

SME's Direct Marketing Activities Development through the Company's Profile Book

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Abstract – As one of the key factors in economic growth, SMEs have proved that they are dominating the business industry in Indonesia. While they are still facing many obstacles to develop their long-term sustainability. Tragically, in Indonesia, many SMEs accidentally made by force, not seeing the current situation and what consumers want.

Purpose – This study aims to help SMEs which engaged in the handicraft industry, named PT Asta Kriya Handicraft, in developing business due to promote their business to the next level.

Design / Methodology / Approach – Business Coaching. The study subject was PT Asta Kriya Handicraft. Data were collected through in-depth-interviews, observation, and focus group discussions PT Asta Kriya Handicraft's team.

Findings – From the results of the data and analysis carried out, it can be concluded that PT Asta Kriya Handicraft needs to develop the media through company's profile book. Therefore, company's profile development was carried out in terms of design, structure and content to be served to PT Asta Kriya Handicraft's potential clients.

Research Limitations / Implications – The results of this study can only be used by PT Asta Kriya Handicraft.

Originality / Value – This study provides a detailed description of the condition of PT Asta Kriya Handicraft and its competitors, as well as an overview of the handicraft industry in Indonesia.

Keywords: Company's Profile Book, Direct Marketing, Marketing Communication, Marketing Tools, SMEs.

Paper Type – Research Paper

1. INTRODUCTION

Small and Medium Enterprises (SMEs) dominate the business industry in Indonesia. Compared to other countries, Indonesia is also the country that has the most SME industry, players. Since 2014, the number of SME entrepreneurs has gradually increased to date. SMEs also play a very important role in the economy in member countries of the Association of Southeast Asian Nations (ASEAN).

SMEs have also proven to be unaffected by the crisis. When the crisis hit in the period 1997 to 1998, only SMEs were able to remain firm. Data from the Central Bureau of Statistics show that after the economic crisis in 1997 to 1998 the number of SMEs did not decrease. Instead it increased steadily, even able to absorb 85 million to 107 million workers until 2012. According the data of Indonesia Central Bureau of Statistic, on that year, the number of entrepreneurs in Indonesia was 56,539,560 units.

There are issues that SMEs faced in the midst of a less stable economy (Retnaningdiah, et al.,

2014): (1) weakness in obtaining market opportunities and increasing market share; (2) weakness in organizational areas and limited access to capital resources; (3) human resource management; (4) limited network of joint ventures between small entrepreneurs (marketing information systems); (5) less conducive business climate due to the lethargic competition; and (6) less organized and lack of trust and community awareness to small businesses.

Due to ensure the long-term effectiveness of a marketing concept for increasing sales and developing the long-term sustainability, SME companies tend to focus on improved growth. This means that sustainability marketing calls for all of the following actions (Pabian, 2013) among others: sustainable research and analysis; sustainable segmentation; sustainability marketing mix; and sustainable management of marketing activity.

There are various business models and strategy tools that aim to map and describe how companies should run and develop their

operations (Frick & Ali, 2013). Marketing tools are techniques and materials used to promote or sell goods and services to the public by business people, with websites, billboards, banners, television commercials and newspapers, brochures, business cards, video marketing, direct e-mail, merchandise, and company's profile book. Barwise and Farley (2005) identify a number of different interactive marketing technologies and activities, including web sites, web advertising, e-mail, messaging, and other online promotion, finding that interactive marketing accounted for 8 percent of total marketing spend, and was higher in the services sector.

This paper focuses on the research in one of SMEs in Rempoa, South Tangerang, Indonesia, which engaged in handicrafts and arts. This SME, which name is PT Asta Kriya Handicraft, founded by Mr. Ade Kresna Suwandi on May 2000, PT Asta Kriya Handicraft is classified as a UMKM with a turnover range of 1.4 billion rupiah per year and entered as a medium-sized business based on the Law of the Republic of Indonesia Number 20 of 2008 on Micro, Small and Medium Enterprises (MSMEs Law). PT Asta Kriya Handicraft is one of SMEs that joins Yayasan Dharma Bhakti Astra (YDBA) which is a foundation that gives instructions, seminars, and training to develop SMEs to help improve skills in SMEs engaged in manufacturing, plantation and mining, workshop, and handicrafts. Target market of PT Asta Kriya Handicraft have been dominated by business-to-business or B2B markets at 95% of their targets.

Previously, the marketing activities used by PT Asta Kriya Handicraft included creating web sites and social media, distributing brochures and business cards, and direct e-mail to clients and potential clients. However, the owner feels that promotional activities are less effective, so there needs to be improvement in the marketing tools.

According to the problems that faced by PT Asta Kriya Handicraft, the direct marketing strategy through creating company's profile book is the main focus for solving PT Asta Kriya Handicraft's problems to make an awareness to the potential customer that visited by the Staff of Sales and Marketing of PT Asta Kriya Handicraft in canvassing activities. The function of company's profile is a medium of communication and marketing to convey information about the company to those who need it. In addition, the company's profile also serves to save time in making approvals, because with the company's profile, prospective customers will get detailed information of the company (Kriyantono, 2008).

2. FRAMEWORK

- SME's Internal Analysis
 - o Profile of PT Asta Kriya Handicraft
 - o Vision and Mission of PT Asta Kriya Handicraft
 - o Organizational Structure of PT Asta Kriya Handicraft
 - o Business Process of PT Asta Kriya Handicraft
 - o Business Model Canvas Analysis
Business Model Canvas is a business model that describes the rationale for how an organization creates and gives value to the product or service offered. The business model of an organization or business actor can be explained through nine blocks. These nine blocks consist of four main factors in the business world. The four blocks are the structure, product or service offering, customer, and financial side. The business model can be symbolized as a strategic plan that will be implemented through organizational structures, processes, and systems (Osterwalder & Pigneur, 2010).
 - o Segmenting, Targeting, and Positioning Analysis
This analysis aims to find out what business strategies are used by PT Asta Kriya Handicraft to target the market and the desired customers. STP analysis has the goal that companies can determine the intended market, so they can find the company's competitive advantage to compete in the market.
 - o Marketing Mix Analysis
Marketing mix is one of the most basic concepts in marketing, which is a combination of several marketing variables that can be controlled by the company that are used by policy makers to create marketing strategies in order to achieve company goals in the target market that have been set (Mullins, et al., 2013).
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
SWOT analysis is an analysis in determining strategic planning that is used to evaluate the strengths, weaknesses, opportunities, and threats in a business. This analysis is based on logic that can maximize strengths and opportunities, but also minimizes

weaknesses and threats based on current conditions.

- SME's Gap Analysis

Gap analysis is an analysis that is needed to be able to see what the gap is between the actual condition and the ideal condition (the conditions to be addressed and potential). This gap analysis is very important, because the SMEs will be greatly helped if they can solve or reduce the gap between actual conditions and ideal conditions by optimizing, developing, and improving an area within the SME.

3. RESEARCH METHODOLOGY

The research subject is a business unit in the form of a handicraft industry in Rempoa, South Tangerang, named PT Asta Kriya Handicraft. PT Asta Kriya Handicraft is engaged in the production of traditional handicraft from Indonesia, for instance mask (*topeng*), puppet (*wayang*), statue (*patung*), and other native handicrafts from the areas in Indonesia. PT Asta Kriya Handicraft currently has direct marketing systems to business-to-business customers with mainly government, institutions, universities, and also corporates. PT Asta Kriya Handicraft's customers mostly are communities or companies who need large amounts of traditional souvenirs to support their routine activities. In this research, the main source of PT Asta Kriya Handicraft is the owner himself, Mr. Ade Kresna Suwandi, and also their fifteen staff.

In the implementation of Business Coaching activity, there are two types of data that used due to the purpose of analysis, Primary Data and Secondary Data. For Primary Data obtained through in-depth interviews, observation, and focus group discussions. In-depth interviews were conducted with Mr. Ade Kresna Suwandi as the owner of PT Asta Kriya Handicraft to understand in depth the concept of PT Asta Kriya Handicraft's business. Observation which held by the author is included observation to regular visits by the author to PT Asta Kriya Handicraft by observing the business process flow of PT Asta Kriya Handicraft, staff behavior of PT Asta Kriya Handicraft, and the external conditions of PT Asta Kriya Handicraft. While the Secondary Data consists of Internal Data from PT Asta Kriya Handicraft and External Data from various sources, such as literatures, books, journals, articles, and so forth.

- In-depth Interview

The first meeting was held in July 2018 at the workshop of PT Asta Kriya Handicraft in Rempoa, South Tangerang with Mr. Ade Kresna Suwandi, as PT Asta Kriya Handicraft's owner. In this meeting, we discussed about the profile of SME, an overview of business process, and problems experienced in business in general, in the fields of human resources, finance and marketing, and also Mr. Ade gave the introductions to his employees. The second meeting until the seventh meeting is conducted on July until September 2018 with Mr. Ade and the staff. The topic of discussion at the second until the seventh meeting is about the actual condition and problem identification of PT Asta Kriya Handicraft. The next meeting is the implementation session of company's profile book. The author recorded the interviews and took it into the verbatim.

- Observation

Through the observation, the author observes the staff, actual conditions, and the business process activities in PT Asta Kriya Handicraft through observation to regular visits by the author to PT Asta Kriya Handicraft by observing the business process flow of PT Asta Kriya Handicraft, staff behavior of PT Asta Kriya Handicraft, and the external conditions of PT Asta Kriya Handicraft. The author does not ask any questions or communicate with the party which is being observed, but by noting all the information and activities which are engaged in PT Asta Kriya Handicraft.

- Internal Data

Internal data that used in this study is company's data, including the financial data, customer data in 2018, and so forth.

- External Data

External data that used in this study is related to various sources, such as literatures, books, journals, articles, and so forth.

Malhotra (2010) revealed that the purpose of qualitative research, among others, is to describe, discuss and explain the meaning or purpose of a pattern that arises from the results of interviews / data retrieval. In qualitative research methods there are three steps that can be used to analyze data, among others:

- Data Reduction

Selecting and sorting the data to be processed based on the results of data

collection has been done previously. The data that has been selected is then summarized and sharpened, while the unused data is ruled out.

- Data Presentation

At this stage existing data is created visual interpretation into diagrams, charts, graphs, or matrices.

- Taking Conclusions and Data Analysis

At this stage has been obtained conclusions or summaries of data that has been processed to then make adjustments to the problems and objectives of Business Coaching that is being done.

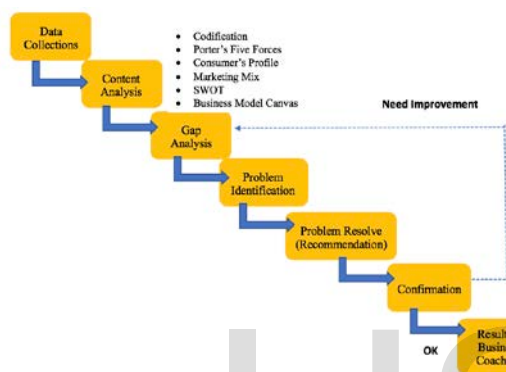


FIGURE 3.1
BUSINESS COACHING FRAMEWORK
(Source: Author, 2018)

4. FINDINGS

- Business Model Canvas Analysis

The analysis was conducted by comparing the previous and new business model canvas. In this section, the data was transformed into nine segments of business model canvas. To find out whether there is any element that needs improvement, each elements was examined. Some elements were changed to form a new business model canvas.

FIGURE 4.1
BUSINESS MODEL CANVAS ANALYSIS

Elements	Previous	New
Customer Segments	Behavioural Individuals, communities, institutions, or corporations that need large amounts of souvenirs to support their routine activities	Behavioural Individuals, communities, institutions, or corporations that need large amounts of souvenirs to support their routine activities
	Psychographics • Customers who have an	Psychographics • Customers who have an

	<p>interest and love of Indonesian culture</p> <ul style="list-style-type: none"> Customers with routine activities, such as seminars, conferences, or other routine events <p>Demographic</p> <ul style="list-style-type: none"> Age of buyers is started from 21 until 40 years old Man and woman Social Economy Status A <p>Geographical Jakarta, Bogor, Depok, Tangerang, Bekasi and their surroundings</p>	<p>interest and love of Indonesian culture</p> <ul style="list-style-type: none"> Customers with routine activities, such as seminars, conferences, or other routine events <p>Demographic</p> <ul style="list-style-type: none"> Age of buyers is started from 21 until 40 years old Man and woman Social Economy Status A <p>Geographical All regions of Indonesia</p>
Value Propositions	<ul style="list-style-type: none"> Customized product High-quality materials (lighter than their competitors) Products of premium quality and exclusive PT Asta Kriya Handicraft Have a story behind each product 	<ul style="list-style-type: none"> Customized product High-quality materials (lighter than their competitors) Products of premium quality and exclusive PT Asta Kriya Handicraft Have a story behind each product
Channels	<ul style="list-style-type: none"> Web site Direct marketing Social Media (Instagram and Facebook Fan Page) Telephone WhatsApp E-mail Brochure 	<ul style="list-style-type: none"> Web site Direct marketing Social Media (Instagram and Facebook Fan Page) Telephone WhatsApp E-mail Brochure Company's Profile Book
Customer Relationship	<ul style="list-style-type: none"> Canvassing Marketing the products through WhatsApp chat and 	<ul style="list-style-type: none"> Canvassing Marketing the products through WhatsApp chat and

	<ul style="list-style-type: none"> telephone to customers • Having a consultation based on customer needs • Attending project tenders 	<ul style="list-style-type: none"> telephone to customers • Having a consultation based on customer needs • Attending project tenders
Revenue Streams	Payment for souvenirs order	Payment for souvenirs order
Key Resources	<ul style="list-style-type: none"> • Human resources (PT Asta Kriya Handicraft teams and local traditional craftsmen) • Land, buildings, production machinery, and raw materials 	<ul style="list-style-type: none"> • Human resources (PT Asta Kriya Handicraft teams and local traditional craftsmen) • Land, buildings, production machinery, and raw materials
Key Activities	<p>Routine activities</p> <ul style="list-style-type: none"> • Accepting the orders • Doing production and quality control • Canvassing regularly to potential customers. • Delivering the product • Billing to customers • Maintaining the machine <p>Non-routine activities</p> <ul style="list-style-type: none"> • Doing product research and innovation • Providing art training • Joining the exhibitions 	<p>Routine activities</p> <ul style="list-style-type: none"> • Accepting the orders • Doing production and quality control • Canvassing regularly to potential customers. • Delivering the product • Billing to customers • Maintaining the machine <p>Non-routine activities</p> <ul style="list-style-type: none"> • Doing product research and innovation • Providing art training • Joining the exhibitions
Key Partnerships	<ul style="list-style-type: none"> • Traditional handicraft craft-men • Raw material supplier • Yayasan Dharma Bhakti Astra 	<ul style="list-style-type: none"> • Traditional handicraft craft-men • Raw material supplier • Yayasan Dharma Bhakti Astra
Cost Structure	<p>Fixed cost</p> <p>Employee salary and raw material stock purchase</p> <p>Variable cost</p> <p>Employee incentives,</p>	<p>Fixed cost</p> <p>Employee salary and raw material stock purchase</p> <p>Variable cost</p> <p>Employee incentives,</p>

	PDAM payment fees, electricity payment fees, internet payment fees, equipment, 10% Value Added Tax, and marketing expense	PDAM payment fees, electricity payment fees, internet payment fees, equipment, 10% Value Added Tax, and marketing expense
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(Source: Author, 2018)

- **Segmenting, Targeting, and Positioning (STP) Analysis**

According to the STP Analysis, PT Asta Kriya Handicraft is already providing the great service quality, but they are only focusing on the business-to-business market in Jakarta, Bogor, Depok, Tangerang, and Bekasi areas. They have the opportunity to develop the target market geographically and they should expand the market to all potential Indonesian regions.

- **Marketing Mix Analysis**

From all of the Marketing Mix's aspects, PT Asta Kriya Handicraft's promotion aspect becomes the main thing to be improved to increasing their sales. This is due to lack of promotional activities which conducted by PT Asta Kriya Handicraft on the routine canvassing that do not even have the proper company's profile to be served to the potential customers.

- **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**

According to the SWOT analysis that has been carried out by the Author, it is necessary to implement the right strategy by PT Asta Kriya Handicraft to be able to take advantage of the strengths to achieve business opportunities and minimize weaknesses to overcome existing threats.

TABLE 4.2
SWOT ANALYSIS

STRENGTHS		WEAKNESSES	
S.1	The products are diverse with the premium and exclusive quality	W.1	The products of PT Asta Kriya Handicraft are not well-known among Indonesian original souvenir products, even though they have been established since 2000
S.2	Products that can be customized according to consumer needs		

S.3 Using high-quality materials (lighter than their competitors)	W.2 Web sites and social media have not been run optimally
S.4 Having the story behind each product	W.3 Poor performance of PT Asta Kriya Handicraft's staff of sales and marketing during canvassing to the potential clients
	W.4 Marketing tools (in the form of brochures) that do not show the profile of PT Asta Kriya Handicraft itself
OPPORTUNITIES	THREATS
O.1 Online marketing activities are growing rapidly in Indonesia	T.1 The threat of cheaper and more modern souvenir products
O.2 Competitors are still few in terms of exclusive souvenirs that have a corporate market segment	T.2 Other competitors who have entered the digital world well
O.3 The opening of the export market for souvenir handicraft products	T.3 The community has a perception that SME products are of low quality
O.4 Many companies who need souvenirs	T.4 The price of raw materials from suppliers continues to rise

(Source: Author, 2018)

- Gap Analysis

Gap analysis is an analysis that is needed to be able to see what the gap is between the actual condition and the ideal condition, the conditions to be addressed and potential. This gap analysis is very important, because the SMEs will be greatly helped if they can solve or reduce the gap between actual conditions and ideal conditions by optimizing, developing, and improving an area within the SME.

According to the condition mapping carried out on PT Asta Kriya Handicraft, the Author will compare the actual conditions and ideal conditions based on interviews that have been done previously to the owner of PT Asta Kriya Handicraft based on each analysis that has been done before.

5. CONCLUSION

In determining and developing marketing strategies in the form of activities of PT Asta Kriya Handicraft to increase sales and customer awareness, it can be concluded that the main problem is the lack of direct

marketing activities through offline marketing tool. In addition, from the observation and in-depth interviews that have been held in PT Asta Kriya Handicraft, the sales from canvassing are still stagnant and slightly increase. Therefore, the Author tried to assist PT Asta Kriya Handicraft to develop their offline marketing tool through making the company's profile book due to displaying the complete profile of PT Asta Kriya Handicraft.

One of the offline marketing tools that PT Asta Kriya Handicraft used is brochure, but unfortunately, the brochure cannot represent the image of exclusivity of PT Asta Kriya Handicraft.



FIGURE 5.1
PT ASTA KRIYA HANDICRAFT'S BROCHURE
(Source: PT Asta Kriya Handicraft, 2018)

Previously, on PT Asta Kriya Handicraft's brochure, there was a gap to become an ideal offline marketing tool. Determining the gap for an offline marketing tool in the form of an ideal company's profile book is seen based on previous research by Stella Nindya (2017) with a company that focuses on the business-to-business market.

TABLE 5.1
GAP ANALYSIS OF PT ASTA KRIYA
HANDICRAFT'S OFFLINE MARKETING TOOLS

Indicator	Actual Conditions	Ideal Conditions	Gap
Graphic design	Not yet attractive	Attractive	Unattractive graphic design
Language	English	English	-
Company's Value	No company's value	There's company's value	Company's values that have not been listed
Company's Tagline	Already has the tagline	Already has the tagline	-
Company's Positioning	There's no implicit explanation of the company's positioning	There's an explanation of the company's positioning	Listing the company's positioning implicitly

	to be achieved		
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(Source: Author, 2018)

Therefore, the Author as the Coach of PT Asta Kriya Handicraft tried to assist due to creating the ideal company's profile of PT Asta Kriya Handicraft with the exclusive image, selection of photos and content by PT Asta Kriya Handicraft's Team, adjustments to owner preferences, and testing through market survey.

The design of company's profile book that will be presented includes warm colours, for instance brown, which are the identical colours of PT Asta Kriya Handicraft, which are then combined with matching colours, such as black and white. Brown is one of the colours that contain earth elements which will give the impression of being warm, comfortable, and safe. Psychologically, the colour brown will give a strong and reliable impression. This colour symbolizes a foundation and life force (Jones, 2015). In addition, brown has a classic impression, wealth, and fertility (Wilfred, 1962). Furthermore, black has a meaning that symbolizes elegance, wealth and sophisticated, also a colour that is independent and full of mystery (Wilfred, 1962). Black philosophy contains positive meanings including reflecting courage, calm and domination, determination, and strength. In addition, according to Leo Widrich (in Solomon, 2017), black is associated with marketing applications for luxury goods.

Moreover, type of the font that chosen for the design of the company's profile book is Century Gothic™, because it has clean design which allows for legibility at almost any size and its wide range of styles give it the stamina to thrive in bodies of text as well as in display settings (Monotype, 2001).

On the design of the cover page of PT Asta Kriya Handicraft's company's profile book is displaying a more minimalist and classy design by displaying the "Asta Kriya" logo and tagline in the center of the page, and the words "COMPANY PROFILE" on the left side of the page. And also on the back cover page of the company's profile book, there are information about the company's full address and telephone number of PT Asta Kriya Handicraft on the lower left side, as well as the web site, e-mail, and Instagram account on the bottom line.



FIGURE 5.2
THE COVER CONCEPT OF PT ASTA KRIYA HANDICRAFT'S COMPANY'S PROFILE BOOK
(Source: Author with Unixon Digital Agency, 2018)

The images that become the content of the company's profile are taken from photographs from the photo session by the author and several personal collections from Mr. Ade Kresna. These photos will later be processed using supporting software such as Adobe Photoshop.

On the company profile, there are text or sentence supporting company profile, starting from the profile of PT Asta Kriya Handicraft, the history of Mr. Ade Kresna making PT Asta Kriya Handicraft, vision and mission of PT Asta Kriya Handicraft, value offered by PT Asta Kriya Handicraft, stories about craftsmen the local partner of PT Asta Kriya Handicraft, a story about the PT Asta Kriya Handicraft's team which is a resident around Rempoa empowered by Mr. Ade Kresna as his employee, a story about each product that is the best seller products of PT Asta Kriya Handicraft, and who are PT loyal customers Asta Kriya Handicraft along with its flagship products. As for each part of the text, among others, the title or the so-called headline, subtitle, text or body-copy, image, and company logo. The content of the company's profile is using the good copywriting to persuade and promote the product which can arouse the emotions of the reader, positively.

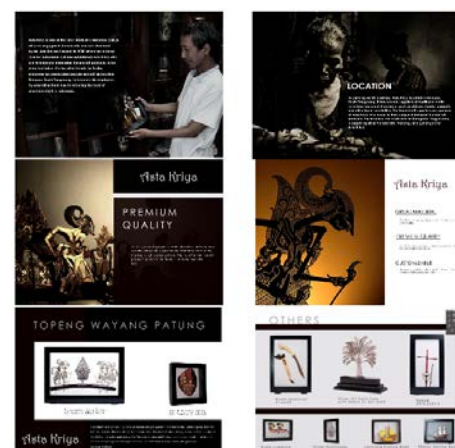


FIGURE 5.3

THE CONTENT CONCEPT OF PT ASTA KRIYA HANDICRAFT'S COMPANY'S PROFILE BOOK (Source: Author with Unixon Digital Agency, 2018)

When compared to the previous brochure, these pages are the improvements. These pages summarize the loyal customers of PT Asta Kriya Handicraft and what products they were ordering. This page aims to increase awareness of potential customers who will buy products from PT Asta Kriya Handicraft. The customers featured at PT Asta Kriya Handicraft are classified into five categories, among others government, institutions, banks, universities, associations, and corporations.



FIGURE 5.4

THE CONTENT CONCEPT OF PT ASTA KRIYA HANDICRAFT'S COMPANY'S PROFILE BOOK (Source: Author with Unixon Digital Agency, 2018)

The profile book company is ready to print, but it is still in the search phase of printing company that offers low prices and good quality. The results of achieving the development of the company's profile book reached 90%.

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