

Dealing with Entrepreneurship Growth and Development in Creative Industry Yogyakarta: Coffee on the Bus Yogyakarta

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ABSTRACT

The evaluation of a business strategy represents one of the most important things a business agent must do to ensure the sustainability of an industry in a global marketplace. The Covid-19 pandemic, which lasted from 2020 to the world today, had a significant effect on the future viability of entrepreneurs. This marketing strategy was utilized as one of the business models to keep the company running. This study's design is descriptive qualitative. The purpose of descriptive qualitative research is to comprehend, describe, and reveal the conditions associated with the company's marketing strategy. Data analysis was finished through three stages: reduction, display, and verification. This study's design is descriptive qualitative. The purpose of descriptive qualitative research is to comprehend, describe, and reveal the conditions associated with the company's marketing strategy. An interview, observation, and study documents were used to collect data. Data analysis was finished through three stages: reduction, display, and verification

INTRODUCTION

Yogyakarta cannot be separated from the tourism world, including cultural tourism, nature tourism, shopping tourism, or several new tourism concepts offered to domestic and foreign visitors. It is following the definition of tourism as an activity carried out in traveling (Starting from planning a trip, staying for a while, until returning along with all the memories of everything) with certain goals supported by the availability of various supporting facilities (MATTALATTA, 2009). In its development, tourism is defined as visitation to enjoy the beauty of nature and culture and as an industry that develops into several fields at once.

As stated by Sandiaga Uno, The Minister of Tourism and Creative Economy-Indonesia, the presence of tourism is the second largest contributor to foreign exchange earnings in Indonesia after palm oil (Emir Yanwardhana, 2021). Data shows that in 2019, the tourism sector generated US\$16.9 billion in foreign exchange, but in 2020 it only reached US\$3.2 billion, which means a decrease of 81 percent (Nabilla Ramadhian, 2021). It means that it has decreased quite drastically due to the impact of the COVID-19 pandemic. Furthermore, the data shows that in 2019, 282 million domestic tourists traveled, but in 2020, this number decreased by 29.7 percent to only 198,246,000.

However, the policy and attention of the local government by providing enough space for the development of diverse creative industries can make various creative industries in Yogyakarta survive and thrive. The development of the creative industry has contributed indirectly to the development and growth of the economy in Yogyakarta during the COVID-19 pandemic. As conveyed by the Governor of Bank Indonesia, Perry Warjiyo, the government's program through Bank Indonesia is to encourage the wheels of the Indonesian economy that had experienced a slowdown of economic growth through the tourism sector, including innovation in tourism digitization (Anggit, 2019).

BPS data of Yogyakarta (BPS, 2021) shows several products that have the potential to continue to be developed as follows:

Table 1. Backward Linkage of Economic Sector in Yogyakarta at 2021

No	Industri	Linkage	No	Industri	Linkage
I-01	Pertanian Tanaman Pangan	0,851	I-27	Industri Pengolahan Lainnya, Jasa Repar	1,043
I-02	Pertanian Tanaman Hortikultura Semusim, l	0,867	I-28	Ketenagalistrikan	1,210
I-03	Perkebunan Semusim dan Tahunan	0,864	I-29	Pengadaan Gas dan Produksi Es	1,117
I-04	Peternakan	1,085	I-30	Pengadaan Air, Pengelolaan Sampah, Lir	0,983
I-05	Jasa Pertanian dan Perburuan	0,843	I-31	Konstruksi	1,091
I-06	Kehutanan dan Penebangan Kayu	0,824	I-32	Perdagangan Mobil, Sepeda Motor dan	0,932
I-07	Perikanan	0,891	I-33	Perdagangan Besar dan Eceran, Bukan M	0,990
I-08	Pertambangan Minyak, Gas dan Panas Bumi	0,795	I-34	Angkutan Rel	0,997
I-10	Pertambangan Bijih Logam	0,890	I-35	Angkutan Darat	0,971
I-11	Pertambangan dan Pengalihan Lainnya	0,983	I-37	Angkutan Sungai Danau dan Penyebera	0,815
I-12	Industri Batubara dan Pengilangan Migas	0,894	I-38	Angkutan Udara	1,161
I-13	Industri Makanan dan Minuman	1,323	I-39	Pergudangan dan Jasa Penunjang Angku	1,084
I-14	Industri Pengolahan Tembakau	0,878	I-40	Penyediaan Akomodasi	1,040
I-15	Industri Tekstil dan Pakaian Jadi	1,188	I-41	Penyediaan Makan Minum	1,216
I-16	Industri Kulit, Barang dari Kulit dan Alas Kaki	1,226	I-42	Jasa Informasi dan Komunikasi	1,073
I-17	Industri Kayu, Barang dari Kayu dan Gabus d	1,122	I-43	Jasa Perantara Keuangan Selain Bank Se	0,922
I-18	Industri Kertas dan Barang dari Kertas, Perci	1,045	I-44	Asuransi dan Dana Pensiun	0,929
I-19	Industri Kimia, Farmasi dan Obat Tradisional	1,103	I-45	Jasa Keuangan Lainnya	0,942
I-20	Industri Karet, Barang dari Karet dan Plastik	1,007	I-46	Jasa Penunjang Keuangan	0,897
I-21	Industri Barang Galian bukan Logam	1,066	I-47	Real Estate	0,967
I-23	Industri Barang dari Logam, Komputer, Bara	0,979	I-48	Jasa Perusahaan	1,082
I-24	Industri Mesin dan Perlengkapan YTDL	0,966	I-49	Administrasi Pemerintahan, Pertahanan	1,277
I-25	Industri Alat Angkutan	1,016	I-50	Jasa Pendidikan	0,986
I-26	Industri Furnitur	1,087	I-51	Jasa Kesehatan dan Kegiatan Sosial	1,064

Source: BPS DI Yogyakarta, 2021

Meanwhile, it can be seen from the table below that Yogyakarta's superior food products have the potential to continue to be developed because they have a backward linkage of 1.323. The backward linkage is the highest than other key sectors. It is undeniable that other industrial sectors such as air transportation, information and services, construction, warehousing, and electricity also support Yogyakarta's economy. However, the food and beverage industry has more potential to be developed than other industries.

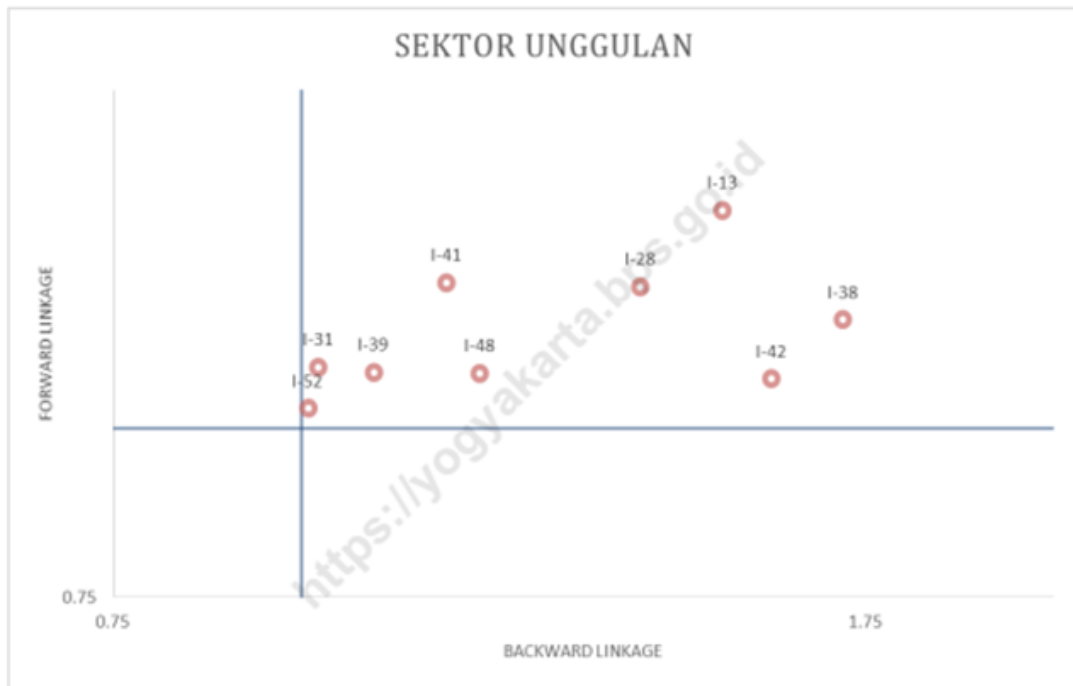


Figure 1. Key Sector of Economic Sector in Yogyakarta
Source: BPS DI Yogyakarta, 2021

Even the tourism industry is growing and receiving attention from local governments for its ability to display the competitive advantages of each region, it still cannot avoid the effects of the COVID-19 pandemic. The spread of the Covid-19 pandemic in early 2020 forced many economic sectors in various countries to make all adjustments to survive in these unfavorable conditions for some of the business worlds. Indonesia, in this case-Yogyakarta, is one of the cities that has also felt the impact of the Covid-19 pandemic. Business agents must also be more creative in maintaining their business. Therefore, they can survive and continue their business activities. One of the possible efforts is to carry out an ongoing evaluation of the marketing strategy. It needs to be done considering that most business agents are forced to reduce working hours, thereby reducing the number of employees. Furthermore, they had to close their business activities because they could maintain their business activities.

Based on search results, there is a lot of literature available on the topic of Entrepreneurship Growth and Development in the Creative Industry. For example, Stefan Schulte-Holthaus has written a chapter on "Entrepreneurship in the Creative Industries" in which he conducts a two-step literature review that synthesizes entrepreneurship research in the creative industries into a mechanism-based framework and elaborates on the particularities of the field (Schulte-Holthaus, Stefan, 2017). Another source is an article by Vasilis Bouronikos on "Creative Entrepreneurship: What is it and How it Can Help Creatives" which discusses creative entrepreneurship and explores the benefits it can bring to creatives in the aftermath of the pandemic (Bouronikos, 2022).

Likewise Coffee on the Bus Yogyakarta, as one of the economic sectors that depend on the interaction and visitors, also feels the negative impact of the Covid-19 pandemic. This business started on 27 June 2020 with a new concept (Adham, 2020). An idea and strategy that is different from the one that existed before are needed to continue to survive in competition between business actors with a variety of creative ideas.

LITERATURE REVIEW

The Concept of Marketing Strategy

Entrepreneurship growth and development in the creative industry have been a topic of interest for researchers and policymakers in recent years. The creative industry is a rapidly growing sector that includes various fields such as design, advertising, film, music, and fashion. The creative industry has the potential to contribute significantly to economic growth and job creation. However, the growth and development of entrepreneurship in the creative industry face several challenges, including access to finance, lack of skills and knowledge, and limited market opportunities. This chapter aims to provide a theoretical framework for understanding entrepreneurship growth and development in the creative industry (Allen, 2016).

Strategy in management is defined as covering all the basic decisions and actions made by management in a company and then must be applied by all parts of an organization to achieve an organizational goal (Siagian, 2005). Moreover, Rangkuti (2014) states that strategy is a tool of design to achieve company goals which involve long-term goals, follow-up programs, and priorities for the use of company resource allocation. Meanwhile, Chandra (2004) states that the marketing strategy describes the expectations in detail and the company's expectation of marketing activities or programs for products or product lines in certain market segments. Furthermore, this marketing strategy includes activities like actions that can affect the demand for products, including price changes, modification in promotions, designing special promotional techniques, and distribution methods.

Meanwhile, Tjiptono (2008) defines marketing strategy as a fundamental tool that has planned to achieve company goals through sustainable development of competitive advantage through the intended market segment accompanied by marketing programs to serve that market segment. Therefore, a marketing strategy can provide direction in determining company policies related to variables such as market segmentation, market segment identification, positioning, marketing mix elements, and marketing mix costs.

Moreover, another definition of marketing is a way that is done to meet needs in a way that is profitable for the company (Kotler, 2009). Another opinion about the notion of marketing, one which is the main activities designed and carried out by entrepreneurs as a way to continue to maintain business continuity, so that it can continue to grow, to make a profit (Basu Swastha, 2005: 5). Quoting the opinion of Stanton (1996: 242) that in marketing there is a system that includes business activities indicated in planning, determining the price of the product produced, then promoting and distributing the product to satisfy the

needs of consumers and customers as well as potential buyers and potential buyers.

Therefore, the marketing mix concept can be described as a concept developed to guide managers in developing and determining the direction of activities aimed to explore the competitive advantages over the products produced to maintain and improve business continuity. It is in line with the opinion of Kotler (2005) that the marketing mix emphasizes the notion of a strategy to integrate Product, Price, Promotion, and Place which is directed to generate turnover and sales to maximize the product being marketed by giving satisfaction to customers.

As an additional explanation that in this case, the marketing tool includes several other elements besides the product, price, place, and promotion, otherwise known as the "4Ps" and then develops into "7Ps" which are more suitable for marketing in the service sector (Kotler, Marketing Management, 2009, p. 24). The need to add elements of the marketing mix to service products is done because service products have slightly different characteristics from goods products, namely intangible, inseparable, then the diversity of variants that are easily displayed and lost.

In addition, Kotler and Armstrong (2012: 29) state that marketing is a process where companies try to create value (Value) for consumers so that strong relationships are established. Therefore, they can understand the expected value of consumers for the products they produce. In conclusion, the marketing strategy includes a plan designed by a company in determining the product distribution model including the company's ability to develop a competitive advantage to continue to survive and achieve company goals. Therefore, the steps taken in this marketing strategy can be done through the development of the marketing mix concept, as well as following the development of market segments.

METHODOLOGY

This study uses a descriptive type of research. It is in line with the opinion that qualitative research is research that aims to explore the phenomena that occur in the object of research and then describe them in the form of words and language by utilizing various scientific methods (Moleong, 2006: 6). Therefore, this research seeks to describe and explain the marketing strategies implemented by Coffee on the Bus Yogyakarta.

The determination in the research setting used a purposive method. Data collection methods used by researchers include interviews, observation, and documentation. Then, the data was analyzed through several stages, including data reduction, data display, and conclusion/verification.

The research object and location is Coffee on The Bus Yogyakarta which is one of the creative industries in Yogyakarta. As a form of the creative economy that grew during the Covid19 pandemic, Coffee on The Bus Yogyakarta is trying to survive by implementing a new concept in introducing economic activities amidst business competition during the pandemic.

RESULT

The marketing strategies of Coffee on the Bus Yogyakarta cannot be separated from the direction of policies and goals the company wants to achieve. It is because the marketing strategy is one of the descriptions of the company's way of achieving its goals. This statement is supported by the opinion that the design of a marketing strategy needs to be supported by a combination of four variables in a marketing system, namely product, price structure, adequate promotional activities, and support for the distribution system or better known as the marketing mix concept (Swastha & Irawan, 2005).

The marketing strategy carried out by Coffee on the Bus Yogyakarta, when examined, has referred to the concept in the marketing mix which includes the product, price, place, and promotion (Kotler P., 2005, p. 75). However, three additional variables are added because Coffee on the Bus Yogyakarta is engaged in the service industry. Those variables are people, processes, and physical evidence. Therefore, it is hoped that the company will find it easier to plan the products to be produced, determine the selling price of the product, and convey information to potential consumers.

Following the concept, the notion of product is divided into two, goods and service products. Coffee on the bus Yogyakarta produces the coffee which they serve to consumers considering that coffee is a category of conventional goods. Conventional good is a product needed by the community to fulfill their daily needs, has certain characteristics, and has a high frequency of purchases (Kotler, Philip, 2004). This step is used to maintain the characteristics of coffee such as Gayo, Mandailing, Solok, Kintamani, Wamena, and Toraja, as well as introduce the superior Merapi coffee products that are served to consumers. Besides this being one of the company's policies in maintaining the quality and certainty of the availability of their coffee products, the use of local coffee also aims to introduce Merapi coffee with its trademark characteristics.

The passengers received 1 beverage plus 1 snack by spending IDR 50,000 with the route Kotabaru - Tugu - Kiai Mojo - Bugisan - Kotagede - JEC - Janti -

Jalan Solo – Kotabaru. While other routes offered are Yogyakarta – Yogyakarta International Airport for Rp. 75,000 with the same facilities. This price is considered comparable to the facilities and comfortable atmosphere that offer. Starting from the Scania bus with a capacity of 50 seats, it was arranged to only 28 seats. Even though the concept has coffee as the main dish, other drinks are available for consumers who do not drink coffee. The seat which is completed with a table becomes one of the concerns. The table is arranged in such a way as to provide comfort for the passengers.

The promotional strategy carried out during and before the pandemic of Covid-19 is different. During the pandemic, health protocols are being tightened to the extent of limiting community activities in direct interaction. Another option is to take advantage of the existence of several social media that are increasingly widespread and diverse. One of the uses of social media is Instagram @coffeonthebus_jogja for promotion and booking tickets. In addition, to promote the services offered, they also remind consumers to apply health protocols everywhere and anywhere.

Selecting the right business location or place is one of the determinants of the sustainability of a type of business. Likewise, the location of Coffee on the bus in Yogyakarta is also one of the important things that concern the manager. In this case, the notion of location means the destination or location included in the route offered. Some of the locations chosen on the route represent the flagship icon of Yogyakarta. On the other hand, it also introduces other interesting tourist locations. Therefore, the selection of travel routes offered also aims to introduce several superior products and other tourist destinations that can be visited.

The participation and presence of adequate and able-to-work together determine factors for the success of a company in carrying out its business activities. The role of human resources is the main driving force and is directly involved in designing and executing plans, especially for the creative industry.

Even during the pandemic which required some work to be done online/Work From Home, Coffee on the bus Yogyakarta remained active in introducing the products offered to potential consumers using several online media, including SMS blast, WhatsApp, and Instagram. The trend shows that using online and social media can reach a wider market segment. It is in line with the result of the study. The result finds that the use of SMS blasts to promote a product has the potential to open immediately by target consumers up to 98%. Moreover, 91% of them are opened by recipients in less than 3 minutes (accurate. id). What is still being maintained is to establish good relations with several travel agents.

In the scope of process strategy, one of the things that have been done is optimizing the use of information technology. One information technology is Google through Search Engine Optimization (SEO) facilities. Therefore, when we typed the keyword Coffee on the bus, it will immediately be directed to the main page of the Google search engine. On the main page, it looks full page discussing Coffee on the bus Yogyakarta. Given that Coffee on the bus is not only growing in Yogyakarta but also in several other cities in Indonesia.

In the selection of physical evidence, Coffee on the Bus Yogyakarta created a new segment in the coffee industry or better known as the blue ocean strategy. It is created as an effort to avoid competition with existing business actors. By creating a segment and positioning itself as a pioneer in this business in Yogyakarta, Coffee on the Bus Yogyakarta hopes to reach new consumers, design a more solid strategy, and be able to market the products and services offered more optimally because there are still no competitors in the segment that same.

DISCUSSION

The selection of a marketing strategy is one of the most important things for a company to survive. Inaccuracies in conducting market analysis and sensitivity in seeing market opportunities become one of the things that make business actors less able to survive in the face of increasingly fierce competition.

The number of emerging industry players in the same market segment makes the market saturated while the number of consumers remains. Therefore, we need a new strategy for creating new segments to make an industry survive. Several opportunities and competitive advantages of business agents can be utilized to support the success of an industry.

Coffee on The Bus Yogyakarta as a creative economy that grew during the Covid19 pandemic implemented several new concepts in enjoying the products they offer, where these concepts are still relatively new and not yet known by other similar economic actors. By offering a new concept of enjoying coffee while at the same time being able to enjoy the atmosphere that is traversed while traveling on a bus, Coffee on The Bus Yogyakarta offers a different experience and atmosphere that consumers have never had before. This new concept is seen as a breakthrough in facing competition in the business sector in the midst of the Covid19 pandemic, so a new concept is needed to be offered to consumers.

CONCLUSION

The result of the study showed that Coffee on the bus in Yogyakarta is included in one of the creative industries that developed as a result of the Covid19 pandemic. As one of the creative industries, Coffee on the Bus Yogyakarta has succeeded in creating a new segment by introducing and marketing its products through the blue ocean strategy. Because it plays a role as the main player in this industry, there is still no equal competitor, Coffee on the Bus Yogyakarta can further optimize the products offered. It is supported by the use of information technology which also provides significant support for the development of Coffee on the bus Yogyakarta.

Even the main concept is offering new options to enjoy coffee while enjoying several tourist icons around Yogyakarta on a bus, the goal of Coffee on the Bus Yogyakarta is to introduce coffee products. Therefore, the priority development is on the marketing development of the resulting coffee products.

As an industry that produces goods products, Coffee on the Bus Yogyakarta is also engaged in services. Therefore, the marketing strategy applied refers to the marketing mix concepts including elements of product, price, promotion, place, people, physical evidence, and process. The elements in the marketing mix are used as a means for companies to determine marketing strategies so that companies can continue to survive and explore competitive advantages that can be utilized.

FURTHER STUDY

This research can still be developed using other research methods. It is hoped that future researchers can use other variables related to the research are expected to provide better and more detailed results.

The condition of the Covid-19 pandemic during the research also influenced the research results. The uncertainty of the situation and conditions of the business environment during this research may not be the same in subsequent studies. Therefore, several things have not been included as variables in this study and influence the results of the research conducted.

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