Research Article

Marketing Strategy of the Indonesian Soldier Museum to Increase Tourist in Supporting Awareness of Defending the Country

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Abstract: Every year the number of visitors to the Indonesian Soldier Museum is decreasing. Even though this museum has a role to support the awareness of defending the state of the Indonesian people. The need to do marketing for museums serves to introduce museums to the Indonesian public. This study aims to analyze marketing strategies and find out various obstacles and obstacles in supporting the awareness of State Defense. This study uses qualitative methods through observation, interviews, and documentation. The resulting data will then be analyzed to be able to find the right marketing strategy to attract the attention of tourists, both from within and outside the country, as well as the obstacles in attracting visitors. The Soldier Museum functions as a historical education facility and has an important role to love Indonesia, increase national and state awareness, strengthen Pancasila as the state ideology and be willing to sacrifice for the country and nation.

Keywords: Marketing Strategy, Tourists, National Defense Awareness.

A. INTRODUCTION

The Department of Culture and Tourism has a program to revitalize museums in Indonesia. The intended revitalization of the museum is the three pillars of the museum's policy, namely educating the nation, strengthening the nation's personality, and national resilience and insight into the archipelago (Esram, 2006). Indonesia as a country with cultural diversity through historical events needs to be appreciated by the community as a nation's identity (Esram, 2006).

The current state of the Indonesian nation is consumerist, where people easily buy advertised products through electronic media. The emergence of alternative entertainment makes museums as educational and tourism institutions replaceable. Therefore, there is a need for new, innovative things to compete with various products that exist in this consumerist era (Sidharta, 1999).

Based on the Decree of the TNI Commander 3/I/2005 regarding the Principles of Organization and Procedure of the Indonesian National Army History Center (Pusjarah TNI), the Indonesian Soldiers Museum is under the responsibility of the Pusjarah TNI. Pusjarah TNI is the Central Implementing Body at the TNI Headquarters level. Pusjarah TNI is responsible for fostering the history and traditions of the TNI, one of which is through the museum. The magnitude of the TNI's sacrifice is expected to awaken a sense of love for the homeland to the Indonesian people through museums, especially the younger generation to maintain the unity and integrity of the nation (Pusat Sejarah TNI, 2008).

The Indonesian Soldier Museum functions as a repository of evidence and historical records regarding the struggle of the Indonesian people. This museum has the task of compiling, managing, maintaining, and presenting collections of the history of the struggle of the Indonesian people from the 7th century to the 19th century (Hermawan, 2019). Inside this
museum, many dioramas are depicting the struggles of Indonesian heroes in the face of the invaders. There are also statues wearing the war clothes of each region in Indonesia as well as imitation weapons such as cannons and various information such as war formations used against the Dutch (Ikbal, 2020).

According to the existing museum officials, this museum has problems in the lack of budget support provided for museum maintenance, office equipment, and human resources that are not balanced with the needs of this museum. In addition, this museum has an appalling condition, where the outside of the museum looks quite magnificent, while inside the museum itself there is a lot of damage here and there. The maintenance of this museum only relies on visitors who come. Unfortunately, the museum without the presence of visitors is only a warehouse for storing collections (Kreps, 2008).

One solution that can be done to overcome this lack of visitors is through a museum marketing strategy. Through this strategy, it is hoped that it will open access for visitors to be able to provide knowledge and experience while visiting the museum. The number of people who visit the museum can then be an indicator of the success of the management strategy so that it is right on target (Rofiq et al., 2020).

So far, the problem at the Indonesian Soldier Museum is the lack of visitors. This can illustrate the lack of public interest in visiting museums. Museums need to package their appearance as attractive as possible to attract people's interest so that they do not conclude that the museum is a place to show dead culture. Museums need to show that the culture exhibited by them is closely related to today's life. Therefore, an appropriate and targeted marketing mix can attract people to visit (Hermawan, 2002).

This shows that a marketing strategy is needed to increase public visits. Mix or marketing theory uses five P's which are oriented to product, place, price, people, and promotion (Lestari, 2018). The five P elements have a relationship and an optimal mix according to the characteristics of the segment so that the Soldiers Museum can become a major cultural tourist attraction in Jakarta. (Muhyidin, 2015).

Based on the explanation above, it can be found that the lack of visitors to the Indonesian Soldiers' Museum requires a strategy to attract the public. This study aims to be able to see how marketing strategies can be applied at the Indonesian Military Museum, the obstacles and obstacles in the implementation of these marketing strategies, as well as the role of the Indonesian Military Museum in supporting awareness of defending the country.

B. LITERATURE REVIEW

1. Strategy

To be able to achieve its goals, organizations can use strategy as a first step by making plans through analysis of various external and internal factors. The strategy aims as a means of the organization in achieving its goals (Afrillita, 2013). Chandler argues that strategy is a long-term goal by using the allocation of available natural resources to achieve its goals. Strategy in general can be described as a means used by the organization to achieve its goals. Strategy can also serve as a basis for managerial decision-making (Yunus, 2016). In creating a marketing strategy, three steps can affect this, namely segmentation, targeting, and positioning. In marketing the museum, it is necessary to approach through marketing services (Widyaningrum, 2012). This is because the museum is an institution that provides services in the form of services to the community. Services in museums can be a measure of the success of museum services and have their special characteristics. These particular characteristics will then be integrated into museum marketing theory (Sulistyowati, 2011). This opinion is then supported by Noor's research which explains that strategy is useful for winning the goals to be achieved by an organization (Noor, 2015).
2. Marketing Mix

In marketing management, there is a theory that explains the core elements of a marketing system. This theory in marketing management is referred to as the marketing mix. The elements are product, price, promotion, place, and people (Hanifaradiz & Satrio, 2016). If these five elements can be coordinated properly, then this will then be able to produce a good marketing strategy. In conducting museum marketing, these five components have their uses and functions to increase the number of visitors (Suryanto, 2004). The explanation of the five elements is:

- **Product**
  Products are the core of production in marketing goods and services. Products are goods or services that are needed or wanted by consumers. From the point of view of museum visitors, products are various items exhibited in the museum, such as sculptures or paintings, as well as the available museum facilities (Widyaningrum, 2012).

- **Price**
  Price is the cost required in the process of buying and selling goods or services provided by consumers and becomes a source of income for providers of goods or services. Price is an important component in the marketing process. Setting the right price in a museum can increase the number of visitors who come (Supriyanto & Soesanto, 2012).

- **Promotion**
  One of the important steps that can be taken to improve marketing is to do promotions. A good promotion can allow consumers to keep coming. Examples of this form of promotion include advertising, publicity, good relations with potential customers or direct marketing. Promotion of museums can be done through digital media to follow current trends so that visitors will be more easily attracted (Puntoadi, 2011).

- **Place**
  In the marketing mix, the meaning of place is not only limited to geographic location but also how sellers of goods and services can provide easy access to consumers. A museum that has a good place can be interpreted as a museum's ability to display its collections comfortably, well and easy to see. If the museum has a strategic location, the visitors who will come will also be more crowded (Soegoto, 2013).

- **People**
  In marketing strategy, people refer to sellers of goods and services. How they act can affect the outcome of the existing marketing strategy. In the context of the museum, the people here are the working staff. They will carry out various interactions, both with visitors and with stakeholders in various contexts. It is therefore important for museum staff to be friendly, courteous, and informative to visitors (Kotler, 2008).

3. The Concept of State Defence Awareness

As a policy, defending the country has a legal basis, juridical basis, and proper and official regulations. As a policy that has been determined by the state, defending the state has the aim of protecting the state from various potential enemy threats that can harm the state, either directly or indirectly. All components of society need to be able to understand and animate defending the country. If it is successfully understood, then all components of society can defend the country voluntarily (Arliman, 2018). According to Subagyo, defending the country is a concept created by high-ranking officials of a country regarding the
patriotism of a person, group, or all components of the country to maintain the existence of the country (Subagyo, 2015).

C. METHOD

This research was conducted using a qualitative descriptive method with data collection instruments through observation, literature study, and interviews. Literature studies will be carried out by collecting data, documents, and various other information regarding existing problems. Meanwhile, interviews will be conducted with related parties to be able to add data and information needed and are still related to the topic being researched. Then the data validity technique can be done with data triangulation techniques. Then the process that will be carried out in carrying out data analysis techniques is to reduce data, present data, and draw conclusions.

D. RESULT AND DISCUSSION

Until now, the Indonesian Soldier Museum has not had a specific marketing strategy in managing it. The museum administrator also did not provide a specific target for the number of visits required. As a result, this makes it difficult for museums to measure the success of their achievements and marketing. The target number of visitors will affect the marketing plan. Marketing management does not only focus on how to introduce and market the Indonesian Military Museum to the public but also must have a marketing strategy in its marketing plan. Through a marketing strategy, it will find positions and work tasks well and clearly, the formulation of goals and objectives to be implemented, as well as an evaluation of the effectiveness of the marketing that has been carried out.

The main goal in carrying out a marketing strategy at the Indonesian Military Museum is not only to increase the number of existing visitors, but also to increase public awareness to defend the country so that then not only the number of visitors will increase, but visitors will also come back again and again. Of course, this needs to be supported by marketing programs to be effective.

1. Marketing Strategy Based on Museum's Marketing Mix Theory

The museum marketing mix theory proposed by Kotler has five components that can influence marketing management strategies. The five components can be explained as follows:

a. Product

Products owned by a museum are important. This is because the product will then be the reason why the museum is visited. According to McLean, the collection of antiques is not the only product of the museum, but how the exterior and interior of the museum look, the presentation of exhibitions, and the services provided to visitors (Dartanto & Rozaq, 2019).

Not only about the physical appearance, how the atmosphere successfully created by the museum will affect the experience received by visitors. How the collection is exhibited, the use of good lighting, and complete information about the collectibles will enhance the experience for visitors. The effectiveness of giving historical messages is an important product for a museum. It can be concluded that the services provided to visitors by the museum are products in the form of selling experiences.

Goulding argues that the experience of the museum can be viewed through three approaches, namely social, cognitive, and environmental approaches. The social approach that influences the experience is the identification of the culture of the existing stories and themes, how stories and conversations are formed and social interactions are carried out. Then the cognitive approach that influences experience is making activities based on awareness, involvement, imagination, self-reflection, and acceptance. The last approach is the
environment that influences the experience in the form of crowds, noise, and the atmosphere of the museum (Naomi, 2009).

Each museum has a collection of high historical value. The Indonesian Soldier Museum in particular has a history related to the TNI's struggle when fighting for and defending Indonesia's independence. The collections owned by this museum are not owned by other museums and have their history and are directly related to the struggle of the TNI.

Then to be able to add value to existing products, the museum provides guide services. But unfortunately, not all visitors use the services of this guide. Usually, the services of a guide are only used by visitors who come in groups and groups. Visitors who do not use the services of a guide can see the information labels available. But unfortunately, this information does not have detailed information for visitors. This shows that the museum catalog which provides a complete description of each collection and room in the museum is very important to be able to improve the experience of visitors who come.

b. Price

Price is the only component that generates profits in a marketing strategy, while the other components will generate costs. In setting prices, museum managers must think about many elements, such as the marketing strategy used, target market, stakeholders, and other museums. Price has a high enough influence on visitor satisfaction and influences perceptions of the quality received (Rofi’i, 2019). Therefore, setting a suitable price is very important. Errors in pricing can reduce visitor perceptions of the products, services, and image of the museum. Prices that are too high can make it difficult for visitors to pay, while low prices can give the perception that the quality of the museum is also low.

Kotler argues that there are three issues regarding the price that museums need to pay attention to. The first problem is whether the objects and collections and experiences provided by the museum can affect the value of the price. The second problem is that museum administrators must be able to determine pricing policies for different segments of visitors. The last problem is the museum must be able to determine how much the total value of income is received and whether the total income will increase or decrease at certain times.

Based on the price policy according to Kotler, the TNI History Center has implemented a price policy for different visitor segments. Visitors who come are divided into two categories, namely general visitors and students. The price given to student visitors is cheaper to attract the attention of students. In addition, there is also a price waiver on certain days on TNI birthdays or heroes' days.

The prices given to museum visitors are relatively cheap and not far from other museums. This is because the purpose of the museum is not for profit. This set price also affects the image and position of the Indonesian Soldiers' Museum.

c. Promotion

In the marketing mix, promotion is done through advertising, public relations, sales promotion, direct marketing, or through communication with visitors (Putri & Retnasary, 2020). Until now, the Indonesian Soldier Museum does not have its suits or social media. This is quite unfortunate because museums should have their websites and social media in the digital era, especially if you want to target young visitors.

The site and social media will also make it easier for museum administrators to provide the latest information to the wider community, such as new collections or certain events. This will also make it easier for people who want to find information about the museum.

Although there is no digital promotion channel, word-of-mouth promotion seems to be successful. This can be seen from how visitors who come say that they get information about this museum from their friends or family about the collections owned by this museum.
Then the management of this museum also routinely provides information to travel and tour agents to invite or bring visitors to the Indonesian Military Museum.

d. Place

In addition to the location of the existence of the museum, the place in question can also refer to operating hours, access to the museum, availability, and convenience of public transportation and various existing facilities (Pinasthika, 2018). Judging from the geographical location, the Indonesian Soldier Museum is located in Taman Mini Indonesia Indah (TMII) East Jakarta, so that people have easy access to visit. In terms of transportation, it can also be considered easy because this museum is still passed by public transportation routes. But unfortunately, the physical condition of this museum is in an environment that is not easy to see because it is not close to the highway.

In addition, the renovations carried out at the Indonesian Military Museum were only carried out by painting the walls and repairing the ceiling in the diorama and collection rooms. Meanwhile, the appearance of the building itself looks ancient, so this then makes the public's interest less in visiting the Indonesian Soldier Museum. As for the existing facilities at the Indonesian Military Museum in the form of a canteen and a fairly large parking area. This museum does not sell souvenirs to its visitors.

e. People

Human resources in the Indonesian Military Museum are still lacking, both in quantity and quality. This problem is caused by the small number of Pusjarah TNI so that people who can be placed in the museum are also still limited. This then results in less than the maximum service that can be provided to visitors. With the limited number of guides available, when the group appears at the same time there will be a group that cannot use the services of the guide. It can be said that the staff of the Indonesian Military Museum is the spearhead in running the museum's operations. The provision of services needs to be given properly because this can affect the image and position of the public museum.

We can see that the Indonesian Military Museum has not yet fully utilized a marketing strategy based on the museum's marketing mix. In some components, the museum management has implemented a strategy that coincides with the museum's marketing mix, but in several other components, the Indonesian Military Museum does not implement it at all.

2. Barriers and Obstacles to the Marketing Strategy of The Indonesian Soldier Museum

The Indonesian Soldier Museum has obstacles and obstacles in carrying out marketing in the form of budget problems and human resources. Both of these things are owned by the museum in a fairly limited number.

The lack of budget owned by the museum manager makes it difficult to carry out marketing optimally. Therefore, the marketing budget must be formed realistically and based on the results of the analysis to organizational planning. To be more effective in carrying out marketing, it is necessary to have a promotion budget. This budget then aims as a planner and controller of promotional costs.

Museum managers also need to make optimal innovations as a result of limited budgets and resources. Creativity as a form of innovation is useful for using these limited resources in creating something new. Of course, good creativity is not only limited to ideas or discourse but there needs to be implemented. This good creativity that produces innovation can then be carried out by the museum manager.

But of course, the museum manager is required to be able to choose good ideas and calculate opportunities and have the courage to take risks. It is hoped that the results of the
idea will be optimal. Innovation, of course, is not always associated with a large budget, but good innovation can be carried out with limited resources. Good innovation also does not always require good human resources, as long as the existing resources can be nurtured properly.

3. The Role of the Indonesian Soldier Museum in Supporting State Defense Awareness

The struggles carried out by heroes in seizing and defending Indonesia during the war of independence can be seen through the Indonesian Soldier Museum. This can be seen by all levels of society spontaneously, simultaneously, and totally. This is in accordance with the existing law regarding the national defense system which is carried out spontaneously, simultaneously, and totally. Therefore, the obligation to defend the Republic of Indonesia must be based on self-awareness (Sunawijaya, 2015).

Various dioramas and collectibles in the Indonesian Soldiers’ Museum show how the TNI fought with the people to seize and defend Indonesia’s independence. The form of loving the homeland and being willing to sacrifice for the nation and state is a general indicator for awareness of defending the country. Through the Indonesian Soldier Museum, visitors can see the diorama showing the fighting spirit of TNI soldiers.

Information about defending this country can be conveyed by the guides. Through educators who are easy to understand and deliver quite detailed information, they will provide understanding and understanding to children's visitors, as well as instill the values of nationalism and patriotism and their relationship with awareness of defending the country. Various kinds of museum collections can provide awareness of defending the country related to indicators of love for the homeland. Some of the dioramas tell the story of the fighters in the face of opponents who threaten Indonesia's sovereignty.

It can be said that the collection belonging to the Indonesian Soldiers' Museum can support awareness about defending the country based on indicators of defending the country, namely love for the homeland, awareness of the nation and state, belief that Pancasila is the ideology of the state, willing to sacrifice for the nation and state, and initial ability to defend the state.

E. CONCLUSION

The Indonesian Soldier Museum does not have a specific strategy in implementing its marketing techniques. So far, the existing marketing is not innovative or maximal because there is no specific target in the number of visitors. There is also no written guide so that marketing is done without direction. So far, only promotions have been carried out by word of mouth. Meanwhile, promotions carried out via the internet are only limited to sites belonging to the TNI's Pusjarah TNI without a private site belonging to the museum. Another marketing method used is by collaborating with external parties such as communities, schools, institutions, or ministries.

Constraints and obstacles that museums have in implementing marketing management strategies are the limited budgets and existing human resources. Because the museum is not focused on making a profit, the budget received is limited to budget support. Operational costs are also difficult to support by the entrance fee paid by visitors, especially if you have to pay for promotions. In addition to the budget, the lack of human resources, both in quality and quantity, makes the services provided to visitors less than optimal.

This is very unfortunate considering the role of the Indonesian Military Museum to support the awareness of defending the country through its various collections. Through the dioramas, it is shown how the history of the struggle and the strategy of the people in their
efforts to seize and defend the sovereignty of Indonesian independence is shown. These stories will then be able to increase the sense of nationalism and also the spirit of defending the country towards the visitors. The awareness of the visitors can also be conveyed by the guides who explain to visitors the characteristics and patriotic traits of Indonesian heroes. The explanation from this guide can then increase the awareness of visitors to defend the country.

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