conditions and conditions
ICE company's external resources are as follows:
1. ICE Internal Business Conditions
   Internal weaknesses that need to be corrected are marketing using social media and advertising services that are less than optimal which triggers the emergence of other weaknesses such as the implementation of marketing strategies that are less effective, have not reached the set targets, and are not competitive with competitors in terms of getting customers.
2. ICE External Business Conditions
   In this regard, businesses must be more innovative when seeking information about their viability. The ability to obtain information can affect business growth and damage market opportunities. To have strong competitiveness in local and global markets, every company must monitor business actors' access to information innovation and creativity, both from human resources and technology.

New ICE Business Model Canvas
   Based on the FDG results above, researchers made several updates to the canvas business model for ICE. These updates are in the form of adding points or

subtracting points on each aspect of the ICE canvas business model. Updating the ICE business model canvas to achieve predetermined targets.

This new business model canvas was developed based on fish bones that have been compiled by researchers and equipped with supporting data obtained from FDG. Based on the fishbone, the reason for the low target achievement was due to ICE's lack of understanding of the segment and target market. Instagram Facebookers prefer to use social media and websites as promotional media, even though based on data it is found that MSME actors are generation X who use Facebook more often. This fact is supported by the FDG results which explain that ICE is not optimal in implementing ICE product marketing because ICE is too focused on improving the quality of content produced by *influencers.*

1. Customer Segment

ICE can divide its customers into groups based on similarity of needs, behaviors, and other characteristics to satisfy its customers. Companies must determine which segments to serve and which to ignore. After that, businesses can only design their business models knowing what their customers need (Solihah et al., 2014). Several business model updates based on customer segments that can be implemented by ICE are as follows:

    a) MSMEs with assets > 50 million - 500 million whose products and services are considered marketable through social media and influencer marketing.

    b) MSMEs with assets > 500 million - 10 billion whose products and services are considered marketable through social media and influencer marketing.

    c) SMEs originating from the Greater Jakarta area and big cities in Indonesia such as Bandung, Semarang, Yogyakarta and Surabaya

    d) MSMEs are entering the digital ecosystem.

2. Value Proposition

Value Propositions, describe the value or benefits that the company offers to customers (Prasetyo et al, 2017). The novelty of this business canvas model is the novelty of the marketing strategy provided according to the latest social media algorithms. The phenomenon of intense influencer competition on social media makes influencer marketing agencies work to increase engagement. Some of the business model updates based on the value proposition that ICE can apply are as follows:

    a) Providing access to the right influencers targeting relevant market segments.

    b) Provide effective influencer marketing campaign management and performance analysis services.

    c) Provide consultation regarding the marketing strategy for selling MSME products.

    d) The marketing strategy offered by ICE is always updated according to changes in the social media algorithm.

3. Channel

According to Fatricia & Sultan (2019), channels explain how businesses communicate and reach their customer segments. The distribution channel here serves as a way for customers to know, use and use ICE services. ICE leverages various social media platforms for advertising, including Google Ads, Tik Tok Ads, YouTube Ads and Instagram Ads. Several business model updates based on channels (channels) that can be implemented by ICE are as follows:

a) Communication Channels: FB Fanpage, Instagram Fanpage, Tik-tok, Website, app, Call Center, Email and WhatsApp.
b) Marketing channels: Social media marketing (FB ads, IG ads, Google Ads, Tik Tok Ads), Sales associates, Flyer distribution.

4. Customer Relations

The function of this customer relationship is to get new customers and retain old customers as well as offer services to customers (Kurniasari & Kartikasari, 2018). The novelty of this canvas is Search Engine Optimization (SEO), the use of SEO can increase a website's position in search engines like Google, so it will also affect traffic or visits of people who need products or services, which means that the more traffic that comes, the greater the percentage closing or selling products/services offered on the website (Arifin et al, 2019). Some of the renewal of business models based on customer relationships that can be implemented by ICE are as follows:

a) Customer acquisition, Social media (FB, Instagram, Youtube and Tik Tok): Search Engine Optimization (SEO), Prizes for MSMEs, Serving and answering questions from potential customers through websites and applications.
b) Customer retention: Consult with professional and responsive personal assistance, Form a community between MSMEs who have used ICE so that MSMEs can discuss with each other, provide good and responsive customer service via email and WhatsApp.
c) Increase sales (upselling): Membership, Discount, Send offer messages via customer email

5. Revenue Stream

The flow of incoming funds describes how the organization earns money from each customer segment (Sultan & Hasbi, 2018). ICE will seek to increase revenue by selling shares. According to Fahmi (2014) shares are proof of your participation in ownership of capital/funds in a paper company which is recorded at nominal value, company name and followed by an explanation of rights and obligations to each holder, inventory ready to be sold. Some of the business model updates based on revenue streams that can be implemented by ICE are as follows:

a) Service fees for compiling and implementing marketing campaign management strategies for MSME products through influencers
b) Cost of marketing and branding consulting services for MSMEs
c) Cost of marketing services using influencer and marketing performance analysis
d) Investors
e) Sale of ICE Shares

6. Key Resource

Key resources describe the most important assets that determine the successful operation of a business model. It is these valuable assets that enable organizations to properly realize the value proposition promised to customers (Hanik & Mas'ud, 2019). Changes in Key Resources are influenced by other aspects that increase and decrease. ICE needs to step up its marketing efforts. Several business model updates based on key sources that can be implemented by ICE are as follows:

a) The management team and staff are experienced in marketing and branding.
b) Adding to the online marketing team and internships.

    c) Network of influencers and partners.
    d) ICE Website and App.
    e) Initial Capital (Investor & share purchaser)
    f) Physical Facilities
    g) Form a special team to conduct research on social media algorithms used by MSMEs to market their products.

7. Main Activities

The main activity column must be filled with mandatory activities carried out by the company to produce the value proposition offered (Pratami & Wijaya, 2016). What's new is social media algorithm research. Social media has rapidly changing algorithms. Social media algorithms that change frequently require users and creator teams to be able to read opportunities and map out possibilities to create viral posts, and this requires the right moment and timing (Supriyanto, 2022). Some of the business model updates based on the main activities that can be implemented by ICE are as follows:

    a) Connecting between influencers and MSMEs.
    b) Offers online marketing and branding consulting.
    c) Offers management of marketing campaigns using influencers who are members of ICE,
    d) Research social media algorithms regularly.

8. Key Partnership

Key partners are parties who control or have the resources needed by the company (Djufri & Lukman, 2020). In this aspect, renewal is carried out by collaborating with universities to open apprenticeships. Some of the business model updates based on the main partnerships that ICE can implement are as follows:

    a) Influencer partner.
    b) Technology partner for digital platform development.
    c) College partners to accept student interns.

9. Cost Structure

The cost structure is the composition of the costs for operating the organization in order to realize the value proposition provided to customers (Nurhakim et al, 2017). In this aspect expenses are for operational costs. Operational costs are all costs directly used for the production or purchase of traded goods or services including general costs, selling costs, administrative costs and loan interest. In this service company, operational costs consist of direct operational costs and indirect operational costs. Some of the business model updates based on the cost structure that can be implemented by ICE are as follows:

    a) Permanent employee salary
    b) Intern Salary
    c) Rewards for influencers who become partners with ICE customers
    d) The cost of developing digital technology and infrastructure.
    e) ICE product marketing and promotion costs.
    f) Operational costs and social media research algorithms

CONCLUSION AND RECOMMENDATIONS

The canvas business model does not depend on the 9 (nine) parts of the framework development or does not depend on: customer segments, value proposition, channels, customer relationships, revenue streams, key resources, key activities, key partnerships and cost structure. Related to the identification and

analysis of strategy in ICE is carried out through the application of nine elements on the business model canvas. The improvement of this strategy aims to increase the achievement of annual targets. So that the strategy implemented by ICE in general is to increase awareness on the marketing aspect with several programs and increase the workforce. Based on the research results, recommendations can be obtained, namely use the business model canvas and review the business model canvas every year to ensure it is still suitable for expressing the business model, pay attention to feedback from key customers or co-creators or beneficiaries, carry out FGDs with key stakeholders on a regular basis to knowing the "voice of the customer" and understanding what changes are happening in the market, use the business model canvas to revise or change the business model.

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