

Instagram Content Marketing Improvement Design Of Indihomegamer.Id Using Swot Analysis And Qspm

1st Vietra Shauma Ranabilla
Telkom University
Faculty of Industrial Engineering
Bandung, Indonesia
vietranabilla@students.telkomuniversity.ac.id

2nd Agus Achmad Suhendra
Telkom University
Faculty of Industrial Engineering
Bandung, Indonesia
agus@telkomuniversity.ac.id

3rd Ima Normalia Kusmayanti
Telkom University
Faculty of Industrial Engineering
Bandung, Indonesia
kusmayanti@telkomuniversity.ac.id

Abstract

Pandemic COVID-19 has encouraged people to spend more time at home, leading to an increase in the gaming industry in Indonesia. One of the companies that was affected by this increase is PT Melon Indonesia in its gaming products, one of them is IndiHome Paket Gamer. In doing its marketing activity, IndiHome Paket Gamer uses Instagram to promote their product to the public. However, the performance of its Instagram account is still considered lacking because the percentage of its engagement rate is below average and still lower compared to other competitor accounts with the same theme. Therefore, this research is conducted to analyze the strengths, weaknesses, opportunities, and threats of PT Melon Indonesia in managing its IndiHome Paket Gamer Instagram to design the content marketing strategy that is best and suitable for improving their Instagram account performance using SWOT analysis and QSPM. This design process resulted seven strategies formulated and the best content marketing strategy of IndiHome Paket Gamer Instagram is to carry out modification of content planning based on the result of reviews and research from Instagram accounts with the same theme.

Key words: Content Marketing Strategy, Internal and External Analysis, IFE EFE Matrix, IE Matrix, SWOT Matrix, QSPM

I. INTRODUCTION

COVID-19 has made the government decided to make a policy enacting PSBB so common activities must be stopped. However, Minister of Tourism and Creative Economy (Menparekraf) Sandiaga Salahuddin Uno, said the game industry could be a separate capital for the revival of the creative economy sub-sector in the midst of a pandemic. According to Statista, the number of mobile game players in Indonesia reached 54.7 million in 2020. The number increased by 24% compared to 2019's 44.1 million. This also makes the share of Indonesian mobile game downloads the largest in Southeast Asia. Along with this, revenue from mobile games in Indonesia also reached US\$ 1.3 billion in 2020, up 10.8% from the previous year which was US\$ 982 million. According to Statista, this value is the highest in Southeast Asia, beating the Philippines (US\$ 1.03 billion), Thailand (US\$ 286 million), Malaysia (US\$ 236 million), Vietnam (US\$ 205 million), and Singapore (US\$ 114 million).

One of the companies that has been intensively focusing its business in the game industry is PT Melon Indonesia. PT. Melon Indonesia provides IndiHome Paket Gamer, which is a special internet package service for online game lovers as the result of Telkom's collaboration with several game publishers. In its sales and promotion, IndiHome Paket Gamer uses several social media such as Instagram and Facebook as

what PT. Melon Indonesia has decided with their partner, but the company is more focused on the growth of its Instagram. However, in its implementation, IndiHome Paket Gamer's Instagram still has several problems. The growth of IndiHome Paket Gamer's Instagram is still unstable, which is proved by the graph of its engagement rate, as well as the average impression and reach growth from May 2020 to October 2021.

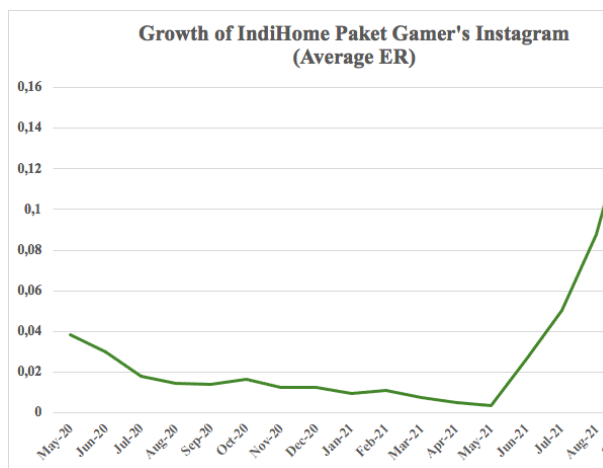


Figure 1 Average ER Instagram IHG

In figure 1, it shows the growth of engagement rate of IndiHome Paket Gamer's Instagram. It can be seen that its engagement rate is mostly decreasing from the year of 2020 to 2021. Besides, IndiHome Paket Gamer's Instagram still has the average engagement rate below

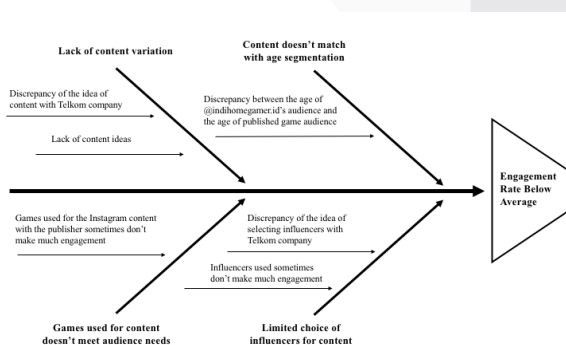


Figure 2 Fishbone Diagram

With the background problem determined and the fishbone diagram above, the main problem of IndiHome Paket Gamer's

0,16%. Meanwhile, according to Komok (2018), with the total amount of followers 34.300, IndiHome Paket Gamer should have at least 1,62% of engagement rate. Moreover, according to Social Blade, IndiHome Paket Gamer's Instagram has the least overall performance compared to its competitors. IndiHome Paket Gamer has the lowest rank on its engagement, got the least amount of engagement rate and average comments, along with the second least amount of average comments.

Table 1 Instagram Comparison of IndiHome Paket Gamer and Competitors

Account	Engagement Rate	Average Likes	Average Comments
ggwp_esports	0,21%	363,31	7
indihomegame r.id	0,12%	36,44	6,38
indo.esports	2,75%	1.991,94	67,5
pbesi_official	1,51%	443,44	4,81

To determine the cause of it, the writer does an in depth-interview with 1 member of the Game Publishing team and 1 member of the MAVIS team of IndiHome Paket Gamer. The result of the interview is concluded in fishbone diagram below:

Instagram is the unstable growth of its engagement rate. Based on that case, IndiHome Paket Gamer Instagram should develop an appropriate content marketing strategy based on the existing opportunities and threats, and use the strengths and weaknesses in developing the strategy. To develop this strategy, a SWOT analysis is needed so that the engagement rate of IndiHome Paket Gamer Instagram can be increased.

II. LITERATURE REVIEW

a. Strategic Management

Strategic management is a series of managerial actions that determine the company's performance in the long term. Strategic management includes environmental monitoring, strategy formulation, strategic planning or long-term planning, strategy implementation, and evaluation and control (Rahim & Radjab, 2017).

b. Marketing Management

Marketing is an activity that aims to identify and discover human needs. In summary, marketing can be interpreted as "meeting needs profitably" which is how companies can serve consumer needs in a way that is profitable for consumers and companies (Rahmawati, 2016).

c. Marketing Communication

Marketing communications is concerned with the methods, procedures, meanings, attitudes, and behaviors involved with how businesses (and their brands) interact with their target audiences (Fill, 2009).

d. Digital Marketing

Digital technology has changed the way humans speak, communicate, act, and make decisions. Digital marketing can be defined as marketing activities including branding using various web-based media (Wardhana, 2015).

e. Social Media Marketing Strategy

It is important to understand social media use and how companies can make profit from social media, since the way people shop and

conduct online research about certain brands or products have changed (Amalina, 2019).

f. Content Marketing

Content Marketing is a marketing method that entails developing and disseminating valuable content from the perspective of the consumers of the content, with the goal of attracting attention and thereby engaging the community gathered among a certain target group (Świeczak, 2012).

g. Instagram

In terms of promoting client loyalty, Instagram is an effective social media for sales promotion. It is an effective tool to reach customers. 50% of well-known firms use Instagram for their marketing media (Ibrahim, 2019).

h. Method Comparison

In SWOT analysis, it compares a company's strength, weakness, opportunities and threats by reviewing the strength and weakness in current and future opportunities and threats context (Gürel, 2017). Meanwhile, SOAR analysis is based on the appreciative inquiry concept. When a well-performed company is looking for a way to increase and maximize its performance, it is best to use SOAR analysis (Cosby, 2018). Another method to compare is Gap analysis, an assessment of a company's efficacy or capacity to provide a product or service, as well as a judgement of its objectives.

Table 2 Comparison of SWOT and SOAR

SWOT Analysis	SOAR Analysis
Analysis-oriented	Action-oriented
Weakness and threat-focused	Strength and opportunity-focused
Competitive-focused—Just be better	Possibility-focused—Be the best
Incremental improvement	Innovation and breakthroughs

Top-down	Engagement of all levels
Focus on analysis → planning	Focus on planning → implementation
Energy-depleting	Energy-creating
Attention to gaps	Attention to results

Table 3 Difference Between SWOT and Gap Analysis

SWOT Analysis	Gap Analysis
Typically best used to evaluate long-term opportunities	Typically used to address and identify short-term threats and needs
Evaluates competitors, giving business owners a method of understanding their relative market value in a measurable way	Most often used internally and could be used to address workflows, a current marketing strategy, or the efficacy of a new hire
Comprehensive analysis, providing information on both complementary and opposing metrics	Tends to be more about fine-tuning a single process, focusing on the difference between expectation and reality
A go-to method of identifying a company's value	Less widespread adoption, but can be used alongside a SWOT analysis to fill important knowledge voids around immediate actions that a company needs to take

i. Tools Comparison

According to David (2009), the process of strategic management consists of three different stages, which is: strategy formulation, implementation, and evaluation. QSPM is suitable for strategy formulation. It is a great tool to decide between defined alternative strategies from SWOT analysis. Another method to compare is Simple Additive Weighting (SAW) and Analytical Hierarchy Process (AHP). SAW is a method for dealing with decision making by selecting the best alternative from a set of alternatives based on specified criteria (Frieyadi, 2016). AHP is a method that can be used in a decision-making system by taking into account the factors of perception, preference, experience, and intuition. AHP can solve complex multi-criteria problems into a hierarchy (Haryaman, 2019).

j. Internal and External Analysis

1. Internal Analysis

In analyzing the internal factors, representative management and workers from the organization must be involved in assessing a company's strengths and weaknesses. Internal analysis includes acquiring and assimilating data on the company's management, marketing, finance/accounting, production/activities, research and development (R&D), and management information systems operations.

2. External Analysis

The goal of an external analysis is to provide a prioritized list of possibilities that might benefit a company and hazards that should be avoided. External factors are classified into five categories such as economic forces; social, cultural,

demographic, and natural environment forces; political, government, and legal forces; technological forces; and competitive forces (David, 2012).

k. IFEM-EFEM and IE Matrix Design

To analyze the determination of a marketing strategy, it is necessary to analyze external and internal factors using the EFE matrix and IFE matrix. According to Kinnear and Taylor, the determination of the weights for the IFE matrix and the EFE matrix is carried out using the method of Paired Comparison Scales. After evaluating the internal and external factors, then the next process will be to determine the IE (Internal and External) Matrix. This is used to determine the business strategy that a company should undertake (David, 2012).

l. SWOT Matrix Analysis

After determining the IFEM, EFEM, and IE Matrix, then the next step that should be conducted is creating a SWOT Matrix. This step is needed to formulate the planning strategies. There are four group categories in SWOT Matrix (Ommani, 2011), which are SO strategy, WO strategy, ST strategy, and WT strategy.

m. Quantitative Strategic Planning Matrix

QSPM uses the input from the first stage and the match from the second stage to determine the alternative strategies objectively (Mahfud & Mulyani, 2017). This technique objectively indicates which alternative strategy is the best.

IndiHome Paket Gamer Instagram to determine a content marketing strategy using SWOT analysis. After that generate company strengths, company weaknesses, company opportunities, and company threats. IndiHome Paket Gamer Instagram environmental analysis is then determined by weight and rating on the IFE and EFE matrices. The IFE and EFE matrices produce an IE matrix and a SWOT matrix to generate alternative marketing strategies. After that, the decision making uses QSPM, by ranking alternative marketing strategies. The result of these ranking of alternative content marketing strategies will be the recommended content marketing strategy for IndiHome Paket Gamer in managing its Instagram.

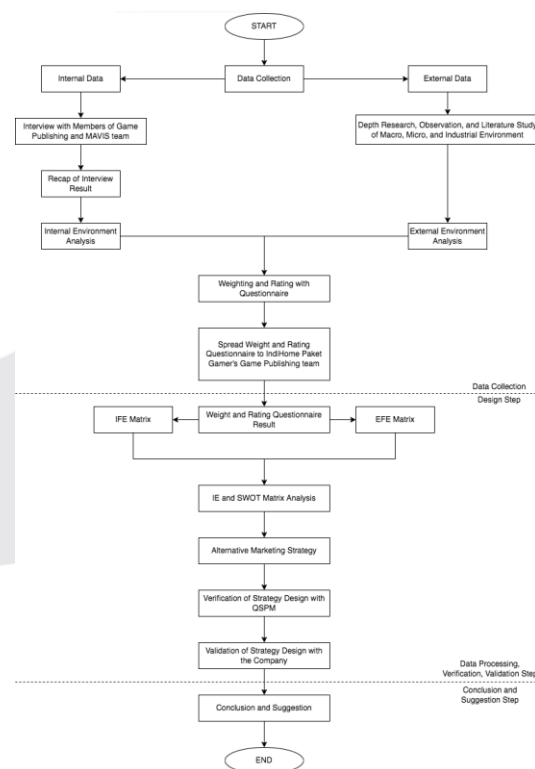


Figure 2 Planning Systematics

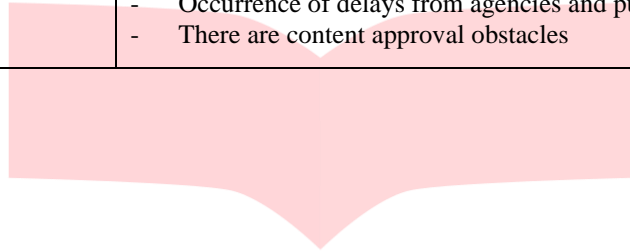
- a. Data Collecting and Processing
- b. Data Collecting
- c. Internal Analysis Result

III. METHOD

It is necessary to analyze PT Melon Indonesia internal and external environment in managing its

Table 4 Internal Analysis Result

Internal Factors	Key Factors
Strengths	<ul style="list-style-type: none">- Well organized content management- Instagram audience is segmented specifically- Cost allocation strategy is carried out- Budgeting is properly listed- Well provided facilities for content making- Research in content planning is carried out- Content review is carried out periodically- Information Systems used are well-provided
Weaknesses	<ul style="list-style-type: none">- Ineffective content delivery- Limited selection of content variation- Limited selection of influencers- There are cost limitations- Lack of brand awareness towards the product- Occurrence of delays from agencies and publishers- There are content approval obstacles



d. External Analysis Result

Table 5 External Analysis Result

External Factors	Key Factors
Opportunities	<ul style="list-style-type: none"> - The increasing growth estimation of economy - The increasing growth of game industry market - The increasing number of gamers - The increasing growth estimation of Instagram users - Public appraisal from carrying the name of Telkom Indonesia - Government support for game industry's development - The increasing number of internet users
Threats	<ul style="list-style-type: none"> - The decreasing possibility of Instagram market share - Higher expectation of company's performance from carrying the name of Telkom Indonesia - Public misunderstanding towards the product - A possibility of new-coming competitors - Instagram engagement rate percentage lower than competitors - Changes in game publishers decision of promotional media

e. Data Processing

f. IFE Matrix

Table 6 IFE Matrix

Factors	Key Factors	Weighted SCORE	RANK
Strength	Well organized content management	0,247	3
	Instagram audience is segmented specifically	0,235	4
	Cost allocation strategy is carried out	0,198	8
	Budgeting is properly listed	0,210	7
	Well provided facilities for content making	0,222	5
	Research in content planning is carried out	0,253	2
	Content review is carried out periodically	0,266	1
	Information systems used are well provided	0,222	5
Weakness	Ineffective content delivery	0,198	5
	Limited selection of content variation	0,185	3
	Limited selection of influencers	0,198	5
	There are cost limitations	0,205	7
	Lack of brand awareness towards the product	0,171	2
	Occurrence of delays from agencies and publishers	0,188	4
	There are content approval obstacles	0,157	1
WEIGHTED SCORE IFE		3,156	

g. EFE Matrix

Table 7 EFE Matrix

Factors	Key Factors	Weighted SCORE	RANK
Opportunity	The increasing growth estimation of economy	0,205	6
	The increasing growth of game industry market	0,364	1
	The increasing number of gamers	0,364	1
	The increasing growth estimation of Instagram users	0,218	5
	Public appraisalment from carrying the name of Telkom Indonesia	0,194	7
	Government support for game industry's development	0,327	3
	The increasing number of internet users	0,273	4
Threat	The decreasing possibility of Instagram market share	0,191	3
	Higher expectation of company's performance from carrying the name of Telkom Indonesia	0,191	3
	Public misunderstanding towards the product	0,194	5
	A possibility of new-coming competitors	0,145	1
	Instagram engagement rate percentage is lower than competitors	0,212	6
	Changes in game publishers decision of promotional media	0,180	2
WEIGHTED SCORE EFE		3,058	

h. IE Matrix

With the total weighted score of IFE 3.156 and total weighted score of EFE 3.058, according to IE matrix, PT. Melon’s Game Publishing team in managing its IndiHome Paket Gamer Instagram is in position I which is to grow and build. The type of strategies that are recommended for position I are: (1) Backward, forward, or horizontal integration; (2) Market penetration; (3) Market development; and (4) Product development.

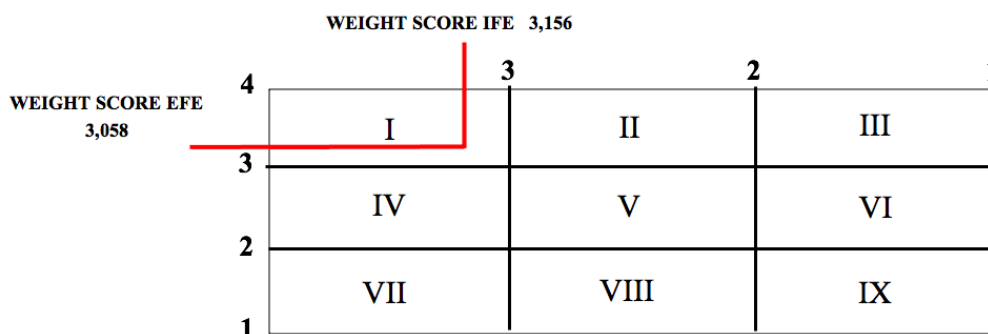


Figure 3 IE Matrix of Game Publishing Team PT Melon

i. Analysis of SWOT Matrix

Table 8 SWOT Matrix

INTERNAL AND EXTERNAL FACTORS	Strengths (S)	Weaknesses (W)
		S1: Well organized content management S2: Instagram audience is segmented specifically S3: Cost allocation strategy is carried out S4: Budgeting is properly listed S5: Well provided facilities for content making S6: Research in content planning is carried out S7: Content review is carried out periodically S8: Information systems used are well provided
Opportunities (O)	SO Strategy	WO Strategy
O1: The increasing growth estimation of economy O2: The increasing growth of game industry market O3: The increasing number of gamers O4: The increasing growth estimation of Instagram users O5: Public appraisalment from carrying the name of Telkom Indonesia O6: Government support for game industry's development O7: The increasing number of internet users	<ul style="list-style-type: none"> Carry out modification of content planning based on the result of reviews and research from Instagram accounts with the same theme (S6, S7, O2, O3, O4) Taking full control of the company's internal supply unit such as content materials, references, and planning (S3, S4, S5, O1, O5, O6) 	<ul style="list-style-type: none"> Expanding audience segmentation through proper research and analysis of the market (W2, W7, O3, O4, O7) Grow the audience to international geographic area such as other Southeast Asia countries (W2, W3, W5, O5, O6)
Threats (T)	ST Strategy	WT Strategy
T1: The decreasing possibility of Instagram market share T2: Higher expectation of company's performance from carrying the name of Telkom Indonesia T3: Public misunderstanding towards the product T4: A possibility of new coming competitors T5: Instagram engagement rate percentage is lower than competitors T6: Changes in game publishers decision of promotional media	<ul style="list-style-type: none"> Maximize the use of facilities and information systems to get more audience in targeted segmentation (S1, S5, S8, T1, T6) Develop new type of contents that match with IndiHome Paket Gamer branding based on the result of content reviews and research (S5, S6, S7, T3, T4, T5) 	<ul style="list-style-type: none"> Carry out collaboration with other similar themed Instagram accounts which considered as profitable competitors (W3, W5, T4, T5) Carry out negotiation of doing acquisition or merging with one or more game publishers (W5, W6, T1, T5, T6)

j. Verification with QSPM

Table 9 Rank of Strategy from QSPM Matrix

Rank	Strategy	TAS
1	Carry out collaboration with other similar themed Instagram accounts which are considered as profitable competitors	21,709
2	Carry out modification of content planning based on the result of reviews and research from Instagram accounts with the same theme	21,490
3	Maximize the use of facilities and information systems to get more audience in targeted segmentation	21,457
4	Expanding audience segmentation through proper research and analysis of the market	21,252
5	Taking full control of the company's supply unit such as content materials, references, and planning	21,206
6	Develop new types of contents that match with IndiHome Paket Gamer branding based on the result of content reviews and research	20,943
7	Grow the audience to international geographic areas such as other Southeast Asia countries	20,847
8	Carry out negotiation of doing acquisition or merging with one or more game publishers	20,548

k. Validation and Evaluation with the Company

According to the manager, considering the current resources and condition of the company, the seventh and eighth ranked strategies: "grow the audience to international geographic areas such as other Southeast Asia countries" and "carry out negotiation of doing acquisition or merging with one or more game publishers" are impossible to be implemented. However, the manager suggested a substitute strategy such as "intensively doing follow up and always keep on track of the game publishers", so that the occurrence of delays of content distribution is hopefully can be avoided. The recap of suggestions and inputs from the manager, along with the result of QSPM calculation is summarized with the following table:

Table 10 Fixed Rank of Strategy from the Company

Rank	Strategy
1	Carry out collaboration with other similar themed Instagram accounts which are considered as profitable competitors or game publisher accounts
2	Carry out modification of content planning based on the result of reviews and research from Instagram accounts with the same theme
3	Maximize the use of facilities and information systems to get more audience in targeted segmentation
4	Expanding audience segmentation through proper research and analysis of the market
5	Taking full control of the company's supply unit such as content materials, references, and planning
6	Develop new types of contents that match with IndiHome Paket Gamer branding based on the result of content reviews and research
7	Intensively doing follow up and always keep on track of the game publishers (substitute strategy)

IV. CONCLUSION

The design of the content marketing strategy starts by analyzing the internal and external environment of the company, which resulted as follows:

- a. Company's Strengths: (1) Well organized content management; (2) Instagram audience is segmented specifically; (3) Cost allocation strategy is carried out; (4) Budgeting is properly listed; (5) Well provided facilities for content making; (6) Research in content planning is carried out; (7) Content review is carried out periodically; (8) Information systems used are well provided.
- b. Company's Weaknesses: (1) Ineffective content delivery; (2) Limited selection of content variation; (3) Limited selection of influencers; (4) There are cost limitations; (5) Lack of brand awareness towards the product; (6) Occurrence of delays from agencies and publishers; (7) There are content approval obstacles.
- c. Company's Opportunities: (1) The increasing growth estimation of economy; (2) The increasing growth of game industry market; (3) The increasing number of gamers; (4) The increasing growth estimation of Instagram users; (5) Public appraisalment from carrying the name of Telkom Indonesia; (6) Government support for game industry's development; (7) The increasing number of internet users.
- d. Company's Threats: (1) The decreasing possibility of Instagram market share; (2) Higher

expectation of company's performance from carrying the name of Telkom Indonesia; (3) Public misunderstanding towards the product; (4) A possibility of new coming competitors; (5) Instagram engagement rate percentage lower than competitors; (6) Changes in game publishers decision of promotional media.

After all of the company's strengths, weaknesses, opportunities, and threats are determined, the next step is to make the IFE and EFE matrix for determining the IE matrix to find out which position is the company currently, and from the result of it, it is found that the company is in position I in managing IndiHome Paket Gamer Instagram which means in the position to grow and build. After that, using the SWOT analysis matrix, there are eight recommended strategies formulated. After that, the verification from the QSPM calculation and the validation from the company is conducted to determine which from these eight strategies is the best strategy to be prioritized first, and which one from these strategies are impossible to be implemented. The result of QSPM calculation along with the validation from the company resulting seven strategies to be implemented and the best recommended strategy is to carry out collaboration with other similar themed Instagram accounts which are considered as profitable competitors or game publisher accounts.

REFERENCES

- Rahim, H. A., & Radjab, E. (2017). *MANAJEMEN STRATEGI*. Makassar: Lembaga Perpustakaan dan Penerbitan Universitas Muhammadiyah Makassar.
- Fill, C. (2009). *Marketing Communications: Interactivity, Communities, and Content Fifth Edition*. Rotolito Lombarda: Prentice Hall Europe Imprint.
- Wardhana, A. (2015). STRATEGI DIGITAL MARKETING DAN IMPLIKASINYA PADA KEUNGGULAN BERSAING UKM DI INDONESIA . *Prosiding Seminar Nasional*, 327-337.
- Amalina, N. S. (2019). *Pengantar Belajar DIGITAL MARKETING* . Semarang: STEKOM.
- Świeczak, W. (2012). Content Marketing as an Important Element of Marketing Strategy of Scientific Institutions. *Marketing of Scientific and Research Organization*, 133-150.
- Ibrahim, A. (2019). The Effectiveness of Instagram Features as a Sales Promotion Media Using Discrepancy Evaluation Model Method in Increasing Customer Loyalty. *Advances in Intelligent Systems Research*, volume 172, 665-673.
- Cosby, M. (2018). Strategic Planning: Using SWOT or SOAR Analysis to Improve Your Organization. *AALL SPECTRUM*, 20-23.
- Frieyadie. (2016). PENERAPAN METODE SIMPLE ADDITIVE WEIGHT (SAW) DALAM SISTEM PENDUKUNG KEPUTUSAN PROMOSI KENAIKAN JABATAN. *Jurnal Pilar Nusa Mandiri Vol.XII, No. 1*, 37-45.
- Haryaman, A. (2019). *STRATEGI PENGEMBANGAN RETAIL PRODUK STEMPEL DI PT. HADA STAMP ASIA DENGAN MENGGUNAKAN METODE AHP DAN QSPM*. Bandung: UNIVERSITAS PASUNDAN.
- David, F. R. (2012). *Strategic Management CONCEPTS AND CASES*. South Carolina: Prentice Hall.
- Ommami, A. R. (2011). Strengths, weaknesses, opportunities and threats (SWOT) analysis for farming system businesses management: Case of wheat farmers of Shadervan District, Shoushtar Township, Iran. *African Journal of Business Management Vol. 5(22)*, 9448-9454.
- Mahfud, T., & Mulyani, Y. (2017). Aplikasi Metode QSPM (Quantitative Strategic Planning Matrix) (Studi Kasus: Strategi Peningkatan Mutu Lulusan Program Studi Tata Boga). *Jurnal Sosial Humaniora dan Pendidikan Vol. 1 No. 1*, 66-76.
- Gürel, E. (2017). SWOT ANALYSIS: A THEORETICAL REVIEW. *The Journal of International Social Research*, 995-1006.