

Business and Marketing Strategy Formulation for Caltara to Improve Company Performance in The Curtain Business

Marcel Saputra¹, Yos Sunitiyoso²

Institut Teknologi Bandung^{1,2}

TK Low Center for Executive Education Gedung Graha Irama (Indorama), 12th floor, Jl. H. R. Rasuna Said No.Kav. 1-2, RT.6/RW.4, Kuningan Tim., Kecamatan Setiabudi, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta, 12950, Indonesia

Correspondence Email: marcel.saputra@sbm-itb.ac.id

ORCID ID: <https://orcid.org/0000-0003-0322-1645>

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ABSTRACT

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Caltara is one of the biggest curtain stores in Tasikmalaya, Indonesia, selling curtain fabric materials and other curtain accessories. The purpose of the research is to examine Caltara's existing business situations and develop a business and marketing strategy to enhance company performance. Based on the analysis, Caltara's target consumers are middle-class curtain stores. Caltara should position itself as a modern curtain business that delivers good-quality products at affordable prices, offer many product variations that keep up with the trends, and provide excellent service. Caltara should reduce the percentage of rejected products and waiting time, eliminate premium grade materials and product inconsistency, increase the knowledge of trendy motifs, provide excellent services, loyalty program, enhance marketing & advertising, variety of product and stock offered, distribute samples, create online sales application and provide delivery services. Blue ocean strategy, which includes the six-path analysis, the four actions framework, and strategy canvas are utilized to identify opportunities for growth that have the potential for higher profits and faster growth for Caltara.

Keywords: Blue Ocean Strategy, Business Strategy, Curtain Stores, Marketing Strategy, Strategy Canvas

JEL Classification: E21, L10, M31, M37

INTRODUCTION

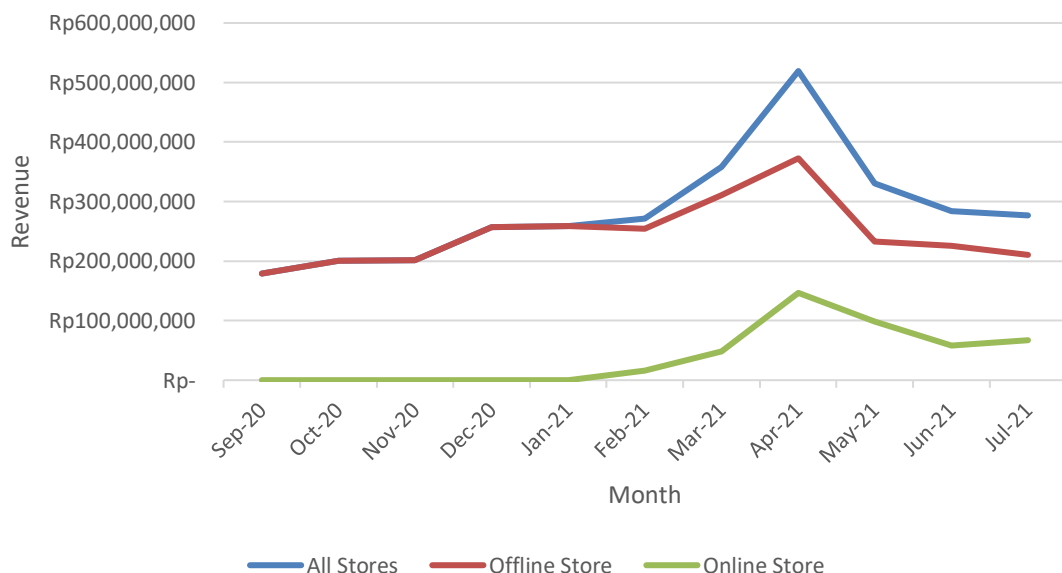
According to a United Nations report, the world population is expected to reach 8.6 billion in 2030, 9.8 billion in 2050 and 11.2 billion in 2100 (un.org, 2017). With a total population of more than 276 million people, Indonesia is the fourth most populated country in the world (www.worldometers.info, 2021). The projection results show that Indonesia's population will continue to grow over the next twenty-five years, from 238.5 million in 2010 to 305.6 million in 2035 – an increase of 67 million, or 28 percent (Badan Pusat Statistik, 2013).

As Indonesia's population increases, so does the demand for food, water, materials, and, most crucially, housing. According to Vice President Ma'ruf Amin, the estimated housing needs based on ownership are still high, at roughly 11.4 million units (Amin, 2021). According to Badan Pusat Statistik data, the percentage of families who own a house decreased from 82.63 percent in 2015 to 80.02 percent in 2018. The decline indicates that the number of people in need of a house is increasing (Amin, 2020).

Indonesia's population is young, growing, and rapidly urbanizing, which is fuelling an increase in income and the ability of consumers to spend more, making it one of the world's fastest-growing consumer markets (mckinsey.com, 2014). According to Rudiantara, Minister of Communication and Information, the number of Indonesians in the consuming class or middle class will reach 90 million by 2030 (Rudiantara, 2019). Indonesia has sustained an average annual GDP growth rate of 5.6 percent, with the middle class growing faster than other groups; there are now at least 52 million economically secure Indonesians, or one out of every five Indonesian (www.worldbank.org, 2020).

As one of the main parts of the house, Curtains are not only a necessity but also a decorative item that contributes significantly to the overall look of the home. According to the data presented above, the demand for curtains will increase in tandem with the number of people in need of housing and the growth in the consumer class. Caltara, one of the leading curtain retailers in Tasikmalaya, Indonesia, has a significant opportunity to expand in the curtain business.

Figure 1. Cumulative Revenue of Caltara



As shown in Figure 1, Caltara faced a setback following the Eid month in 2021, with overall monthly revenue tending to stagnant. Even though that the number of curtain demands is increasing and the consumer class is growing, Caltara has struggled to capitalize on this opportunity, as shown by stagnant revenue.

Currently, Caltara is trying to pursue a cost leadership strategy to offer products at the lowest possible price. Caltara uses the strategy of cashback vouchers, in which consumers are given discount vouchers if they spend a certain amount, and the voucher may only be redeemed for the next purchases. This aims to increase customer loyalty and offer additional benefits or discounts. Despite the fact that this method is quite effective for recurrent purchases, the number of new customers has not increased significantly. In short, Caltara doesn't have specific plans or business strategies for the future. Regarding the company's goals of increasing monthly revenue and acquiring new customers, this creates problems and challenges for Caltara in growing its brand to the next level of business and marketing strategy in order to shift from the red ocean to blue ocean competition.

LITERATURE REVIEW

According to Porter, "*Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value*" (Porter, 1996:64).

External Environment Analysis

External environment analysis is performed to identify opportunities and threats in which business operates, and the competitive forces surrounding the company from the outside (Rothaermel, 2021). Analysis and consideration of the organization's external environment and the creation of competitive advantages over competitors become a strategic direction of the company in the field of maintaining the national economy's competitiveness (Velichko et al., 2012; Vasilieva and Kuznetsova, 2016).

Internal Environment Analysis

By shifting the focus from an outward-looking external analysis, internal analysis is performed to gain a better understanding of why and how differences within the business are at the root of competitive advantage. To formulate and implement a strategy that enhances the firm's chances of gaining and sustaining competitive advantage, a company must have certain types of resources and capabilities that combine to form core competencies (Rothaermel, 2021).

Consumer Behavior Analysis

Consumer behavior is the study of the process involved when individuals or groups select, purchase, use or dispose of products, services, ideas, or experiences to satisfy needs and desires (Solomon et al., 2006).

SWOT Analysis

SWOT analysis is a framework that allows managers to synthesize insights obtained from an internal analysis of the company's strengths and weaknesses (S and W) with those from an analysis of external opportunities and threats (O and T) to derive strategic implications (Rothaermel, 2021). Strengths describe what an organization excels at and what separates it from the competition: a strong brand, loyal customer base, a strong balance sheet, unique technology, and so on. Weaknesses are areas where the business needs to improve to remain competitive: a weak brand, higher-than-average turnover, high levels of debt, an inadequate supply chain, or lack of capital. Opportunities refer to favorable external factors that could give an organization a competitive

advantage. Threats refer to factors that have the potential to harm an organization (www.investopedia.com, 2021).

Segmentation, Targeting, and Positioning

All marketing strategy is built on segmentation, targeting, and positioning (STP). Market segmentation divides a market into well-defined slices. A market segment consists of a group of customers who share a similar set of needs and wants. Once the firm has identified its market segment opportunities, it must decide how many and which ones to target. Targeting is about combining several variables in an effort to identify smaller, better-defined target groups. Positioning is the act of designing a company's offering and image to occupy a distinctive place in the minds of the target market. The goal is to locate the brand in the minds of consumers to maximize the potential benefit to the firm (Kotler & Keller, 2016).

Blue Ocean Strategy

According to Michael D. Watkins (2007), a business strategy is a set of guiding principles that, when communicated and adopted in the organization, generates a desired pattern of decision making. A strategy is therefore about how people throughout the organization should make decisions and allocate resources to accomplish key objectives. A good strategy provides a clear roadmap, consisting of a set of guiding principles or rules, that defines the actions people in the business should take (and not take) and the things they should prioritize (and not prioritize) to achieve desired goals.

Blue ocean strategy is the simultaneous pursuit of differentiation and low cost to open up a new market space and create new demand. It is about creating and capturing uncontested market space, thereby making the competition irrelevant (Kim & Mauborgne, 2015).

The Six Path Analysis

The Six Paths Framework allows managers to address the search risk many companies struggle with. It enables them to successfully identify out of the haystack of possibilities that exist, commercially compelling blue oceans by reconstructing market boundaries (Kim & Mauborgne, 2015).

The Four Actions Framework

The Four Actions Framework is used to reconstruct buyer value elements in crafting a new value curve or strategic profile. To break the trade-off between differentiation and low cost in creating a new value curve, the framework poses four key questions to challenge an industry's strategic logic (Kim & Mauborgne, 2015).

- Which factors should be raised well above the industry's standard?
- Which factors should be created that the industry has never offered?
- Which factors should be reduced well below the industry's standard?
- Which factors that the industry has long competed on should be eliminated?

Strategy Canvas

Strategy Canvas is a central diagnostic tool and an action framework that graphically captures, in one simple picture, the current strategic landscape and the future prospects for an organization. The horizontal axis on the strategy canvas captures the range of factors that the industry competes on and invests in, while the vertical axis captures the offering level that buyers receive across all of these key competing factors (Kim & Mauborgne, 2015).

4Ps Marketing Mix

The marketing mix analysis would be utilized to improve the company's marketing strategy. Marketing Mix is a tool used by businesses and Marketers to help determine a product or brand's offering. The 4Ps (Product, Price, Place and Promotion) have been associated with the Marketing Mix since their creation by E. Jerome McCarthy in 1960. The 4Ps were designed at a time when businesses were more likely to offer products than services. As a result, the 4Ps of goods marketing is insufficient to deal with the challenges that arise while selling services and must be adapted and extended. This led to the creation of the Extended Marketing Mix in 1981 by Booms & Bitner, which added three new elements (People, Processes and Physical evidence) to the 4Ps Principle, resulting in the 7Ps Marketing Mix (www.professionalacademy.com, n.d.).

RESEARCH METHOD

This research is conducted by studying business issues and existing company situations, and formulating business and marketing strategies based on external and internal analysis. The analysis used to develop business and marketing strategies uses several tools based on business strategic management theories and marketing management theories.

The research methodology used in this research is using mixed-method research. Mixed methods research is an approach to an inquiry involving collecting quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may include philosophical assumptions and theoretical frameworks (Creswell, 2014). Quantitative approaches offer the advantage of being standardized, allowing for easy comparisons and measuring the effects. Qualitative methods provide helpful information to understand the processes behind observed results and assess changes in people's perceptions of their well-being (Kabir, 2016).

The qualitative method was conducted through in-depth interviews with internal stakeholders. Creswell (2014) stated that in qualitative research studies, the sample size for phenomenology research typically ranges from three to ten individuals. According to that, respondents are Caltara internal stakeholders, including:

- Phang Desnica, as Founder and CEO at Caltara
- Antony Alexander, as COO at Caltara
- Yayu, as General Manager at Caltara

For external stakeholders, the quantitative method was conducted by distributing surveys to loyal customers who have visited and purchased curtains from the Caltara store at least twice. In this research, convenience sampling is used to get customer feedback on Caltara products and services, as well as market behavior and preferences. Convenience sampling is a type of nonprobability or non-random sampling where members of the target population that meet certain practical criteria (Dörnyei, 2019).

The population of respondents in this research consists of 96 registered Caltara customers. According to Sugiyono, Sample is part of the total number and the characteristics of the population (Sugiyono, 2014). According to Baley in Mahmud (2011:159), the minimum sample size for research using statistical data analysis is 30. Roscoe in Sugiono (2014, 133) said a suitable sample size for the study ranges from 30 to 500. In this research, the sample size for the survey to be used is 50% of the total population or 48 customers.

RESULTS

Consumer Behavior Analysis

The goal of the survey distribution is to determine Caltara's market segmentation, which consists of four categories: demographics, geographic, psychographic, and behavioral. Table 1 summarizes the survey results.

Table 1. Caltara's Customer Analysis

Demographics	Caltara's customers are mature people and commonly married.
	In their productive age, they are establishing and developing businesses for the future and their families.
	Caltara's customers are mostly male, accounting for 67% of the total.
	The majority of them work as curtain store owners, followed by curtain tailors.
	Half of Caltara's customers (48%) have had a store for more than ten years.
	The majority of Caltara's customers only have one store.
Geographic	The majority of Caltara's customers are located in the same city as Caltara, specifically Tasikmalaya.
	The majority of customer stores' branches are located outside of Tasikmalaya, in Bangka-Belitung, Kalimantan, and Sumenep.
Psychographic	The plain embossed is the most popular and preferred motif by customers.
	Classified as middle-class and have moderate buying power.
Behavioral	Most likely, customers know Caltara from friend recommendations and Caltara employee/sample distribution. The rest are from store banners, e-commerce, and Facebook.
	The channel preferred by Caltara customers is to buy from an offline store and order via WhatsApp.
	The majority of Caltara customers use WhatsApp, this condition shows that the customers are digitally savvy.
	The majority of Caltara's customers receive orders of less than three to seven per week.
	The majority of Caltara's customers sell curtains for 100,000-Rp 150,000 per meter.
	Customers are concerned with more than just price and quality, but excellent service is the most important factor.

Behavioral	The majority of Caltara customers buy curtain materials for the purposes of making window curtains and door curtains.
	Customers expect Caltara to improve in the variety of motif and choices, affordable price, product sample, and product availability/stock.

SWOT Analysis

According to the collected primary and secondary data, the Strength and Weaknesses are generated using the internal analysis results. At the same time, Opportunities and Threats are developed using the results of external analysis.

Table 2. SWOT Analysis of Caltara

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> Design trends knowledge Caltara's employee (excellent services) Attractive discounts and promotion 	<ul style="list-style-type: none"> Store located in a small town (Tasikmalaya) Lack of marketing and advertising Limited capital, stock and product variety
OPPORTUNITY	THREATS
<ul style="list-style-type: none"> Growth of GDP – increase people's purchasing power in household consumption The increase of millennials who married and buying new homes Growth of middle-class consumer The rapid growth of e-commerce, IoT, and AR technology The air-purifying curtain trend 	<ul style="list-style-type: none"> Legal threat on curtain product imports (high import duty) Exchange-rate fluctuation Substitute product (rolling blind) Price war with local competitors Online rivalry competitor

Strength

- Design trends knowledge
The ability to predict and comprehend future design trends is also one of the keys to Caltara's success. CEO Caltara has the ability to analyze and predict future trends since she is an ITB master of design graduate. Curtain patterns that change with the trends will be in high demand among clients, boosting Caltara's sales.
- Caltara's employee (excellent services)
Caltara is the only curtain shop in Tasikmalaya that provides the best service, as seen by its procedures such as providing drinks, seating, and serving in a friendly manner. This is supported by the customer survey findings, which they consider excellent service to be one of the most significant factors when purchasing at Caltara.

Above all, Caltara strives to deliver high quality service. Every customer who comes in is given a drink and a seat; no one is left standing. We also build relationships with customers through activities such as conversing, not just buying and selling transactions. (Phang Desnica, Personal Interview, 20/09/2021)

In most other curtain stores, buyers are left standing or sitting too close together and getting hot. Even though we lack a large amount of capital, we can provide cold drinks, be more friendly to customers, take complaints seriously, and use CCTV, and there is nothing like this in Tasikmalaya. (Antony Alexander, Personal Interview, 20/09/2021)

- Attractive discounts and promotion
Caltara uses three strategies to maintain and increase customer loyalty: cashback vouchers of Rp. 50,000, drawing prizes, and gold rewards. This is supported by the results of a survey in which 55.1% of customers claimed that this voucher or discount is a significant factor in their decision to purchase at Caltara.

If the consumer purchases more than Rp. 2 million, he will be eligible for a drawing prize, and if he purchases Rp. 3 million, he will be eligible for gold metal rewards. This lucky draw will be randomized at the end of the year, and lucky consumers will receive a bonus. There are also Rp. 50,000 cashback vouchers for every purchase of imported fabrics in multiples of Rp. 500,000. (Yayu, Personal Interview, 21/09/2021)

Weakness

- Store located in a small town (Tasikmalaya)
Caltara's weaknesses include the store's location in a small town, Tasikmalaya, which tends to be less supportive of its growth. Despite the store being in the city center, the population's spending power is significantly below that of other major cities such as Bandung, Jakarta, and others, according to the city's regional minimum wage. (www.money.kompas.com, 2021).
- Lack of marketing and advertising
Caltara pays less attention to the marketing aspect. The advertisements are very minimal and only rely solely on the power of word of mouth, sample distribution and banners to promote the store. Although Caltara offers cashback vouchers, they are intended to reward existing customers (loyalty) rather than attract new consumers or increase awareness.
- Limited capital, stock and product variety
One of the keys to running a successful curtain store is keeping a big stock of curtain motifs available for at least six months. Since Caltara is still relatively young and their capital is limited, Caltara now only has 10-15 types of curtain fabric motifs with relatively limited samples and stock. This is confirmed by customer feedback stating that Caltara has to improve the variety of motif and choices (29%) and product availability/stock (10%).

Opportunity

- Growth of GDP – increase people's purchasing power in household consumption
The growth of GDP is affected by an increase in household consumption, suggesting that the purchase of curtains will be in high demand and the society would have more money to spend on products and services. In terms of people's purchasing power, Caltara will benefit the most from this opportunity.

- The increase of millennials who married and buying new homes
Caltara's opportunities of growing sales would improve when the number of married couples and the number of new residences increases. New couples certainly want to have a comfortable home environment, which may be facilitated by replacing the curtains in the house.
- Growth of middle-class consumer
Curtain demand will rise in parallel with the number of people in need of housing and the growth of the consumer class. Caltara, one of Tasikmalaya's top curtain sellers, has a significant opportunity to expand in the curtain business.
- The rapid growth of e-commerce, IoT, and AR technology
Caltara's growth is also further supported by the increasing growth of e-commerce, allowing Caltara to capture more extensive market opportunities throughout Indonesia. With the advancement of Internet of Things (IoT) technology, Caltara will be able to commercialize automatic curtains that are internet-connected and operated automatically. To increase customer interest, Caltara could use AR technology to show customers a direct visual of the curtain design on their windows.
- The air-purifying curtain trend
In addition to delivering unique value in the form of eco-friendly curtains, the air-purifying curtain trend is an opportunity to improve public awareness about the need for curtains, which is expected to boost Caltara's curtain sales

Threats

- Legal threat on curtain product imports (high import duty)
Since most Caltara products are imported, regulations governing the import of curtains may pose a threat. For example, an increase in import duties will cause the price of curtains to rise, making sales more difficult and declining.
- Exchange-rate fluctuation
Currency exchange rate fluctuations are another risk that might lead to an increase in product selling prices.
- Substitute product (rolling blind)
Despite being more expensive than curtains, rolling blinds have been customers' preferred choice, following the design trend of modern and minimalist homes.
- Price war with local competitors
A pricing war between curtain sellers can result in lower selling prices, lower profit margins, and, in the worst-case scenario, bankruptcy.
- Online rivalry competitor
The digital trend increases online competition for low-cost products. By being online, Caltara competes not only with curtain stores within a specified area but also with all curtain stores in Indonesia. On the other hand, customers benefit from having more curtain store options to get lower prices.

DISCUSSION

Proposed Segmentation, Targeting, Positioning

By proposing the STP of Caltara, it could determine who their segment market is, which to target, and how to position the product to target the most valuable customer segments.

Segmentation

Table 3. Market Segmentation of Curtain Business

Segmentation	Criteria
High-class curtain stores	Sell high-grade curtain materials, mainly import curtains, have a large number of branch stores, are mostly located in major cities (Jakarta and Bandung), sell customized curtains, serve a limited number of customers but for a large sum of money, sell curtains for luxury homes, have a high buying power, and are technologically savvy.
Middle-class curtain stores	Sell medium to high-grade curtain materials, mainly import curtains, looking for suppliers to minimize their capital costs, have 1 – 3 stores, located in a small city, for example, East Priangan Area (Tasikmalaya, Banjar, Ciamis, etc.), sell customized curtains, good quality but affordable selling price, have moderate buying power and are digitally aware.
Low-class curtain stores	Sell low-grade curtain materials, primarily selling local curtain materials, located in a small city with just one store, low selling prices, sell ready-made curtains of a specific size, limited buying power, and selling in the conventional way (digital unaware).
Curtain tailors	Work as a freelancer and provide custom curtain services, sell middle to low-grade curtains, don't have curtain material stocks, don't have a store, and have limited buying power. And sells directly to customers door to door (conventional method).

Targeting

Caltara currently has no market targeting strategy. The appropriate strategy should be derived from the needs of the customer. Based on the survey data, we can observe that most Caltara customers are from middle-class curtain stores. As a result, Caltara should target middle-class curtain stores that sell medium to high-grade curtain materials, mainly import curtains, looking for suppliers to minimize their capital costs, have 1 – 3 stores located in a small city, for example, East Priangan Area (Tasikmalaya, Banjar, Ciamis, etc.), sell customized curtains, good quality but affordable selling price, have moderate buying power, and are digitally aware.

Positioning

To locate Caltara in the minds of target consumers, Caltara should position itself as a modern curtain business that delivers good-quality products at affordable prices, offer many product variations that keep up with the trends, and provide excellent service. A company's services and products have a significant impact on customer satisfaction (Jian et al., 2021)

Blue Ocean Strategy Application

Blue ocean strategy will be utilized to identify opportunities for growth that have the potential for higher profits and faster growth for Caltara, which will become the company's primary goal.

The Six Path Analysis

Table 4. Six Paths Analysis of Caltara

PATH 1	INDUSTRY FOCUS	ALTERNATIVE INDUSTRY 1	ALTERNATIVE INDUSTRY 2
Look Across Alternative Industries	Window Curtain	Pillow and Bolster Cases	Wedding Decoration
	Door Curtain		
PATH 2	STRATEGIC GROUP	HIGHER STRATEGIC GROUP	LOWER STRATEGIC GROUP
Look Across Strategic Groups within Industries	Middle-class curtain stores	High-class curtain stores	Low-class curtain stores
PATH 3	USER	PURCHASER	INFLUENCER
Look Across the Chain of Buyers	End-Customer	Store Owner	Tailors
			Salespeople
			Customers Store Employees
PATH 4	COMPLEMENTARY 1	COMPLEMENTARY 2	COMPLEMENTARY 3
Look Across Complementary Product and Service Offerings	Curtain Accessories (Tassel, Hook, Curtain Tape, etc.)	Curtain Rods (Track, Bracket, Carrier, etc.)	Delivery Services
			Online Sales Application
PATH 5	FUNCTIONAL APPEAL	EMOTIONAL APPEAL	
Look Across Functional or Emotional Appeal to Buyers	Density/Thickness	Pattern/Motif	
	Blackout Percentage	Store Reputation	
		Loyalty Program	
PATH 6	TREND 1	TREND 2	TREND 3
Look Across Time	Minimalist Curtain	Air-purifying Curtain	IoT - Automatic Curtain

Path 1: Look Across Alternative Industries

A company competes not only with the other firms in its industry but also with companies in those other industries that produce alternative products or services. Alternatives

include products or services that have different functions and forms but the same purpose. Curtain material can be used for more than just making door and window curtains. For a soft and not hot material, it can be used as a bolster pillowcase and bed sheet. For plain materials and vitrage, it is often also used for studio room decorations and wedding decorations.

Path 2: Look Across Strategic Groups within Industries

Blue oceans can often be unlocked by looking across strategic groups. The term refers to a group of companies within an industry that pursue a similar strategy. Caltara is a middle-class curtain store in the curtain industry. As a higher strategic group, the first group is a high-class curtain store. They sell curtains with premium-grade materials, 90%-100% imported blackout materials, high prices, and good service. In comparison, the second group is a lower-class curtain store with a lower strategic group that sells local materials with lower quality than imported materials at relatively low prices.

Path 3: Look Across the Chain of Buyers

In most industries, competitors converge around a standard definition of who the target buyer is. In reality, though, a chain of "buyers" is directly or indirectly involved in the buying decision. The purchasers who pay for the product or service may differ from the actual users, and in some cases, there are important influencers as well. Caltara's business system is known to be business to business, which means that Caltara's customers are curtain stores. The purchasers are curtain store owners who are more concerned with product price. On the other hand, users are end customers or buyers who want to make custom curtains for their homes and are more concerned with quality and motifs. Tailors, salespeople, and customers store employees are examples of influencers who can persuade purchasers and users to choose Caltara curtain motifs. In this scenario, influencers are more concerned with the extra benefits that can be obtained, such as faster service times, bonuses, draw prizes, and so on.

Path 4: Look Across Complementary Product and Service Offerings

Few products and services are used in a vacuum. In most cases, other products and services affect their value. But in most industries, rivals converge within the bounds of their industry's product and service offerings. For sewing and installing a curtain, complementary products are needed, such as curtain accessories consisting of curtain tape, tassel and hooks. Curtain rods, including tracks, brackets, carriers, and other components, are also required to attach curtains to the wall. Additional services provided in the curtain business include delivery services and online sales applications, which eliminate the need for customers to visit the store and reduce customer waiting time.

Path 5: Look Across Functional or Emotional Appeal to Buyers

Competition in an industry tends to converge not only on an accepted notion of the scope of its products and services but also on one of two possible bases of appeal. When considering the functional orientation, Customers will appreciate the good quality of the product, including the thickness of the material and the percentage of blackout (the resistance of the fabric to light). Meanwhile, beautiful patterns or motifs that match customer preferences, a reputable and responsible store image, and attractive loyalty programs (cashback vouchers and random drawings) are the most appealing for customers in terms of emotional orientation.

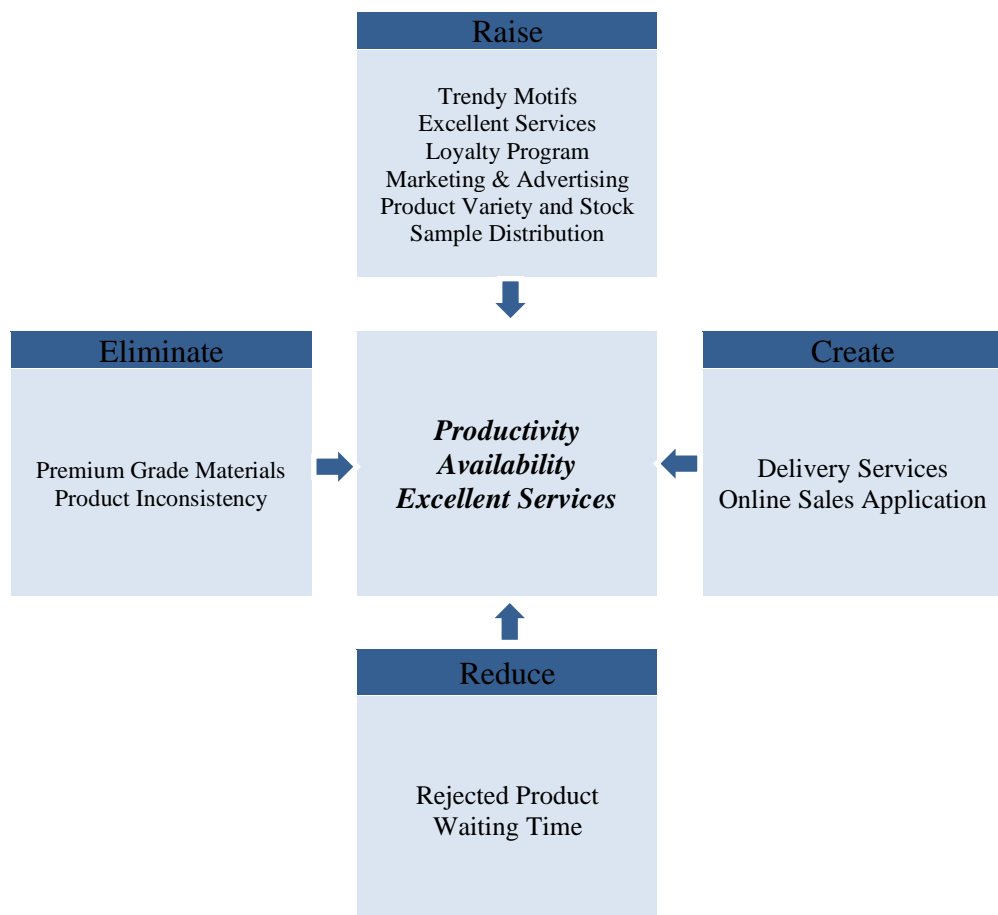
Path 6: Look Across Time

All industries are subject to external trends that affect their businesses over time—looking at these trends from the proper perspective can show how to create blue ocean opportunities. Blue ocean strategy will arise from business insights into how the direction will change the value to customers and impact the company's business model. By looking

across time from the value a market delivers today to the value it might provide tomorrow, managers can actively shape their future and claim a new blue ocean. The minimalist curtain trend will be in high demand as the millennial generation, who prefer minimalist and modern design, grows in size. Curtain motifs that are plain and simple will be the best option for curtain sellers to offer to this generation. Furthermore, the corona pandemic has raised public awareness about hygiene and health. Curtains with air-purifying technology can be produced to meet these requirements. An air-purifying curtain that can filter room air

The Four Actions Framework

Figure 2. Caltara's Four Actions Framework



Reduce

The first question is whether products or services have been overdesigned in the industry's standard to match and beat the competition.

- **Rejected Products**
According to the survey results, one of the customers' primary concerns while purchasing curtains is product quality. Product quality is something that a product gives or owns in order to fulfill the demands and needs of those who would purchase it (Arif, 2021). To improve customer satisfaction, Caltara should reduce the number of defective products received by implementing quality control procedures before delivering the product to the customer.
- **Waiting Time**
According to Anthony Alexander (2021), Caltara's services must be more efficient and faster in order to boost customer satisfaction. Service speed aims to reduce the number of existing queues so that consumers are not frustrated

while waiting. Fast service must be balanced with Caltara employees' productivity. This can be improved by balancing the workload to the number of employees, establishing end-of-month targets and bonuses for those who perform well.

Furthermore, we must continue to improve services such as customer service, which is still considered slow. (Antony Alexander, Personal Interview, 20/09/2021).

Eliminate

The second question is considering to eliminate factors on which companies in the industry have long competed. Those factors are frequently taken for granted, although they no longer have value or may even detract from value.

- **Premium Grade Materials**
Premium grade materials are not a suitable product to approach the target market of middle-class customers. Eliminating premium grade materials could result in a new image for Caltara, which sells products at affordable prices. It can also reduce inventory costs by focusing on products that are relevant to the target market.
- **Product Inconsistency**
A customer will certainly desire the same style of curtains in their home. Thus Caltara must verify that the motif, color, or pattern remains consistent between product arrivals. When the new product arrives, inspection processes should be established. As previously mentioned, curtain factories may release products with the same brand but with minor deviations. As a result, Caltara must inform customers if there are any differences. To prevent customer dissatisfaction, Caltara should not deliver a different product without notifying the customer in advance.

Raise

The third question is to identify and eliminate the compromises your industry requires customers to make.

- **Trendy Motifs**
Since the curtain motif is one of the most significant aspects of selling curtains, Caltara must constantly research future curtain design trends. This can be obtained by analyzing the development of curtain design trends that occur in other countries, researching home design, and consulting with interior designers.

... Then, you must be able to identify the target market and predict trending fabric designs because motif tastes differ from one area to another. (Phang Desnica, Personal Interview, 20/09/2021)
- **Excellent Services**
According to the survey results, excellent service is the most important factor for customers purchasing in Caltara. The higher the quality of the company's services, the better the buyer's customer experience (Wulandari et al., 2021). Caltara must improve its services in order to increase customer satisfaction, following the positioning strategy of providing excellent service. This can be accomplished by providing a comfortable waiting area with drinks, a friendly employee attitude, appropriately responding to complaints, providing a consultation forum, and a quick response call center.

Customer service must be enhanced in order to be outstanding. Service is important in the textile industry ... (Phang Desnica, Personal Interview, 20/09/2021).

- **Loyalty Program**

The loyalty program must be expanded in order to sustain customer loyalty and enhance retention rates. Caltara now only offers a cashback voucher program of Rp. 50,000 for every Rp. 500,000 spent, which can only be used for future purchases. Furthermore, Caltara has to improve several loyalty programs, such as giving prizes through lucky draws to customers who purchase with a particular nominal value. According to the customer survey results, the prize should be changed into curtain equipment such as curtain scissors, steam irons, and so on.

I've also received feedback from customers regarding the bonus gifts given; in order to enhance customer enthusiasm, gifts can be replaced with curtain tools such as curtain scissors, steam irons, and others (Yayu, Personal Interview, 21/09/2021).

Moreover, in order to strengthen customer relationships, Caltara could arrange a year-end gathering at which there will be door prizes for Caltara customers who have total significant purchases. The main prizes might include smartphones, motorbikes, Umrah tickets, and so on.

In the future, we intend to host a year-end draw at which the curtain store owner will be invited. (Phang Desnica, Personal Interview, 20/09/2021).

One of the most significant advantages of customer loyalty programs is that they eliminate the need to compete just on price. Engaging with customers' emotions may differentiate Caltara's image by offering a much more improved customer experience.

- **Marketing & Advertising**

According to the survey results, most of Caltara's customers are old customers who heard about the company through word of mouth. Caltara needs to expand marketing and advertising activities such as banner installation, brochure distribution and running ads on Google Ads, Instagram Ads, and Facebook Ads to increase the rate of new customer acquisition. The advertisement aims to convey Caltara's position as a modern curtain business that delivers good-quality products at affordable prices, offers many product variations that keep up with the trends, and provides excellent service. Moreover, advertisements can convey ongoing promotions aimed at increasing the number of new customers in Caltara.

- **Product Variety and Stock**

Product variety and the stock become an important factor in selecting curtain stores, which are the top four customer requests to improve. More product varieties may result in more selling material for customers to offer to their customers. It also makes it easy for customers to fulfill their needs by purchasing in a single location rather than shopping around.

Because customers come to the curtain store not only looking for fabric but also for a complete set, customers prefer a complete store, even if the price

is slightly higher than buying products in parts at multiple stores. (Phang Desnica, Personal Interview, 20/09/2021).

To complement the products being sold, Caltara can form partnerships with other suppliers such as Onna and Sharpoint as providers of product accessories such as curtain rods, roller blinds, wooden blinds, and others.

Curtain sellers prefer to offer curtain fabrics that have a lot of stock. A large inventory can help customers sell for a long time without fearing running out of goods. Customers will be annoyed if they receive an order for a specific type of material, but the fabric is out of stock. This will be challenging for them because they will have to reconfirm with their customers. As a result, it is critical for Caltara always to ensure that product is always available by doing regular stock taking and establishing a minimum inventory limit. Caltara could use a fixed-order quantity model by continually monitoring inventory remaining and ordering stock when inventory reaches reorder point.

- **Sample Distribution**
Caltara customers rely on book material samples to sell their products (customized curtain). However, given the limited sample provided by the factory, Caltara must create its sample in order to expand its distribution range. This can give Caltara an advantage over other stores while also expanding the range and opportunities for customers to purchase Caltara curtains.

The distribution of samples is essentially one of the keys to success in this curtain industry; if the samples are not provided, the curtain sellers, tailors, and sales cannot offer Caltara products. The more samples distributed, the wider the range of access and opportunities for customers to purchase Caltara curtains. (Phang Desnica, Personal Interview, 20/09/2021).

Create

The fourth question is to break out from the industry's established boundaries in order to discover completely new sources of value for consumers.

- **Online Sales Application**
Caltara can develop an online ordering application to make the purchasing process more effective and efficient. This application is expected to replace WhatsApp effectively, and it will be directly connected to the Caltara inventory system, allowing product stock to be displayed in real-time. Customers do not have to wait for confirmation from the Caltara admin, which reduces waiting times and customer queues. Later, this application will function similarly to a fast food restaurant application, showing ordering information, payment, and delivery information. Customers only need to wait at the location, and the products they have purchased will be delivered directly to them.

Overcoming the trend of online shopping, Caltara should commit itself to rapid national expansion around Indonesia. In addition to opening store locations in other cities, Caltara is required to expand to many additional e-commerce platforms that will be the future in Indonesia, such as Lazada, Bukalapak, and others. Furthermore, e-commerce is an excellent way to shop because it saves time and avoids social contact in light of the pandemic. (Aryani et al., 2021). Methods utilized on Tokopedia and Shopee can be replicated in other platforms to gain market share.

- Delivery Services

By looking at the complementary product and service offerings, Caltara can offer delivery services, allowing customers to shop without having to come to the store. This service can be integrated with marketing campaigns such as free shipping within a specified radius for consumers who purchase with a certain nominal. In order to increase customer satisfaction, delivery services can also eliminate customer waiting times and queues.

The Proposed Strategy Canvas of Caltara

Figure 3. The Proposed Strategy Canvas of Caltara

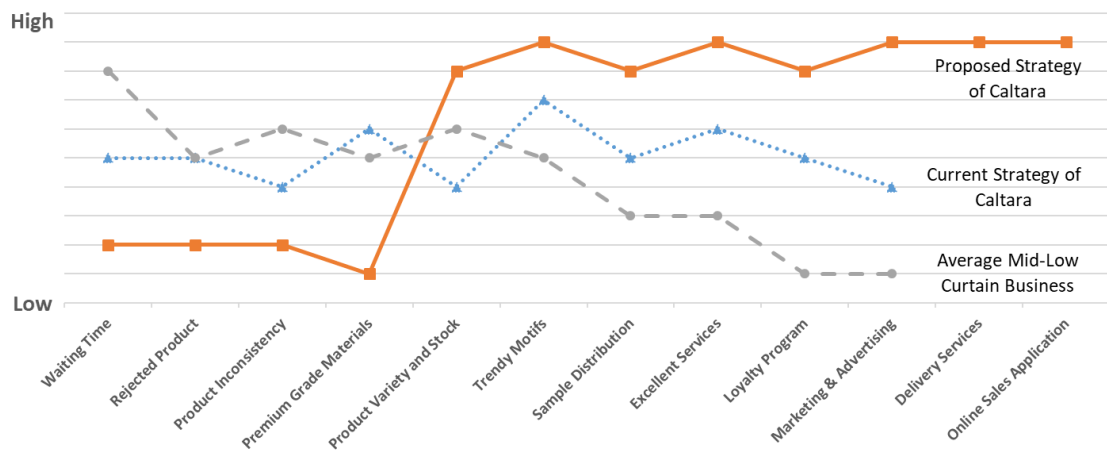


Figure 3 shows the extent to which the application of four actions analysis resulted in a break from competition in the mid-low curtain business. By looking at the complementary product and service offerings, Caltara creates two new factors in curtain industry – delivery services and online sales applications. Based on the survey and interview results, we also found that excellent service is the most important factor for Caltara customers.

Proposed 4Ps Marketing Mix for Caltara

Since Caltara only offers products, the tool for this writing would be the 4Ps.

Product

The majority of Caltara's products are currently imported from China. Based on its target market, Caltara should add the following middle-grade products to its product line:

- Curtain / Blind Materials
- Blind Type (Roller Blind, Wooden Blind, etc.)
- Curtain Tieback / Tassel
- Curtain Hook
- Other Curtain Accessories (Curtain Rods, Ring, Brackets, etc.)

Price

According to the survey results, the majority of Caltara customers usually buy imported curtains priced between Rp50,000 to Rp70,000. By targeting the middle customer, Caltara should offer pricing based on customer expectations with competitive prices. The pricing strategy that could be implemented is as follows:

- Value-based pricing
Value-based pricing is a pricing approach that bases prices primarily on the consumer's perceived value of a product.
- Affordable price
Prices are set in accordance with middle-class customers' willingness to pay.

- Curtain material (Rp50,000 - Rp90,000 per meter)
 - Curtain accessories (Rp1000 – Rp15,000 per pcs)
 - Curtain rods (Rp7,000 – Rp20,000 per meter)
- Wholesale price
Wholesale price is the price charged when it is sold in bulk to a large trade. Customers regularly receive a 5% – 10% discount off the retail price.
- Cashback voucher for import curtain
Customers receive an Rp50,000 discount on their next purchase for every Rp500,000 spent.

Promotion

Caltara now only does offline marketing, relying solely on the power of word of mouth, sample distribution, and banner advertising to promote the store. The following are the newly proposed methods of communication to offer to customers:

- Give a welcome gift in the form of a discount voucher to each new customer.
- Being engaged and active on social media and the marketplace.
- Get free delivery on orders within a certain amount.
- Digital advertising on Google, Instagram, and Facebook
- Referral program, Caltara uses the power of word of mouth to provide customers a discount or special offer if their friend, colleague, or relative purchases at Caltara.
- Customer loyalty program, which offers Caltara customers who make frequent purchases with rewards such as:
 - Cashback voucher with minimum purchase
 - Lucky draw & end-year door prize with minimum purchase
 - Membership program, when customers make a purchase in Caltara, they earn points that they can later redeem for a discount on their next purchase or other special offers.

Place

Caltara's store is now only available in Tasikmalaya. In order to gain a larger market share and maximize exposure, Caltara should focus on opening a branch in the center of Priangan Timur (Ciamis or Banjar) to provide Caltara customers with closer and faster access. Furthermore, Caltara could expand its presence in Indonesia by establishing online stores on e-commerce platforms such as Lazada, Bukalapak, and others.

CONCLUSION

According to the internal and external environment evaluation, Caltara's target consumers are middle-class curtain stores. Caltara should position itself as a modern curtain business that delivers good-quality products at affordable prices, offer many product variations that keep up with the trends, and provide excellent service. A new value curve is created by implementing the blue ocean strategy approach. Caltara should reduce the percentage of rejected products and waiting time, eliminate premium grade materials and product inconsistency, increase the knowledge of trendy motifs, provide excellent services, loyalty program, enhance marketing & advertising, variety of product and stock offered, distribute samples, create online sales application and offer delivery services.

In order to improve Caltara performance develop a sustainable competitive advantage, the action plans are implementation of proposed Caltara's STP, Blue Ocean Strategy and 4Ps Marketing Mix. Each plan is interconnected and must be completed thoroughly to have the most significant impact.

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In preparing this article, the authors declare no conflicts of interest.

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