

A suggested business plan for a small to medium-sized creative company

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Abstract

Indonesia is among the countries that have the potential to generate GDP through the creative economy. Bekraf, an institution dedicated to advancing the creative economy in Indonesia, was established by the Indonesian government. However, creative industry actors must still contend with obstacles in the development process, including competitive advantages, market conditions, and the industry's long-term objectives. One of the studio agencies offers products from one of the fastest-growing subsectors among seventeen subsectors, namely visual communication design. The researcher conducted interviews and distributed questionnaires to eleven respondents in this research, which combines quantitative and qualitative methods. In addition to internal and external analysis, the researcher employed importance and performance analysis as consumer analysis. Additionally, the researcher conducted a root cause analysis. The development of alternative strategies through applying SWOT and TOWS matrix analysis. Five alternative business strategies were generated due to the integration of four factors: optimizing digital marketing, developing and innovating, enhancing work processes and marketing mix, becoming a legal company, and participating in government programs. It involves establishing the estimated costs, the individual responsible for the project, and the timeline for the company to execute these strategies. The alternative strategy implemented is anticipated to solve creative industry participants' challenges.

Keywords: *SWOT Analysis, IPA Analysis, Creative Company, Competitive Advantage, Business Strategic.*

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Abstrak

Indonesia merupakan salah satu negara yang memiliki potensi untuk menghasilkan PDB melalui ekonomi kreatif. Bekraf, sebuah lembaga yang didedikasikan untuk memajukan ekonomi kreatif, didirikan oleh pemerintah Indonesia. Namun, para pelaku industri kreatif masih harus menghadapi berbagai kendala dalam proses pengembangannya, termasuk keunggulan kompetitif, kondisi pasar, dan tujuan jangka panjang industri tersebut. Salah satu agensi studio menawarkan produk dari salah satu subsektor dengan pertumbuhan tercepat di antara tujuh belas subsektor yang ada, yaitu desain komunikasi visual. Peneliti melakukan wawancara dan menyebarkan kuesioner kepada sebelas responden dalam penelitian ini, yang menggabungkan metode kuantitatif dan kualitatif. Selain analisis internal dan eksternal, peneliti menggunakan analisis kepentingan dan kinerja sebagai analisis konsumen. Selain itu, peneliti juga melakukan analisis akar masalah. Pengembangan strategi alternatif dengan menerapkan analisis matriks SWOT dan TOWS. Lima alternatif strategi bisnis dihasilkan dari integrasi empat faktor: mengoptimalkan pemasaran digital, pengembangan dan inovasi, meningkatkan proses kerja dan bauran pemasaran, menjadi perusahaan yang legal, dan berpartisipasi dalam program pemerintah. Hal ini melibatkan penetapan perkiraan biaya, individu yang bertanggung jawab atas proyek, dan jadwal bagi perusahaan untuk melaksanakan strategi ini. Strategi alternatif yang diterapkan diantisipasi untuk memecahkan tantangan pelaku industri kreatif.

Kata Kunci: Analisis SWOT, Analisis IPA, Perusahaan Kreatif, Keunggulan Kompetitif, Strategi Bisnis.

1. Introduction

Indonesia has identified the creative economy as the country's emergent economic force. The creative economy is the process of generating value-added by applying creativity in creative industries. Creative industries are recognized as possessing registered and embedded intellectual property rights, and they are legal or non-legal entities that harness and transform creativity to produce products and services. The government has created a new non-ministerial organization, the Badan Ekonomi Kreatif (Bekraf). Bekraf's vision has positioned Indonesia's creative economy as a burgeoning economic force. Bekraf was responsible for aiding the president in developing, clarifying, coordinating, and harmonizing policies in the creative economy. Between 2015 and 2023, the creative economy has the potential to become a significant economic sector due to its consistent annual growth in GDP. This demonstrates the prospective development of the creative economy in the future. Among the seventeen subsectors of creative industries, visual communication design stands out due to its significant potential for rapid expansion, surpassing the other subsectors. According to (Kementerian Pariwisata dan Ekonomi kreatif, 2020) Visual communication design is a design technique that aims to communicate ideas via visual aids effectively. Nevertheless, the creative industry had other challenges. The administration was concerned about enhancing the creative economic potential.

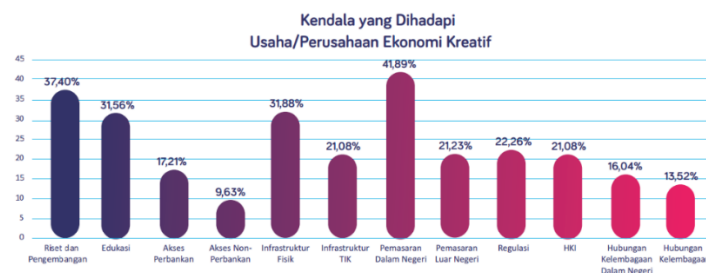


Figure 1. Challenges in the Creative Industry

Source: Bekraf

Monoponik Studio is a graphic design business in Bandung that provides a variety of products, such as visual identity, illustration, infographics, character design, graphic design, motion graphics, and other graphic products. Motion graphics are the most frequently requested product by clients, allowing them to visually identify business solutions. However, problems arise when many clients specifically need motion graphics, thus negatively impacting other services (visual identity, editorial design, and collateral design) such as products having low demand from potential clients, negative impact on the company's financial performance, lack of information regarding the company's products. Monoponik, as a creative corporate entity, strives to maintain competitiveness in the visual communication design sector in the creative industry. The key issue regarding revenue not meeting targets requires Monoponik to adapt and compete with the existing business landscape to identify solutions to this problem. The purpose of this research is to find out what strategic formulations are suitable for Monoponik or companies in other creative industries that have the same main problem so that business actors can remain competitive, develop, and survive in situations like this.

2. Case Description

The creative industry sector has emerged as a significant driver of economic growth in multiple countries. Driven by creativity and innovation, creative industries provide substantial value in diverse sectors and offer ample prospects for employment development and enhancing the community's quality of life. Bandung, Indonesia, successfully executes the concept and strategy of the creative economy, highlighting the possibility for developing nations to embrace this vision by restructuring local institutions (Fahmi et al., 2017). In a contemporary economy that relies on information and innovation, the creative industry sector is leading in generating long-lasting value. Consequently, governments and economic entities in different regions of the world have placed significant emphasis on fostering the growth of creative industries (Wahyudi et al., 2024). In recent years, there has been a significant emphasis on the growth of small and medium-sized enterprises (SMEs) in the creative industries in Indonesia especially in Bandung. SMEs support the national economy by creating jobs, boosting the gross domestic product (GDP), and fostering innovation. The Indonesian government has shown its dedication to supporting and coordinating policies related to the creative economy by establishing the Badan Ekonomi Kreatif (Bekraf).

Nevertheless, small and medium-sized enterprises (SMEs) that operate in the creative industries frequently encounter various obstacles, such as deficiencies in managerial and technical expertise, insufficient financial resources, and ineffective marketing tactics (Swasty, 2015). Several approaches have been suggested to enhance the competitiveness and long-term viability of small and medium-sized enterprises (SMEs) in the creative sectors. An identified technique is implementing successful strategic design, encompassing four critical dimensions: vision, strategy formulation, resource management, and stakeholder interactions. This method facilitates the development of strategy models for SMEs that are both more efficient and responsive to changes in the social and economic landscape (Schmidt et al., 2018). Furthermore, financial factors are crucial in ensuring the long-term viability of small and medium-sized enterprises (SMEs) in this particular industry. This problem occurs in the city of Bandung as a creative center the study highlighted various financial difficulties encountered by SMEs and suggested measures such as enhancing communication with stakeholders, engaging in partnership initiatives, and enhancing financial administration and record-keeping (Kostini & Raharja, 2019). Operational strategies are crucial in transforming small and medium-sized enterprises (SMEs) into more competitive businesses in the creative economy.

A study conducted in Thailand demonstrates a direct correlation between knowledge, education, creativity, the utilization of contemporary technologies, innovation, and the growth

of small and medium-sized enterprises (SMEs). Hence, management must be cognizant of the situation and adopt suitable strategies for growth in response to a rapidly changing business environment (Pot, 2021). From the study, Indonesia can benefit from the results to apply in various factors such as innovation, entrepreneurship, human capital, financial resources, potential market, and business strategy, influence the competitiveness of small and medium-sized firms (SMEs). In addition, government assistance is necessary to enable individuals to easily reach financial institutions and marketing networks. (Setyawan Agus et al., 2015). To confront the difficulties, small and medium-sized enterprises (SMEs) in the creative industry can foster collaboration by establishing cooperatives, creating business centers and clusters, and forming business alliances. Implementing business strategies prioritizing business model innovation, strategic planning, technological adaptation, and collaborative development benefits Indonesia's small and medium-sized enterprises (SMEs). These strategies can help SMEs address their weaknesses, take advantage of external opportunities, and substantially contribute to economic growth and innovation. Implementing these tactics will enhance the competitiveness of SMEs in the domestic market and bolster their standing in the international arena

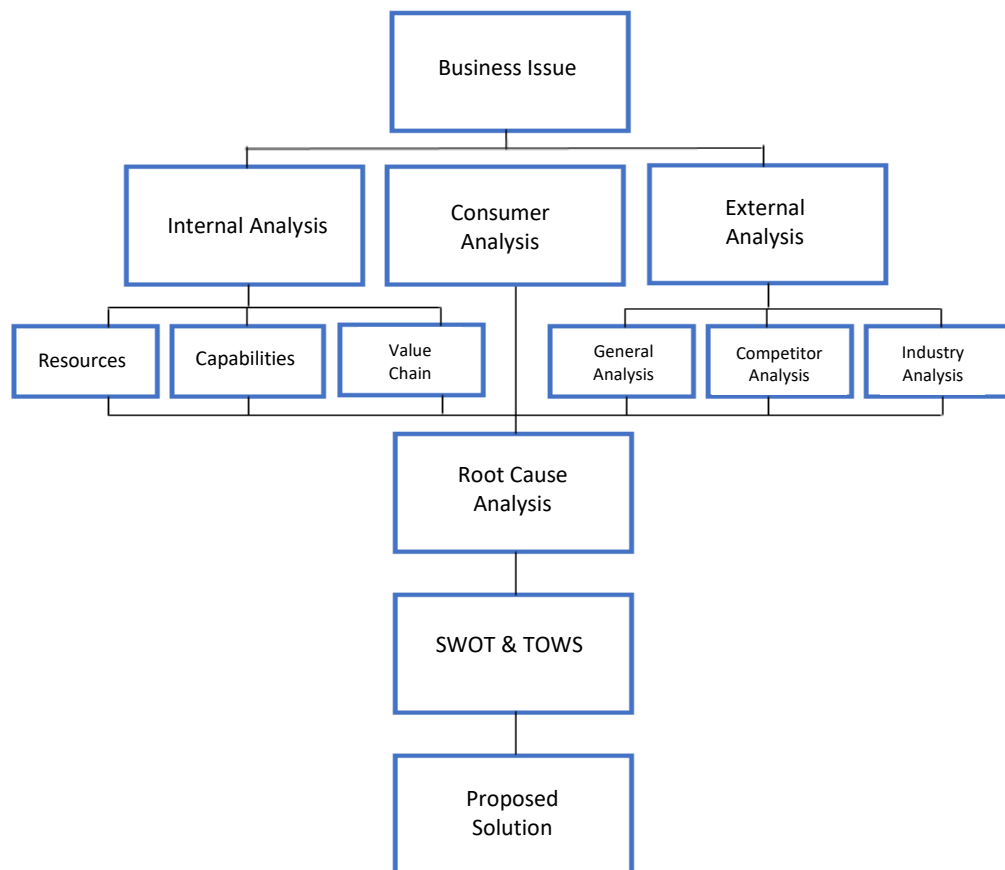


Figure 2. Analysis Phase

Source: Author's data processing results

3. Methodology

This study employed three distinct types of analysis, namely internal, consumer, and external, to address the specific difficulties at hand. The researcher did an internal factor analysis to identify the strengths and weaknesses of the company's resources, competencies, and value

chain analysis, focusing on business challenges. Despite its minimal resources, Monoponik exhibits impressive proficiency in graphic design. The Monoponik value chain consists of two primary categories: main activities, which center around digital production and require expertise in creativity and design as the fundamental components of their business process, and supporting activities, which encompass marketing strategies aimed at enhancing the studio's visibility and competitiveness in an ever-growing market. Monoponik's benefits from a robust value chain that enables them to streamline production workflows and find and cultivate activities that enhance the value offered to consumers. Despite Monoponik's physical and financial resources limitations, prioritizing core competencies and optimizing the value chain can lead to business growth and long-term viability.

In addition, conducting a thorough consumer analysis to identify the problems that need to be addressed involves distinguishing between internal issues and external difficulties. Internal issues can be explored through in-depth interviews, which allow for a deeper understanding of employee perceptions and organizational challenges. In contrast, external difficulties faced by product customers can be identified through questionnaires, which gather broader data on customer experiences and preferences. The first two components of this analysis refer explicitly to these internal and external factors, providing a comprehensive view of the challenges Monoponik faces.

To address these components, three analyses can be conducted, starting with Root Cause Analysis (RCA). A structured approach, including root cause analysis, is essential for embedding a culture of continuous improvement in problem solving (Muir et al., 2016). Following RCA, conducting SWOT (Strengths, Weaknesses, Opportunities, Threats) and TOWS (Threats, Opportunities, Weaknesses, Strengths) analyses allows Monoponik to leverage its current strengths to address risks, enhance relationships with external stakeholders, and create new products aligned with market trends. The rationale for positioning RCA before SWOT is that understanding the root causes of issues provides a solid foundation for identifying strengths and weaknesses, which are critical for effective strategic planning.

The external analysis comprises a general environment, competition, and industry analysis. The general environment includes specific economic factors such as inflation and digital economy growth, technological trends like the integration of AI in design, and social shifts, including the increasing demand for sustainable branding. These factors have the potential to significantly impact market dynamics. Competitor analysis offers valuable insights into Monoponik's standing relative to its competitors, helping to identify measures to enhance its competitiveness. Furthermore, industry analysis aids in identifying both opportunities and threats in the visual communication design market.

Additionally, a PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) analysis should be conducted to provide a more comprehensive understanding of the external environment. This analysis should consider political and legal factors, such as intellectual property laws that affect design practices, as well as environmental concerns, including the growing trend toward eco-friendly design. By integrating these various analyses, Monoponik can develop effective strategies to navigate the complexities of the creative industry and achieve its long-term objectives.

4. Results and Discussion

Internal Analysis

Resources are the essential components companies utilize to produce tangible products or intangible services. Specific resources are undifferentiated inputs that are accessible to any

company. Capabilities are the capacities of a company to effectively utilize its tangible and intangible resources to produce goods and services.

Resources

As a small and medium enterprise, Monoponik has limited borrowing capacity, making it difficult for banks to lend to it. Creative businesses had trouble getting capital. The corporation used family and friends' cash because it was more accessible and efficient, with no or low interest. Increased payment flexibility was another benefit. The financial institution limited the maximum loan amount. Monoponik must maximize capital efficiency and effectiveness. Most company finance comes from product sales, with the rest from secondary sales. The company mostly made physical and digital graphic design products. The secondary products were event shirts, tickets, stickers, and other company initiatives.

Monoponik operates with a flat hierarchy. This affects workflow, report format, and organizational simplicity. Designers only had to report to the creative director and studio manager. The results were discussed with the business director at Monday morning meetings. Low staffing streamlines planning, control, coordination, and decision-making. This increases responsiveness and precision because the procedure is fast and efficient.

Monoponik Studio was in a quiet, relaxed neighborhood. This location gave staff a sense of comfort and calm, encouraging innovation. Monoponik focused on visual communication design and digital representations. Due to the many physical and online sources, Monoponik can quickly get raw materials. Monoponik found it easy to compare suppliers for raw materials.

Monoponik is an unincorporated company without patents, copyrights, or other IPs. Monoponik chose licensed apps for their business software applications due to their improved security, ease, and advanced features. Monoponik's effects are still missing. Structured incentives and benefits were offered to Monoponik employees. Based on creative staff ideas, the program creates revolutionary products. The Monoponik program promotes professionalism and job abilities in applicants. The program motivates employees through spirituality, builds trust, and blends Monoponik work, play, and pray. These programs created a positive, energetic, and dynamic workplace.

For the innovative startup Monoponik, the innovation potential is vast, provided that it is well-researched, developed, and aligned with its core values—an encouraging sign for its future growth. The corporation can prioritize development efforts that foster creative innovation, ensuring that new ideas are generated and effectively implemented. The community recognizes Monoponik as a leading motion graphics design studio and is celebrated for its commitment to quality and innovation. This reputation is bolstered by positive client feedback, with many clients praising the studio's ability to deliver exceptional results that exceed expectations. Additionally, Monoponik boasts an impressive 85% client retention rate, reflecting the satisfaction and loyalty of its customer base. The studio's visibility is further enhanced by its owner serving as the chairman of the Asosiasi Desainer Grafis Indonesia (ADGI), which has solidified Monoponik's standing within the industry and contributed to its recognition as a trusted name in graphic design.

Capabilities

Generating competitive advantages is contingent upon developing, transmitting, and exchanging information and knowledge through a company's human capital. Capabilities, as defined by (Hitt et al., 2013), are typically cultivated within distinct functional domains, such as manufacturing, research and development, and marketing, or within subsets of these domains. Monoponik's capabilities encompass the following:

Table 1. Capabilities

Functional Areas	Capabilities
Manufacturing	<ul style="list-style-type: none"> • Good product and design quality • Design and production skills yielding reliable products
Human Resources	<ul style="list-style-type: none"> • Developing, empowering, and motivating employees • Creative employees
Research and Development	<ul style="list-style-type: none"> • Development of design graphic product
Marketing and Merchandising	<ul style="list-style-type: none"> • Marketing communication through word of mouth
Management	<ul style="list-style-type: none"> • Effective organizational structures • Controlling system of every each project management

Source: Author's data processing results

Using the VRIO framework to assess how Monoponik's capabilities contribute to its competitive advantage. First, the company's marketing communication strategy is valuable, as word of mouth marketing reduces costs associated with traditional advertising while enhancing brand credibility. Second, the agility of Monoponik's workflows may be rare in the graphic design industry, allowing for quicker project turnaround and responsiveness to client needs. Third, the unique organizational culture that supports innovation and collaboration is inimitable, making it difficult for competitors to replicate. Finally, Monoponik is well-organized, with its structure supporting effectively executing these capabilities, ensuring that teams can work efficiently and effectively.

While the company achieves temporary competitive advantages through project-based wins, it is essential to clarify that the focus should be on sustaining these advantages over the long term. Therefore, Monoponik should prioritize developing and enhancing three competencies that fall under the sustainability competitive advantage category, such as continuous improvement in design quality, innovation in production processes, and effective marketing strategies, while maintaining three other competitive advantage categories to ensure a holistic approach to its competitive positioning. By explicitly mapping these capabilities to the VRIO framework, Monoponik can better identify areas for growth and leverage its strengths to maintain a sustainable competitive advantage in the market.

Value Chain Analysis

A company's value chain consists of primary and support activities that work synergistically to create value. Primary activities involve a product's production, marketing, distribution, and post-sales services, directly contributing to delivering value to customers. For example, research and development (R&D) significantly improves production efficiency by introducing process innovations and enhancing product quality, reducing costs, and increasing customer satisfaction. Support activities, such as human resource management and technology development, enable these primary activities to function effectively. Effective human resource practices ensure the availability of skilled personnel to optimize production processes, while technological advancements help streamline operations and improve service delivery.

Porter emphasized the importance of synergy between these activities, asserting that integrating primary and support functions is key to achieving a sustainable competitive advantage. This holistic view underscores that value creation is not the result of isolated activities but rather the outcome of their integration and coordination. While Hitt et al. (2013) provide an overview of the value chain, Porter's original framework remains the gold standard for analyzing these dynamics. By understanding the interplay between activities, companies can

better identify opportunities for innovation and improvement, thus enhancing their overall value proposition.

In the case of Monoponik, the company carefully manages its primary activities by preparing and maintaining production tools and ensuring easy access to non-electronic production equipment. The company leverages the expertise of innovative workers skilled in design applications and the latest styles, ensuring high-quality digital outputs. Monoponik selects reputable vendors for product support to maintain quality standards and utilizes a patented 6D framework: Du'a, Deal, Discover, Design, Develop, and Deploy across three key processes: intake, production, and output. Intake includes quotations, negotiations, billing, and specifying product details. Production encompasses graphic design, sketching, development, and digitization. Finally, the output phase involves approvals, delivery, and archiving, where clients receive their products, such as books, posters, or billboards, via courier or digital file transfer. Project data, including images, raw materials, audio, and voiceovers, is securely stored for future retrieval if needed.

Monoponik also engages in various marketing activities, including direct marketing, collaborations with other design firms, word-of-mouth marketing, and participation in university events and design community meetings such as those held by the Bandung ADGI design group. While the company is beginning to adopt technology-driven marketing strategies to gather customer feedback, it acknowledges the importance of nurturing strong client relationships to build loyalty and encourage indirect promotion. Throughout project execution, Monoponik prioritizes excellent customer service and consistent communication, ensuring clients feel valued and comfortable working with the company.

Regarding support activities, Monoponik regularly hires voiceover artists and background music composers while maintaining solid relationships with vendors to ensure efficient supplier management. The company employs digital systems to support creative processes, manage projects, facilitate product delivery, and maintain customer communication during and after production. Although the company has not fully embraced emerging technologies, its R&D department recognizes the potential of these tools for driving future growth and efficiency. Monoponik also fosters innovation by empowering its creative team and encouraging problem-solving initiatives, with the CEO playing an active role in decision-making. Regular training in design further supports employee innovation and creativity. Additionally, the company emphasizes efficient reporting and organization, believing that a lean workforce can enhance productivity and accelerate problem-solving processes.

External Analysis

External analysis is required to identify threats and opportunities in the business environment, understand market opportunities and competitors, and determine the scope of the industry.

PESTEL Analysis

Indonesia, with a land area of 1,913,578 square kilometers and a population of approximately 281 million as of 2023 (Badan Pusat Statistik, 2024), stands as one of the most populous nations globally. The most densely populated province, West Java, accounts for 18.3% of the total population, with its capital, Bandung, characterized by a predominantly middle-class demographic. The Indonesian government recognizes the immense economic potential of the creative industry and has initiated a comprehensive creative economy plan aimed at driving growth until 2025. This initiative builds on the creative economy agency's strategy plan from 2015 to 2020, which emphasized the importance of creative economic growth. Notably, the visual communication design sub-sector has shown remarkable promise, with its GDP growth surging from 2.71% in 2020 to 10.28% in 2023.

The Indonesian government has actively supported the creative economy through various regulations, including Regulation 6 of 2015, which established the Badan Ekonomi Kreatif (Bekraf). This agency plays a crucial role in promoting and facilitating the growth of the creative sector, ensuring that local businesses can compete effectively against foreign entrants. The government's commitment to fostering a conducive environment for creative industries is evident in its strategic plans and funding initiatives. The creative economy is increasingly recognized as a vital contributor to Indonesia's GDP. The growth of the visual communication design sector, which has seen a significant increase in GDP contribution, reflects the broader economic potential of the creative industries. As consumer demand for graphic design and other creative services rises, the sector is poised for further expansion, creating job opportunities and stimulating economic activity.

The demographic landscape of Indonesia, particularly in urban areas like Bandung, is characterized by a tech-savvy youth population. Increased digital literacy and access to information have transformed consumer behaviors, leading to a heightened demand for innovative graphic design solutions. This shift in lifestyle and preferences underscores the importance of understanding social trends to effectively cater to the evolving needs of consumers. Technology plays a pivotal role in the creative industry, enabling designers to enhance their business processes and deliver high-quality products. The proliferation of digital tools and platforms has facilitated the growth of service-based product production methods, allowing for greater efficiency and creativity. However, the influx of innovative foreign entrepreneurs poses a challenge for local businesses, necessitating a focus on leveraging technology to maintain a competitive edge.

The graphic design industry is increasingly aware of its environmental impact. As sustainability becomes a priority, designers are adopting practices that emphasize waste reduction, energy efficiency, and climate change mitigation. While graphic design is primarily digital, it still consumes energy, prompting the industry to explore eco-friendly solutions and practices that align with global sustainability goals. The regulatory framework surrounding the creative economy is evolving, with the government implementing policies to protect intellectual property rights and support local entrepreneurs. These legal measures are essential for fostering innovation and ensuring that Indonesian businesses can thrive in a competitive landscape.

The Indonesian creative economy, particularly in the graphic design sector, is at a pivotal juncture. With strong government support, a growing consumer base, and the integration of technology, the industry is well-positioned for growth. However, challenges from competition and the need for sustainable practices must be addressed to ensure long-term success. As the creative economy continues to evolve, it will play a crucial role in shaping Indonesia's economic future.

Industry Analysis

The Creative Economy, as defined in Inpres No. 6 Year 2009, harnesses individual creativity, skill, and talent to produce valuable products and services, significantly enhancing well-being and financial worth. Within the graphic design sector, competitive rivalry is intense, primarily driven by price competition based on ADGI data. The low barriers to entry, such as minimal startup costs and the rise of freelance culture, encourage new entrants, while established firms benefit from brand loyalty. The threat of substitutes is moderate, as digital platforms lack the customization offered by professionals. Additionally, customers wield significant bargaining power due to the abundance of options, pressuring designers to provide competitive rates and high-quality work. Overall, while the creative economy offers growth potential, it is characterized by challenges that necessitate differentiation and strong client relationships for success.

Competitor Analysis

The number of company entities in the graphic design industry continues to increase annually based on ADGI reports around 10% YOY growth in registered design firms. The government's encouragement to be more proactive in design, the presence of creative faculties at many institutions, and the ease of establishing new businesses have all contributed to the increase of new business impact. The competition in this industry was intense. Most new business actors choose a low-pricing strategy rather competitive pricing strategy to build awareness and attract the market.

Customer Analysis

The consumer analysis was conducted in two stages. The initial phase involved interviewing internal personnel, specifically individuals within the company's marketing department. The second phase involved administering questionnaires to users using the company's goods. To build a qualitative semi-structured interview guide, it is recommended to follow a five-step procedure. This method involves identifying prerequisites, retrieving past information, formulating a preliminary guide, pilot testing the guide, and presenting the complete guide (Kallio et al., 2016). The interview queries were categorized into five inquiries that correspond to the needs of the consumer analysis study. The researcher implemented a face-to-face interviewing approach to acquire comprehensive client perspective information. The optimal in-depth interview is a spontaneous and adaptable interaction in which the interviewer gives the interviewee substantial autonomy. (Morris, 2015). The interview summary:

Table 2. Summary of Interview

Questions	Summary
How customer opinion about Monoponik products?	<ul style="list-style-type: none"> - Experts in motion graphic field - Flexibility price - Community as a marketing place
What is the reason they buy and do not buy Monoponik products?	<ul style="list-style-type: none"> - Prices are in accordance with consumers need - Recommendations from friends, family and partners - The required work time is short - Price do not match with the consumer budget
How is Monoponik consumer behavior?	<ul style="list-style-type: none"> - People who understand technology - People are critical - Friendly people, easy to get close to others
Why do consumers repurchase or not Monoponik products?	<ul style="list-style-type: none"> - Loyal to the company - Can be discounted - Consumer type only buy once - There are interesting competing products
What is customer suggestion or criticism of Monoponik product?	<ul style="list-style-type: none"> - Fast work intensity - The location is close to the consumer

Source: Author's data processing results

The questionnaire variables examine consumer segmentation characteristics, marketing mix variables, service quality, and satisfaction. There were a total of eleven respondents, all of whom were active customers. The respondents were chosen based on their direct interaction with Monoponik, excluding any involvement as intermediaries or project participants. The research questionnaire was segmented into two portions, encompassing questionnaires about the level of importance and performance. Both questionnaires utilized the Likert scale as an

assessment tool. The Likert scale assesses respondents' attitudes, opinions, and perceptions on a particular phenomenon or symptom (Johar, 2017). The research findings on the importance of performance analysis were further categorized into two sections: gap analysis and matrix analysis.

STP Analysis

The findings of the Monoponik segmentation analysis, which considered geographic, demographic, psychographic, and behavioral factors, are summarized in Table 1.3 based on the responses of the participants:

Table 3. Monoponik Segmentation

Segmentation	Indicator
Geographic	Nationality: Indonesia City: Jakarta, Bandung, and other big cities
Demographic	Age: 25-55 Gender: Male, Female Scope: Startup business, SMEs, Big corporate
Psychographic	Social class: middle class, upper-middle class, upper class Benefit: quality, economy Lifestyle: digital-oriented, technology-oriented
Behavioral	Loyalty: medium to strong Attitude toward product: enthusiastic, positive

Source: Author's data processing results

Monoponik targets Bandung's small and medium businesses. The data reports a 32% increase in Bandung's small and medium firms from 2019 to 2023 (Portal Satu Data Kabupaten Bandung, 2024). The highest increase in small and medium firms was 106% in 2022. Around 50-55% of business actors want to design new products. Monoponik primarily targeted upper-middle-class people. Consumers who valued product quality were targeted. They focused on product preparedness and passion. Monoponik targeted loyal tech users. All employees must understand the brand positioning and use it to make decisions (Kotler & Keller, 2019). Monoponik is widely recognized as a motion graphics studio specializing exclusively in creating dynamic visual designs.

Importance Performance Analysis

Importance-performance analysis is a valuable method that may be used to detect and suggest enhancements in the business performance of small and medium-sized organizations (SMEs). There are a total of 25 attributes represented by the questionnaire variables. The questionnaire results were calculated by determining the mean of each area. The disparity between the two components was subsequently ascertained as the differential value. The mean value that can be compared was shown to be a method for utilizing survey data on perception and expectations. These strategies are essential in small and medium-sized enterprises (SMEs) to achieve a competitive edge and adjust to changing surroundings. The emphasis is on implementing comprehensive and efficient processes. (Stojkić & Bošnjak, 2019).

Table 4. Importance of Performance Gap Analysis

Variable	Sub Variable	Attribute	No	Average Value		Gap
				P	I	
Marketing Mix	Product	Good quality product	1	4,00	5,00	-1,00
		Products suitability	2	4,00	4,82	-0,82
		Differentiation products	3	3,36	4,64	-1,27
	Price	Competitive price	4	3,36	4,64	-1,27
		Flexibility price	5	4,27	4,91	-0,64
		The price as expected	6	3,45	4,82	-1,36
	Place	Company information is easy to find	7	2,91	4,82	-1,91
		Company information is clear	8	2,82	4,82	-2,00
	Promotion	Promotion suitability	9	3,09	4,91	-1,82
		Interesting and clear promotion	10	3,27	4,64	-1,36
Service Quality	Tangible	The product as expected	11	3,82	4,91	-1,09
		Ease of communication	12	3,82	5,00	-1,18
		Capable of work	13	4,18	4,64	-0,45
	Emphaty	Careness	14	3,73	4,36	-0,64
		Problem solver	15	4,00	4,73	-0,73
		Friendly	16	4,36	4,82	-0,45
	Reliability	Product according to contract	17	3,73	4,82	-1,09
		Accurately performance	18	4,00	4,73	-0,73
		Accordance service	19	4,09	5,00	-0,91
	Responsive ness	Quick respond	20	3,73	4,55	-0,82
		On time schedule	21	3,82	4,82	-1,00
		Fast performance	22	3,36	4,91	-1,55
	Assurance	Data secure	23	4,45	4,73	-0,27
		Clear contract of work	24	3,27	4,82	-1,55
		Comfortable	25	4,36	4,82	-0,45
Average				3,73	4,79	-1,05

Source: Author's data processing results

The attributes concerning the conclusions of the analysis above were attributes seven, eight, and nine. This attribute has the highest discrepancy value compared to the other twenty-five attributes. Enhancing performance This feature emerges as a top objective for the firm. The qualities encompass the ease of locating company information (-1.91), the clarity of company information (-2.00), and the applicability of promotions (1.82).

Matrix Analysis

The researcher conducted a matrix analysis after examining the gap. The x-axis represented the mean performance value, while the y-axis represented the mean importance value. The figure below displays the outcomes of the matrix analysis.

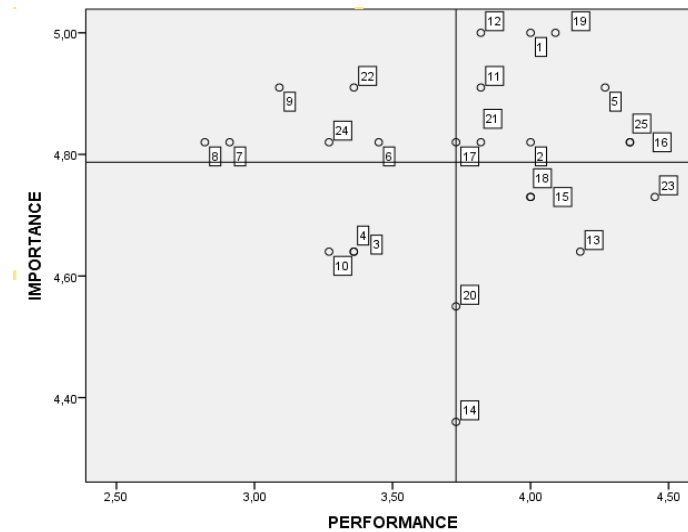


Figure 3. Matrix Analysis
Source: Author's data processing results

The diagram above highlights Zone I (top-left) as the primary area of focus for performance enhancement. This zone represents a high degree of importance but a low level of performance, indicating a severe condition requiring immediate improvement. After conducting the matrix analysis, the attribute that became a top priority issue expanded to include six attributes. The firm information is easily accessible (7) and clear (8), and the promotion suitability is satisfactory (9). The pricing meets expectations (6), the performance is swift (22), and the contract of work is transparent (24).

Satisfaction

This section demonstrated the correlation between customer satisfaction levels and the qualities of the questionnaire. The researcher analyzes respondents' satisfaction levels to understand their expectations regarding Monoponik.



Figure 4. Satisfaction Level
Source: Author's data processing results

As indicated by the lowest score, the company's performance aligns with the prior analysis conducted using the importance and performance analysis. Consumers still need to see the company's performance as slow, resulting in unsatisfactory satisfaction. The results align with previous studies on the MSME in Thailand, indicating that service quality directly impacts

customer satisfaction, with perceived pricing acting as a mediator in this association. (Chmaitilly, 2023).

Root Cause Analysis

Implementing root cause analysis in small and medium-sized firms can help identify and resolve issues, promoting continuous development and improved quality control. Using Industry 4.0 technologies and cooperative problem-solving methodologies, root cause analysis (RCA) efficiently addresses quality control problems. (Vo et al., 2020). The following diagram illustrates the root cause analysis:

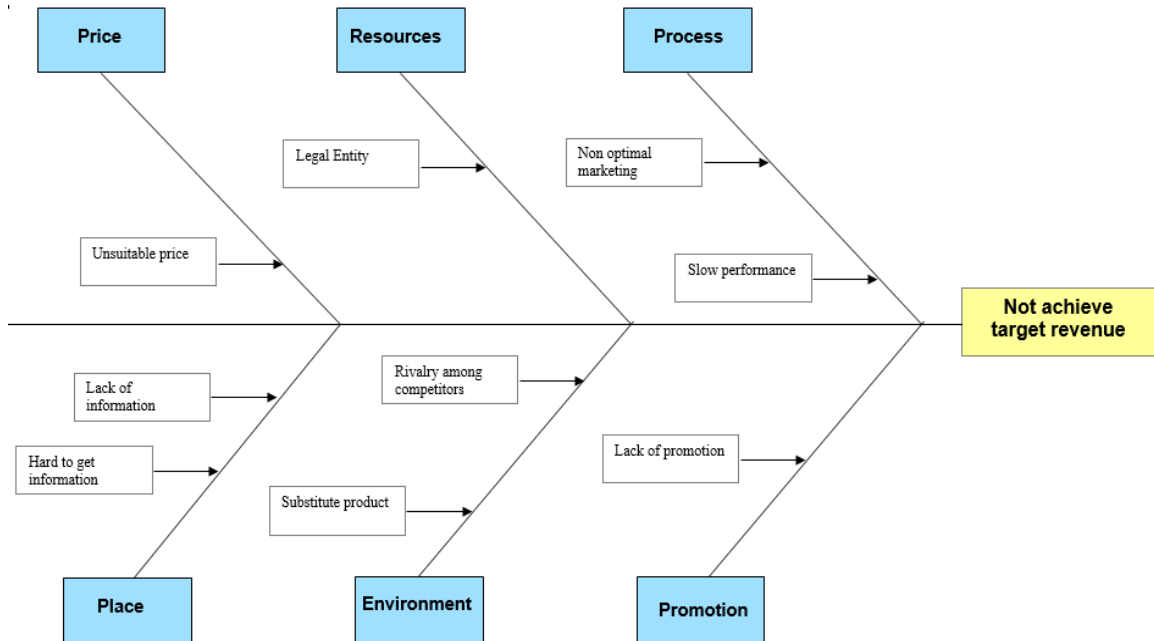


Figure 5. Root Cause Analysis

Source: Author's data processing results

The challenges encountered in the term originated from an internal analysis that involved examining resources and doing a value chain analysis. Furthermore, consumer analysis, including the marketing mix and service quality, presents a concern.

SWOT Analysis

SWOT analysis helps companies establish strategies by identifying and assessing various factors. The components included a summary of internal, external, and consumer analyses. The researcher developed strategies using a TOWS analysis based on the SWOT analysis. SWOT and TOWS analysis assist small and medium-sized enterprises (SMEs) in selecting the most effective strategy for enhancing their business. This is achieved by identifying the company's internal strengths and weaknesses as well as the external opportunities and threats it faces. Additionally, an IPA-based SWOT analysis aids in determining the most essential SWOT factors by utilizing customer satisfaction surveys. This enables efficient strategic planning and enhances customer perception (Phadermrod et al., 2016; Đalić et al., 2021).

One of Monoponik's business strategy solutions is distinction. Because they make similar products, these industries have low-income potential. Thus, these industries lower prices to attract customers and increase market share. Monoponik should differentiate itself from other businesses—innovation in product creation. Superior product quality, distinctive qualities, unique specifications, rapid style adaption, competitive pricing, technology usage, and responsive services allow Monoponik's differentiation products to compete in the industry

market. Customers who are satisfied with their results are more devoted to Monoponik since they see themselves as direct beneficiaries. Vertically listing opportunities and threats and horizontally listing strengths and weaknesses created the TOWS matrix. The TOWS matrix is used in this case study:

Table 5. TOWS Matrix Analysis

Internal Factors External Factors	Strengths (S)	Weaknesses (W)
	S1: Good quality of product and design S2: The product meets expectation S3: Capable of work S4: Creative work environment S5: Capacity to innovate	W1: Unsuitable price W2: Not a legal entity yet W3: Slow performance W4: Lack of promotion W5: No optimal marketing
Opportunities (O)	SO Strategies SO1 (S1-S2-S3-S4-O1-O2-O3): Participate in government programs in producing graphic works. SO2 (S1-S2-S4-O4-O5): Development and innovation to exploit opportunities for high demand of prospective customers of products.	WO Strategies WO1 (W2-O2): Become a legal company. WO2 (W4-W5-O4-O5): Optimization of digital marketing through website, content, social media, etc.
Threats (T)	ST Strategies ST1 (S1-S4-S5-T1-T2-T3): Product innovation through a combination of design styles to create a new trend of graphic design so as to compete with competitors.	WT Strategies WT1 (W1-W3-W4-W5-T2-T3): Improving work processes and marketing mix in competing with competitors.

Source: Author's data processing results

SO1: Participate in government programs. Monoponik has the opportunity to engage in government policy programs to make a positive impact on the expansion of Indonesia's creative economy. We utilize government-sponsored activities such as exhibitions, seminars, and other gatherings. The objective was to surpass the government program and, of course, to promote the introduction of Monoponik on a broader scale, ensuring its recognition within the local and international population.

SO2: Develop and innovate to exploit opportunities. Asses market trends, overlooked needs, and gaps to innovate and capitalize on opportunities. Innovative thinking and strategic planning can help solve these problems. Innovation includes improving products and services, exploring new technologies, business strategies, and collaborations to differentiate a company. Concepts must be optimized and commercialized through proactive testing and adaptation. In a dynamic economy, innovation helps companies expand, capitalize on opportunities, and stay ahead.

ST1: Develop and innovate to compete with competitors. Development and innovation encompass product improvement and enhancing work methods and processes to increase effectiveness and efficiency. This includes fostering better relationships with colleagues, suppliers, and customers and training employees regularly to enhance creativity and facilitate management in various areas. During a period of improvement, generating something novel and innovative by harnessing new ideas and creativity is relatively easy.

WO1: Become a legal company. The government policy, known as Peraturan Pemerintah No 29 Tahun 2016, eased the registration criteria for small and medium-sized

enterprises (SMEs) seeking formal corporate status. The policy decreased the initial capital requirement from 50 million to a mutually agreed-upon sum by the parties concerned. In addition, the government facilitates the company formation process by offering an online platform.

WO2: Optimization of digital marketing. Incorporating technology in the Monoponik marketing system was the next strategic step due to the advancement of technology, the demand for quick and easily accessible information, the rise of digital customers, and the growing interest of consumers in the market.

WT1: Improving work process and marketing mix. Increasing performance speed requires precise results. Consumers spend energy and money on fast processing, the complexity of duties, and project viability factors. Try to improve the four marketing mix sub-variables. The process involves setting product standards, categorizing them, setting flexible pricing based on specific specifications, implementing appealing promotions to attract potential clients, ensuring freely accessible firm information, improving marketing, and taking other strategic steps.

The TOWS matrix investigation yielded the five strategies above. These strategies may solve Monoponik's main problems. Indonesian creative industries' difficulties are also addressed. Thus, the business might be a significant economic success for Indonesia. Monoponik, a major participant in this business, can improve the nation. This research could be expanded by examining solution outcomes. Research on strategy monitoring and evaluation could be helpful. This study would evaluate the strategy's ability to help Monoponik and other small and medium enterprises.

Proposed Solution

An implementation plan was needed after creating an alternative strategy during data processing. An implementation plan was developed to start the strategy and its steps on schedule. By considering and estimating each strategic stage, the timeline was created. Each strategy phase has a PIC that monitors, controls, and evaluates its purpose. This ensures that the approach is executed well. Each approach has an estimated cost to implement. Although approximate, the researcher bases the cost on secondary data origin. The table of implementation plans includes the five strategies, their corresponding strategic milestones, and the relevant parties and projected expenses associated with each strategy.

Participate in government programs

Monoponik effectively employed this strategy twice in six months, depending on the presence of government initiatives and topics aligned with Monoponik's goals. The cost of executing this technique ranged from ten to twenty million rupiah, depending on the scale of the events. The price encompasses the costs associated with registration, works, and miscellaneous expenses. The personnel supervising this approach are the Chief Executive Officer (CEO) and the Chief Communications Officer (CCO). They are the primary liaisons with external entities and operate as the company's public image, accountable for portraying and introducing the organization.

Develop and innovation

This method is identical to the initial plan and was implemented twice, resulting in approximately eight months. Monoponik was allowed to commence early due to the lengthy process of research and exploration required to develop a final design. The cost required for implementing this method amounts to thirty to forty million rupiahs, which is a substantial sum considering the high expenses associated with research, exploration, and development.

Table 6. Implementation Timeline

Strategies	Steps Action	PIC	Cost	July				August				September				October				November				December				January				February			
				Week				Week				Week				Week				Week				Week				Week							
				I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV				
Participate in government programs	Sought for local ADGI or government programs	CCO	10-20 Million IDR																																
	Choose the appropriate topic	CCO																																	
	Become a participant or event organizer	CEO																																	
	Produce work and document work	CCO																																	
Develop and innovate	Market research and concept exploration	CCO	30-40 Million IDR																																
	Conduct development and prototype	CCO																																	
	Branding development	CCO																																	
	Launch to the market	CEO																																	
Legal company	Monitor and evaluation	CEO	50 Million IDR																																
	Prepare data and capital	CEO & CCO																																	
	Make deed of establishment in Notary	CEO																																	
	Approval of Decree of the Minister	CEO																																	
	Handle with Domicile	CEO																																	
	Managed TIN/NPWP	CEO																																	
	Managed Business License	CEO																																	
	Managed of TDP	CEO																																	
	Results	CEO & CCO																																	
	Improve work process and marketing mix	Did some research sources		CCO	20-30 Million IDR																														
Conducted development		CCO																																	
Implementation result		CCO																																	
Evaluation and improvement		CEO																																	
Digital marketing	Web design	CCO	40-55 Million IDR																																
	Web development	CEO																																	
	Maintenance	CEO																																	
	Creating content	CCO																																	
	Scheduling	CEO																																	
	Launch in social media	CCO																																	
	Launch on blog	CCO																																	
	Promote	SM																																	
SEM	CCO																																		
	Analytics	CCO																																	
	Evaluation	CEO																																	

Source: Author's data processing results

Become a legal company

The current timeframe for registering a legal organization is approximately ten days if all necessary steps are followed accurately. However, receiving all the required results typically takes around a month. Thus, the researcher estimates the overall process to take one to two months. The estimated expense of fifty million rupiahs encompassed notary fees and primary capital.

Improve work process and marketing mix

This strategy closely resembles the second strategy, which involves research and development. The main distinction lies in the focus on developing a well-structured internal framework within the organization. The duration necessary for implementing this technique is around six months, with two repetitions within that timeframe. Provide an estimate for the cost of twenty to thirty million rupiah.

Optimization of digital marketing

The plan can be adaptable as it consistently diverged from the previous development strategy. The duration was also extended compared to the others due to more strategic stages. The projected cost varies between forty and fifty million rupiahs, with supplementary expenditures required for partnering with other organizations such as a web development services company, an SEO and SEM services firm, and sponsored social networking applications. Upon analyzing the Monoponik consumer target, it was determined that small and medium-sized enterprises comprised a substantial portion of the market. However, to meet Monoponik's revenue targets, it must capture 0.05% of the total prospective client base. A modest quantity, nevertheless necessitating a suitable technique to attain the objective.

5. Conclusion

The most suitable business strategy for addressing the challenge was the differentiation strategy. The implementation faces three key constraints: (1) Bandung's middle-class dominance may limit premium pricing potential, (2) the 2023 AI design tool explosion threatens traditional quality differentiators, and (3) Monoponik's Rp 200M annual R&D budget is 40% below industry benchmarks for sustained innovation. These factors suggest the strategy requires phased implementation, initially focusing on service differentiation (e.g., 24-hour revisions) before product innovation. This method successfully competed in this unappealing industrial market. This company plan is also anticipated to surpass the lowest potential profit acquired. Implementing differentiation strategies can bolster business creativity and innovation by generating distinctive products, novel specifications, innovative processes, and added value.

Additionally, these tactics can mitigate consumer price sensitivity, foster brand recognition, boost brand knowledge, and cultivate brand loyalty. The five tactics mentioned above were derived from the TOWS matrix study to address the primary issues faced by Monoponik. Alternative strategies are suitable to be linked with Monoponik's essential skills. Other techniques, such as development and innovation, improving the marketing mix, and optimizing digital marketing, were anticipated to perform effectively. The firm's resources, including money, technology, innovation, and reputation, were enhanced to align with the established schedule and execute the strategy effectively.

Limitations

The study's limitations concerning market competition and human resources challenge the applicability of its findings. The competitive dynamics within the graphic design industry are not thoroughly examined, potentially overlooking the effects of new entrants and changing

consumer preferences on a company's market position. Additionally, the research is based on a small sample size of only 11 respondents, which limits the robustness and reliability of the conclusions drawn. The reliance on self-reported data may introduce issues related to accuracy and honesty, further compromising the validity of the findings. Furthermore, potential interviewer bias could have influenced the responses, affecting the objectivity of the data collected. The focus on a single business in Bandung restricts the generalizability of the results to other regions or sectors. The study's emphasis on visual communication design may overlook challenges faced by other subsectors, and the findings may not account for external factors such as economic fluctuations or technological changes that could impact the creative industry.

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