

THE EVALUATION OF PROMOTION STRATEGY OF MUSEUM BALI

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ABSTRACT

The aim of this study was to evaluate of the promotion strategy of Museum Bali Puputan Badung, Denpasar, Bali, in order to increase the quantity of the visitors. The phenomenon of this study was lack of promotion which caused the quantity of the visitors have not reached the target yet. The promotion strategies used five variables of marketing mix such as advertising, personal selling, sales promotion, public relation and direct marketing. This is a qualitative descriptive study using the purposive technique and snowball sampling by interviewing personnels at Museum Bali. The data was analyzed using the SWOT analysis by crating promotion mix strategy formulation. The result of this study from the plan of the matrix combination quantitative strategy showed that Museum Bali needed to utilize the SO strategy that has the highest score was 6.34, the ST strategy was 5.65, the WO strategy was 2.49 and the WT strategy 1.80, with the effective formulation strategy was SO. It showed that attractiveness of the Museum Bali has strengths and opportunities so that can be utilized the existing of the opportunities. The strategy should be applied in this condition is to support the growth of the aggressive policy (growth oriented strategy).

Keywords: evaluation, publication strategy, Museum Bali

I. INTRODUCTION

Initially, the Museum Bali has introduced the heritage history collection to attract the visitors. However, over the age of globalization Museum Bali began to recognize a form of promotion, of the activity seeks to spread information and influence so that potential visitors are attracted to visit the Museum of Bali, Museum Bali until now utilizes social media promotions, both online and offline. The online promotion conducted by utilizing electronic or internet media such as websites or blogs, and other social media. Social media has become one of the digital marketing strategies that are very powerful and promising in promoting the products to be sold by institution or company.

Both online and offline promotion needed more budget, before using online and offline promotion, it was targeted in 2015 the number of domestic adult visitors are 36.000, children-720, university students-1.100, Junior High School to High School Students-1.800. The expatriate adult visitors-9.000 and the children-720. In fact after using online and offline social media, from January to December 2015 the numbers of domestic adult visitors are 7.716, the children-491, university students-1.746, Junior High School to High School Students-11.555. Expatriate adult visitors-14.948, and the children-1.076.

The promotion strategies were carried out still lack of effective. This showed that the adult

visitors were targeted 36.000, in fact, the number of visitors were 7.716 meant it was decreased 78.5%, and the children were decreased 31.8% with the total number 491.

II. LITERATURE REVIEW

A. Empirical Review

Topics related to promotion strategy is not a new thing, therefore, there are few studies conducted to evaluate promotion strategy. In connection with the statement, to distinguish this study, there are several similar studies that need to be considered in advance, as follows:

Alhamdani, 2015 carried out a study entitled "The Evaluation of Promotion of Museum Galery of Borobudur Temple". It was found that the tourist arrivals have not increased significantly. This museum has opportunities to be developed to increase the number visitors, meanwhile the serious threat faced is the presence of vendors.

Ambari, 2014 carried out a study entitled "The Strategy of Museum Perjuangan Kota Yogyakarta in Increasing the Visitors Interests". The strategies to attract visitors as folows: (a) use of social media, (b) field study, (c) travel dialog, (d) culture camp, (e) museum entering school, (f) student's competation, (g) moving around exhibition, (h) temporeary exhibiton, (i) daily picket technical officer, (j) adding the supporting facilities (k) Expo. The strenghts: (a) the budget from goverment (APBN), (b) the entrance tickets are relatively cheap

and affordable all societies, (c) has history value collection, (d) potentially as research venue and educative tourism, (e) has program to involve public community, (f) has a good organization culture. The weaknesses: (a) the location is not strategic (b) the management under Vredenburg Museum, (c) the lack of facilities offered, (d) less of human resources, (e) the status of land is still owned by the Sultanate. The opportunities: (a) The progress of science and technology, (b) has polite and friendly society, (c) has good socio economic. Threats: (a) The society has socio-culture to view that museum tourism is less interesting, (b) The existence of more interesting of tourism attractions

Both Alhamdani, 2015 and Ambari, 2014 argued that promotion significantly is able to increase the tourism destination and museum, furthermore stated that the perspective of strategy to attract the visitors interests in tourism attractions should be considered as It can affect the level number of visitors in the future.

B. Practical Review

1. The Definition of Evaluation

Evaluation is a systematic process that includes collecting activity, analyzing, and interpret information to determine or make decisions about achieving goals (Halidjah, 2012).

2. The Definition of Promotion Strategy

Promotion keeps the product in the minds of the customer and helps stimulate demand for the product. Promotion involves ongoing advertising and publicity (mention in the press). The ongoing activities of advertising, sales and public relations are often considered aspects of promotions (Online Free Management Library, 2016).

A strategy is a plan of action designed to achieve a specific goal or series of goals within an organizational framework (Boundless Management, 2016).

Promotional strategy is the activity that is planned to persuade, excite consumers in order to buy the company's products or visit the attractions that aim to increase sales expected to be achieved This

promotional strategy uses five variables promotional mix as follows:

- a) Advertising to promote the Museum Bali by using printed and electronic media and social media.
- b) Personal selling is personal promotion to increase the number of visitors.
- c) Sales Promotion is the promotion has been or will be offered in the future.
- d) Public relation is a strong image to be memorized by the visitors.
- e) Direct marketing is direct communication to obtain respond.

Based on the definitions above can be stated that promotion strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable, competitive advantage. Marketing strategy includes all basic and long-term activities in the field of marketing that deal with the analysis of the strategic situation of a company and the formulation, evaluation and selection of market-oriented objectives, strategies and therefore contribute to the goals of the company and its marketing.

Kotler & Armstrong (2002:656) argued the variables on promotional mix as follows: advertising, personal selling, sales promotion, public relation, direct marketing. The analysis used was SWOT analysis that purposed by David (2005:47) as follows strength, weakness, opportunity, threats.

3. The Definition of Museum

A museum is an institution which collects, document, preserves, exhibits and interprets material evidence and associated information for the public benefit (Museum Lecturers, 2016). According to article 1 of minister for culture and tourism No. KM.33/PL.303/MKP/2004, the museum is the institution that stores, maintains, secures, and utilizes the valuables are the result of human culture and nature and its environment to support the protection and preservation of the cultural wealth of the nation.

4. The Theoretical Framework

The following is the theoretical framework figure.

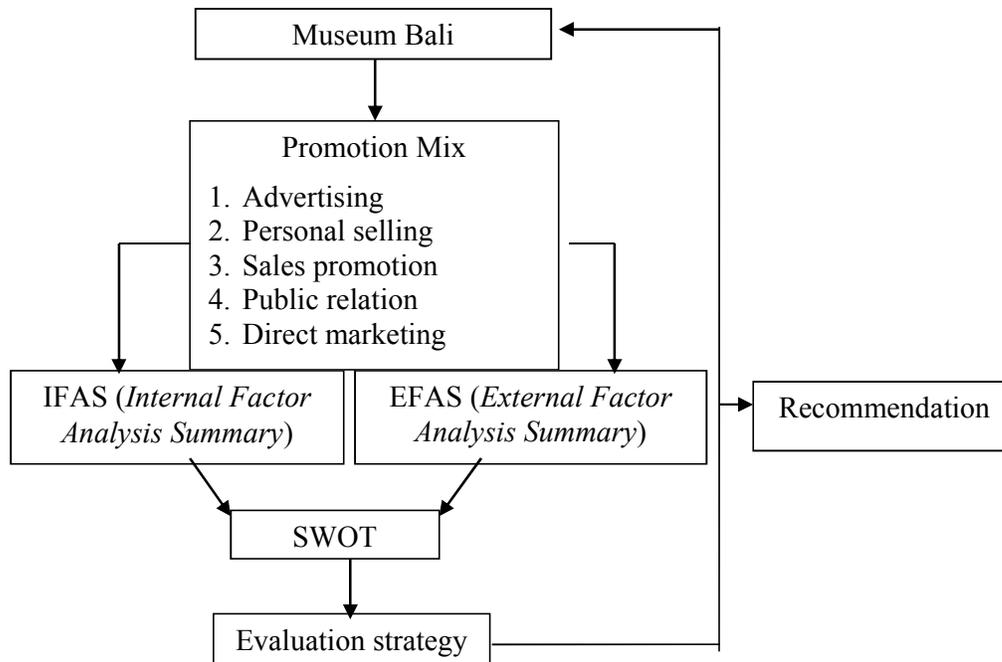


Figure 1. Theoretical Framework

III. RESEARCH METHOD

A. Overview of the Research Object

This study was conducted at Museum Bali. It is the oldest museum in Bali, located in the center of Denpasar city, on Jalan Mayor Wisnu, on the east side of Puputan Badung yard and on the south side of Jagatnatha temple. It was officially announced on September 8, 1932 and by managed Museum Bali foundation, after Indonesia obtained its independence on August 17, 1945, it was managed by provincial government of Bali.

B. Population and Sampling

The population of this study were all personels at Museum Bali as informants. The sampling techniques were purposive and snowball sampling.

C. The Collecting Data Technique

This study used interview and non participative obsevation techniques.

D. Data Analysis

The data analysis technique is descriptive qualitative that used to describe, reveal, review the problem or obtained during the research process progresses through stages of reduction, data presentation and drawing conclusions. This study refers to Rangkuti theory (2004:19), the basic four components in SWOT analysis as follows: strength, weakness, opportunity, threat by formulating the

promotion program strategy, then to increase the number of visitors. The following are Adapun teknik the SWOT analysis used:

1. Internal analysis used to obtain strength factors that would be identified. Determining internal factors, then prepared IFAS matrix to evaluate these factors
2. Eksternal analysis, to btain opportunity factors that used and threat factors were avoided. Determining external factors to evaluate opportunities and threats, then prepared IFAS matrix to evaluate these factors.
3. SWOT quadrant is comparing between external opportunity and threat factors and internal strengths, and weakness.
4. SWOT matrix is the instrument used to compile the strategies factors. This matrix can clearly describe how the internal opportunity that faced by the Museum Bali can be corresponded to its strengths and weaknesses.

IV. RESULTS AND DISCUSSION

A. Results

1. The strategy to increase the visitors are online and offline strategy.
2. Online promotion is including use of social media such as facebook with UPT Museum Bali, fanspage with Sahabat Museum Bali, Instagram with sahabat Museum Bali, twitter with @sobat

- Museum Bali, path, youtube, children video clip and internet.
3. Offline promotion is including use of the radio, booklet, leaflet, and brochure.
 4. The barrier faced on offline promotion is lack of budget that needed for promotion.
 5. The efforts to handle those barrier are to use free social media to interest the visitors by regularly promoting some unique collections and giving excellent services to image the museum to obtain word of mouth.
 6. The result of the promotion is fluctuation of the number of visitors. The Museum Bali cooperated with Starbuck Coffee to give free ticket to customer enjoyed the coffee in 2014, it's stopped in 2015. Cooperated with Denpasar government to involve the Museum Bali as one of city tour destination.
 7. The offline promotion including attending some local and national exhibitions, organizing temporary exhibition each year, holding week of cultural appreciation, exhibiting regency and national arts, organizing children competition. Organizing the socialization to all school in Bali by informing the existence of museum.
 8. Creating the brand image, 'Sahabat Bali' (Friend of Bali).
 9. The promotion mix that the Museum Bali socialized are advertising, personal selling, sales promotion, public relation, direct marketing.

B. The SWOT Analysis

1. Internal analysis

The following is an alternative strategy can be improved to increase the visitors:

Strengths

- a) Has the constant target market such as elementary school, Junior High School, Senior High School and university students.
- b) Creating relationship with Denpasar Government to organize city tour.

- c) Promoting by using online and offline social media.
- d) Has strong image, 'Museum Bali'.
- e) Has strategy location which is located in Jaganatha area and Puputan Badung yard.
- f) Has large parking area.

The sub total grade is 0.92, the total grade times rating is 3.98.

Weakness

- a) Lack of budget in promotion that affected all promotion event such as reducing competition, art exhibition, temporary exhibition.
- b) Lack of facilities such as microphone, special venue for presentation.
- c) Lack of venue to display 400 collections.
- d) There is no website to be searched by the visitors.

The sub total grade is 1.00, the total grade times rating is 4.1

The Evaluation Result of the Internal Strengths (S) and Weaknesses (W)

The calculation was obtained by classifying the score according class interval as follows:

- a) Sum of classification = 5 classes
- b) *Range*
- c) Highest score = 5
- d) Lowest score = 1
- e) *Range* = 5-1 = 4

The grade may not be over 1,00 the interval class started from:

- 0,01-0,04 = very poor
 0,05-0,08 = poor
 0,09-0,12 = average
 0,13-0,16 = good
 0,17-0,20 = very good

The following is the table of internal analysis evaluation to determine the IFAS matrics:

Table 1. *Matriks Internal Factor Analysis Summary (IFAS)*

Internal Strategy Factors	Grade	Rating	Grade x Rating	Comment
Srenghts				
Has the constant target market such as elementary school, Junior High School, Senior High School and university students.	0.20	5	1	The visitors from study tour activities give significant contribution to numbers of visitors.
Creating relationship with Denpasar Government to organize city tour.	0.10	3	0.30	The promotion corporation with Denpasar Government has already run, but it still needs to be improved.

Internal Strategy Factors	Grade	Rating	Grade x Rating	Comment
Promoting by using online and offline social media.	0.15	4	0.60	It has used online media but it needs to improve the scope its promotion.
Has strong image, 'Museum Bali'.	0.20	5	1	Name of Museum Bali is popular and well-known in the world
Has strategy location which is located in Jaganatha area and Puputan Badung yard.	0.14	4	0.56	It is located in the center Denpasar city.
Has large parking area.	0.13	4	0.52	The parking area is large enough, but need more space for some buses
Sub Total	0.92		3.98	
Weaknesses				
Lack of budget in promotion that affected all promotion event such as reducing competition, art exhibition, temporary exhibition.	0.01	1	0.01	The budget allocation is limit offline promotion, it can be used online media.
Lack of facilities such as microphone, special venue for presentation.	0.01	1	0.01	The physical condition of the Museum suffered damage in some locations is causing not maximal service to visitors.
Lack of venue to display 400 collections.	0.05	2	0.10	The availability of Exhibition can only accommodate \pm 1000 Museum Bali collection is mostly a collection cannot be displayed and enjoyed by the public.
There is no <i>website</i> to be searched by the visitors.	0.01	1	0.01	The limited allocation of budget have not been able to cover in providing the website. The information services served through phone or social media and on-site visitation
Sub Total	0.08		0.13	
Total	1.00		4.11	

Eesource: Rangkuti (2006)

Based on the analysis result at IFAS table above, the total score of strength is 3.98, and *weakness* is 0.13.

2. External Analysis

Opportunities

- Taking a wedding photograph at museum Bali.
- There are some study tour programs from some schools.
- Has brand image 'Sahabat Museum Bali'.
- There is word of mouth.
- The sub total of grade is 0.60 the total grade times rating is 2.36

Threats

- There are some modern private museums.

- The vulnerable to damage the collection due to the visitors under 17.

The sub total of average 0.40 the total average times rating is 1.67

The coordinate point of X axis (internal) is $3.98 - 0.13 = 3.85$

The coordinate point of Y axis (external) is $2.36 - 1.67 = 0.69$

It was found that strength score higher than weakness score with the difference (+) 3.85.

Opportunities score is higher than threat score with the difference (+) 0.69.

The following is the table of formulation of the combination strategy of SWOT Matrix:

Table 2. Formulation of the Combination Strategy of SWOT Matrix

IFAS EFAS	<i>Strength (S)</i>	<i>Weakness (W)</i>
<i>Opportunity (O)</i>	SO strategy: $3.98 + 2.36$ $= 6.34$	WO strategy: $0.13 + 2.36$ $= 2.49$
<i>Threat (T)</i>	ST strategy: $3.98 + 1.67$ $= 5.65$	WT strategy: $0.13 + 1.67$ $= 1.80$

Resource: David (2016)

The planning combination of quantitative strategy showed that Museum Bali need to take advantage the SO strategy that has the highest score is 6.34, followed by ST strategy is 5.65, then WO strategy is 2.49, lastly, WT strategy is. Beside the matrix SWOT analysis then used quantitative model analysis to obtain the effective strategy that was the SO strategy using the existing strengths to take the advantage. The implementation of this strategy as follows:

- a) To update the information of the invention or new collection for promoting to online and offline.
- b) Take the advantages of pre-wedding photographs as promotion media.
- c) Establishing cooperation with photographers to promote Museum Bali during competition.
- d) Using social media to establish cooperation with local, national and international travel agents.
- e) Providing excellent services to visitors to create good image and impression then it can be obtained word of mouth from the visitors.

C. Discussion

Based on the result above can be concluded the promotion strategies as follows:

1. The quadrant one is aggressive. The alternative strategy can be used is the aggressive of quadrant one. The attractiveness of Museum Bali has strengths and opportunities to take the existing advantages. The strategies should be implemented is to support growth oriented strategy.
2. The Matrix of planning combination of quantitative strategy showed that it needs to utilize the SO strategy that has the highest score

is 6.34, ST strategy is 5.65, WO strategy is 2.49, and WT strategy is 1.80, with the effective strategy is SO. The SO strategy formulation used the strength to take existing advantage.

3. To give fully support the aggressive strategy to increase the number of visitors by improving the promotion using online, website to catch young visitor, the students.

Based on the research result above, it was suggested that should provide more budget to promote the existence of Museum Bali, give fully support the aggressive strategy to increase the number of visitors by increasing online promotion by creating its website.

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