

# DESIGN STRATEGY FORMULATION AND IMPLEMENTATION IN VISUAL MEDIA: CASE STUDY OF TAMAN BOUGENVILLE TOURISM PUNTANG MOUNTAIN BANDUNG REGENCY

Tyas Dena Dusita<sup>1</sup>, Bijaksana Prabawa<sup>2</sup>

<sup>1</sup> *Faculty of Creative Industry, Telkom University, denatyasdena@gmail.com*

<sup>2</sup> *Faculty of Creative Industry, Telkom University, bijaksanaprabawa@gmail.com*

---

**Abstract:** Bandung is the capital of West Java province which has great tourism potential, not only in central Bandung but also in other areas such as Regency of Bandung. Taman Bougenville of Puntang Mountain is one of tourism potential areas that presents the natural atmosphere of its mount. However Taman Bougenville of Puntang Mountain hasn't been much known, and causes visitor levels are still fairly low, that give slow business growth for both the aspect of profit and visitors. To answer the issues above, the data is obtained through the method of interview to the informant related, observation method on the object of research, methods of questionnaires to the respondent, and literature. The data have been obtained and analyzed using the formulation of design strategies through methods such as PEST analysis, Porter 5 Forces, Competitor Analysis, SWOT Matrix and Ansoff Matrix. The results of the analysis used as the basis for designing the design strategy which resulted in branding and innovation activities. The expected design of this thesis, is able to help Taman Bougenville of Puntang Mountain in generating the correct design solution for improvement business performance and can increase the profits and visitors of Taman Bougenville Puntang Mountain.

**Keywords:** *Design Strategy, Media Design, Tourism, Taman Bougenville of Puntang Mountain, West Java.*

---

## 1. INTRODUCTION

Indonesia has a huge tourism potential, one of them is on West Java province, especially the city of Bandung and Regency of West Bandung, Lembang which is always loaded by travelers each holiday come. In the other area of Regency of West Bandung has also a great tourism potential such as in Regency of South Bandung with its natural beauty. But there are still many of the tourists who do not know the diverse of tourism potential is in the Regency of South Bandung. One of the attractions Taman Bougenville of Puntang Mountain.

Taman Bougenville of Puntang Mountain is located at Puntang Mountain Street, Campaka Mulya village, Cimaung district, Banjaran-Pangalengan, Bandung regency. The variation of facilities on Taman Bougenville Puntang Mountain such as children's playground, camping ground, outbound, paintball, fun games, shooting targets, waterboom, Cigeureuh river, and are also available in the guesthouse of specialty wood villas.

Based on observations and interviews with Mr. M.Irfan (2016) as Director of Taman Bougenville, the business growth of Taman Bougenville of Puntang Mountain has experienced up and down, both from the visitors and profit earned. There are several factors that cause the problem, such as there is a lack of people's awareness to its existence, Taman Bougenville of Puntang Mountain is most visited only holiday season, tourists are still dominated by local tourists of Bandung, as well as having problems related to identity, have a common name which is almost similar to the Loire Bougenville in Lembang travel.

Based on the problems encountered, the author of this thesis examines strategy design that is created by using management analyst, so it will produce design solutions with proper and

effective output in accordance to the intended target audience. The expected goal is to build and strengthen the brand identity and brand awareness of Taman Bougenville of Puntang Mountain as tourism place.

## 2. PROBLEM IDENTIFICATION

The purpose of this thesis is determining the extent of implementation of the design strategy formulation and design implementation on visual media, and generating the correct design solution for business improvement performance of Taman Bougenville of Puntang Mountain.

## 3. THEORETICAL BACKGROUND

According to Terry Lee Stone (2010: 81-85), the design strategy as the field of theory and practice is an evolving discipline that refers to an integrated holistic planning process that examines the interaction between design and business strategy. The design process of the design strategy can be seen in the following table:

Table 1 *The Design Management Strategy Process*

<i>Phases</i>	<i>Issues to analyze</i>	<i>Tools</i>
<b>1. Strategy formulation</b>  <i>Competitive analysis</i> <i>External</i>	<i>Industry attractiveness</i> <i>Opportunities &amp; threats</i>	<i>PEST analysis</i> <i>Porter 5 forces model</i> <i>Scenarios</i> <i>Strategic group</i> <i>Segmentation</i> <i>Matrix attractiveness/assets</i>
<i>Competitive analysis</i> <i>Internal</i>	<i>Strategic capacity</i> <i>Key success factors</i> <i>Strengths &amp; weaknesses</i>	<i>Value chain</i> <i>Benchmarking</i> <i>Porfolio analysis</i>
<i>Organizational objectives</i>	<i>Synthesis</i>	<i>SWOT analysis</i>
	<i>Corporate governance</i> <i>Stakeholders expectations</i> <i>Business ethics</i> <i>Culture</i>	<i>Matrix power/interest</i>  <i>Identity focalization</i>
	<i>Mission vision</i>	<i>Design management</i> <i>Strategic audit</i>
<b>2. Strategy selection</b>	<i>Balance between</i> <i>governance objectives and</i> <i>SWOT analysis</i>	<i>Porter generic strategies</i> - <i>Volume/price</i> - <i>Differentiation</i>
<b>3. Strategy implementation</b>	<i>Strategy development</i> <i>routes</i>	<i>Vertical integration</i> <i>Diversification</i> <i>Internationalization</i>

(Source : Brigitte Borja De Mozota, 2003:239)

The tools used in the design of design strategies such as PEST analysis, Porter's five force, SWOT, and Ansoff Matrix. According to Kotler (1998) in Rachmat (2014: 134) PEST analysis is a useful tool for understanding market growth or decline, business position, potential and direction of operation. PEST analysis is useful when a company decides to enter the business operations in a new market or a new country. According to Michael E.Porter in Salidin, D. (2011: 55-58) 5 posrter force's analysis consists of five forces that need to be analyzed in industrial environments including the threat of entry of new entrants, the level of rivalry among existing competitors, the pressure of substitute products, bargaining power bargain shoppers, and the bargaining power of suppliers. Michael Porter proposes three generic strategies covering porter overall cost leadership, differentiation, and focus. Meanwhile, according to Fahmi (2013: 252-254), SWOT (Strengths, Weaknesses, Opportunities, and Threats) serve as a model to analyze a profit oriented organization

with the main purpose to see how these organizations more comprehensively constructed balance of strength united and mutually supportive. According Tripomo, T and Udan (2005: 151-152) in Rachmat (2014:150) Analysis Ansoff Matrix is used when determining the strategies for new products or new product offerings in existing markets or new market with the aim to win a business competition, There are four major strategies that exist in the matrix Ansoff strategy including market penetration, market development, product development, and diversification.

#### **4. THE RESEARCH METHOD**

This study refers to the case study of Taman Bougenville of Puntang Mountain. Several research methods are observation and interviews conducted by the manager of the travel, the questionnaire method for the villagers and the appropriate target audience, as well as literature study conducted on a review of literature such as text books, reports, journals, websites and internal documentation. As for the method of analysis of data using a variety of management analysis tools such as PEST analysis, Porter's five force, Competitor Analysis, SWOT Matrix and Ansoff Matrix. Results of analysis is used as the basis for designing the design strategy to produce the correct design solution for improved business performance and can increase profits and visitors Taman Bougenville of Puntang Mountain.

#### **5. RESULT AND DISCUSSION**

##### **5.1 Strategy Formulation**

###### **A. External Analysis**

PEST analysis is used to understand the growth or decline of the market, which consists of factors Political, Economic, Social, and Technological. From the analysis conducted there are some facts about the opportunities that could be taken as annual event that held by the Dinas Pemuda Olahraga dan Pariwisata (Dispopar) Bandung regency, Indonesia's economic growth is improving, trend emerging in the community like exploring places of natural tourism, pressure job that often leads to a desire for a refreshing and leaving daily job routines, as well as information and communication technologies over the internet is developing rapidly. On the other hand Bandung is a favorite area to be used as a tourist destination makes increasing competition among similar tourist place. Seeing this, based on the results of the analysis of Porter's five force on Taman Bougenville must consider the needs of differentiation and channel extensive promotion to attract tourists to travel to visit them in addition to be able to win the competition with rivals. However, the lack of the community participation around the area doesn't maket maximal tourism management in the development of the Taman Bougenville.

###### **B. Analysis of Internal**

Taman Bougenville of Puntang Mountain have 8 employee. The work procedure is, one worker holds the responsibility for the cleanliness of the villa along with the cleanliness of the environment surrounding the villa. Location of Taman Bougenville located at the foot of Puntang Mountain, far from the city center makes this travel is less known for its existence.

###### **C. Analysis of Competitor**

The analysis is followed by observing the conditions in the tourism industry through interviews, observation, keusioner, and literature. Here are the results of analysis of competitors:

Table 2 competitor analysis

Tourism Criteria	Taman Bougenville	Grafika Cikole	Ciwidey Valley	Dusun Bambu
<b>Description</b>	tour that presents the natural atmosphere of the mountains. Located at the foot of the mountain Puntang with area of ± 4 hectares.	tour at the foot of the mountain with an altitude of 1400 meters above sea level. Travel widely ± 9 hectares, surrounded by pine forests.	Ciwidey Valley raised the concept of nature with the characteristics of a natural feel modern.	Standing in an area of ± 15 hectares. Dusun Bambu Family Leisure Park is ecotourism in the form of bamboo conservation.
<b>Locations</b>	Puntang Montain Street, Campaka Mulya Village, Cimaung District, Banjaran-Pangalengan, Bandung Regency	Tangkuban Perahu Street Km.23, Cikole-Lembang, West Bandung	Barutunggul Street, Ciwidey KM 17, Bandung Regency.	Kolonel Matsuri Street, KM 11 Cisarua - Lembang, West Bandung
<b>Segmentation</b>	The Medium and Medium to top	The Medium and Medium to top	The Medium and Medium to top	The Medium and Medium to top
<b>Price</b>	Rp.20.000,- (including tickets for the pool)	Free	Rp.10.000,-	Rp.15.000,-
<b>Tourism Facilities</b>	Children Play Outdoor Arena, Swimming Pool And Waterboom, Villa, Outbound, Rafting, Target Shooting, Cigeureuh River, Paintball, Dan Camping Ground.	Hotel, Pondok Nature, Camping, Outbound, Flying Fox, Paintball, spider webs, Bridges, Down Cliffs, ATV, Tree House, Equestrian Tourism, Traditional Games, Restaurants	Children's Playground Outdoor, Bird Park, Camping Ground, Restaurant, Lodge, Swimming Pool	Restaurant, Camping Ground, lodging, Market Equator, Sampan Sangkuriang, Hiking, Team Building Program, Bamboo Playground, Rabbit Wonderland, and Creativity Ship, Arielle (Flower Garden), Archery, Biking and Paddy Field.
<b>Promotion Media</b>	Catalog Package and Digital Brochures, Websites, Instagram, Facebook.	Brochures, Billboards, Infographics, Xbanner, Website, Facebook, Twitter And Instagram	Brochures, Billboards, Xbanners, Website, Instagram, Twitter, Facebook,	Brochures, Infographics, Billboards, Posters, Xbanners, Website, Facebook, Twitter, Instagram,

### 5.2 Design Strategy Selection

Based on the analysis presented in Table 2, then selected the right strategy for designing a strategy for the design of Taman Bougenville. Here are the results of analysis :

Table 3 The Selection of Design Strategy

Analysis	Conclusion
<b>SWOT</b>	Attractions Taman Bougenville is using SO strategy, to maximize strength (Strength) and opportunities (Opportunities), by maximizing its resources with the aim to build and strengthen brand identity and brand awareness of the attractions Taman Bougenville, one of them with the dissemination of information about Taman Bougenville by promoting it through various media.
<b>Ansoff Matrix</b>	Taman Bougenville need to make strategies of Market Penetration and Market Development, by strengthening the identity, promotion, and innovation of business to business.
<b>Porter Generic</b>	Taman Bougenville apply Focus Strategy by developing core competencies possessed the specific segments that have been known to be good.

Here is the result of the conclusion of the analysis are formulated with design strategies in the design of final project and its implementation in media design.

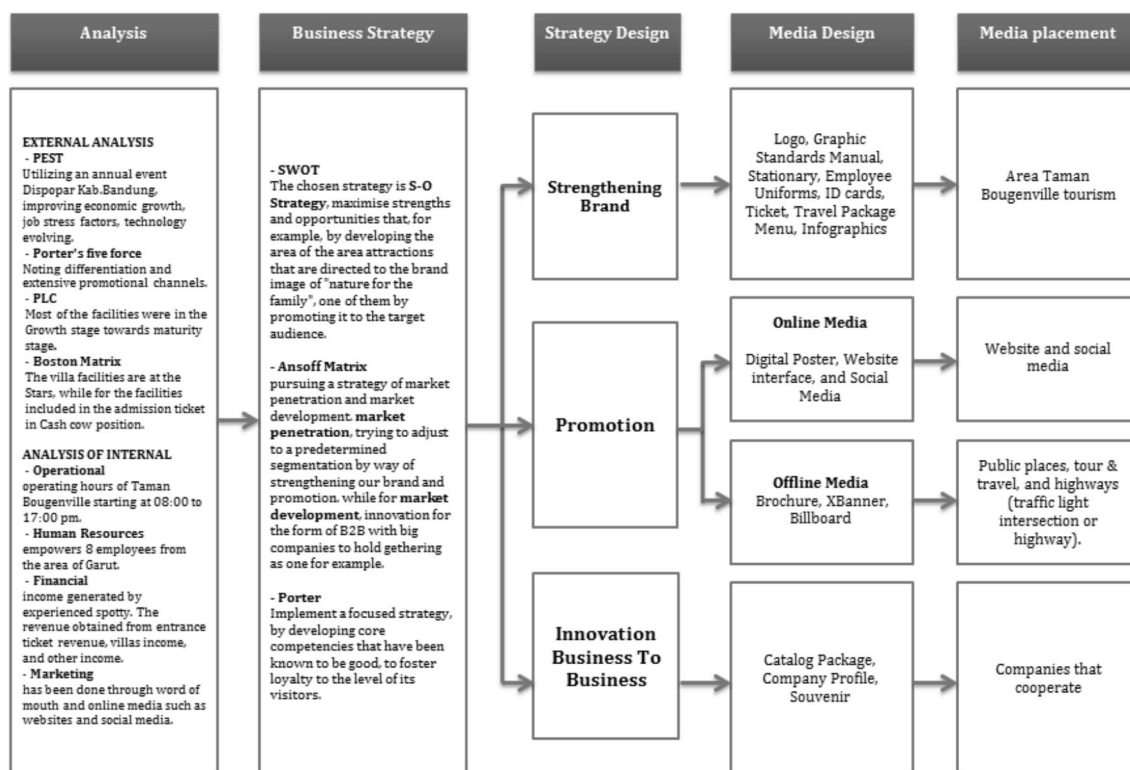


Figure 1 design strategies analysis results conclusions  
(Source: Personal documentation)

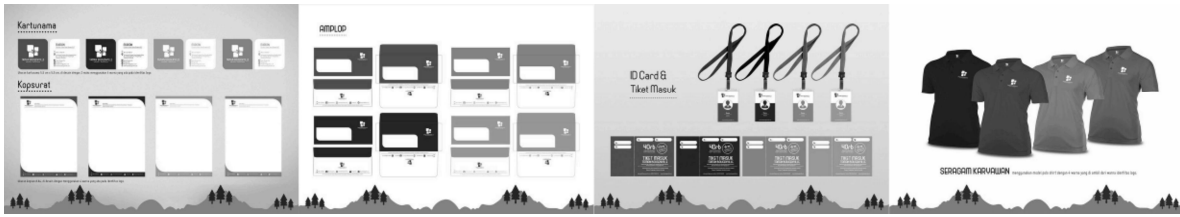
### 5.3 Design Results

#### A. Strengthening Brand Identity



Picture 2 Primary Logo and Secondary Logo of Taman Bougenville  
(Source: Documentation Writer)

The division colors on corporate identity are divided by the base color of the logo. Blue for employees with jobdesk responsible for a swimming pool, river, and rafting. Dark green for employees with jobdesk responsible for outbound facility, paintball, camping ground and outdoor playground. The brown color beige for employees with responsibility for facilities jobdesk villa. And the color pink is used for staff management.



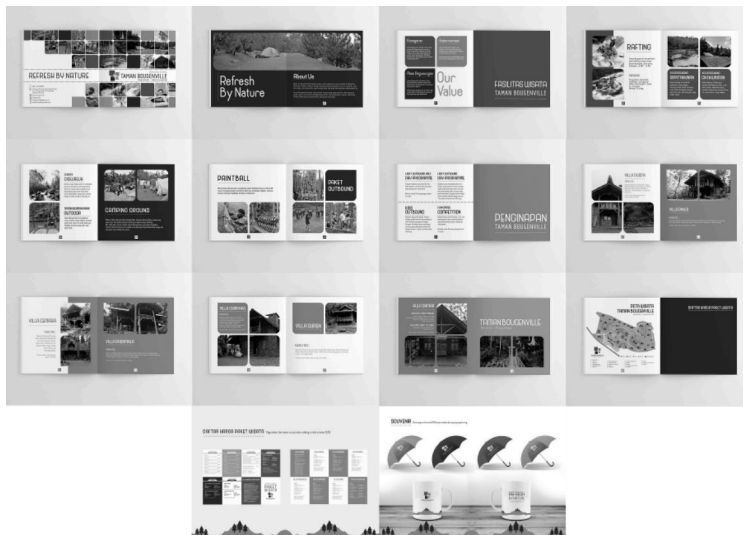
Picture 3 Corporate Identity Taman Bougenville  
(Source: Documentation Writer)

**B. Promotion**



Picture 4 Promotion Media Taman Bougenville  
(Source: Documentation Writer)

**C. Innovation**



Picture 5 Innovation B2B Taman Bougenville  
(Source: Documentation Writer)

## 6. CONCLUSION

This thesis of Design Strategy and its Implementation to Visual Media is made based on case studies Taman Bougenville Tourism of Puntang Mountain of Bandung Regency, there are some conclusions related to the object of research, such as first, corporate identity and various visual media that has been designed is expected to establish and strengthen the brand in mind for public awareness to the Taman Bougenville, so it will be known by the public as an alternative to travel to the mountains with the natural atmosphere of Bandung regency. Second, the design of visual media that has been made is expected to help to attract the interest of the target audience to visit Taman Bougenville. Third, by the holding of innovation B2B (business to business) is expected to increase demand or demand for Taman Bougenville level of visits and increase their business growth and establish a positive image for Taman Bougenville tourism.

## REFERENCES

- Abdurrahman, N. H., 2015. *Manajemen Strategi Pemasaran*. Bandung: Pustaka Setia
- Anggraini, L. S. and Nathalia, K., 2014. *Desain Komunikasi Visual; Dasar-dasar Panduan untuk Pemula*. Bandung: Nuansa Cendekia
- Borja De Mozota, B., 2003. *Design Management Using Design To Build Brand Value And Corporate Innovation*. New York: Allworth Press
- Fahmi, I., 2013. *Manajemen Strategis Teori dan Aplikasi*. Bandung: Alfabeta
- Kartajaya, H., 2010. *Brand Operation*. Jakarta: Erlangga
- Kotler, Philip and Keller, K.L., 2009. *Manajemen Pemasaran : Edisi 13 Jilid 1*. Jakarta: Erlangga
- Kotler, Philip and Kevin Lane Keller. (2012). *Marketing Management : Global Edition*. England: Pearson Education Limited
- Kusrianto, A., 2007. *Pengantar Desain Komunikasi Visual*. Yogyakarta: Andi
- Herlambang, S., 2014. *Basic Marketing (Dasar-Dasar Pemasaran) Cara Mudah Memahami Ilmu Pemasaran*. Yogyakarta: Gosyen Publishing
- Lee, M., and Johnson, C., 2011. *Prinsip – Prinsip Pokok Periklanan dalam Perspektif Global*. Jakarta: Kencana
- Pujirianto., 2005. *Desain Grafis Komputer*. Yogyakarta: Andi
- Rachmat., 2014. *Manajemen Strategi*. Bandung: Pustaka Setia
- Raco, J.R., 2010. *Metode Penelitian Kualitatif Jenis, Karakteristik, dan Keunggulannya*. Jakarta: Gramedia Widiasarana Indonesia
- Rangkuti, F., 2003. *Analisis SWOT : Teknik Membedah Kasus Bisnis*. Jakarta: Gramedia
- Rohidi, T. R., 2011. *Metodologi Penelitian Seni*. Semarang: Cipta Prima Nusantara
- Saladin, D., 2011. *Manajemen Strategik*. Bandung: Agung Ilmu

- Sihombing, D., 2001. *Tipografi Dalam Desain Grafis*. Jakarta: Gramedia Pustaka Utama
- Soemanagara, R.D., 2012. *Strategic Marketing Communication Konsep Strategis dan Terapan*. Bandung: Alfabeta
- Soewardikoen, D. W., 2013. *Metodologi Penelitian Visual dari Seminar ke Tugas Akhir*. Bandung: Dinamika Komunika
- Solihin, I., 2012. *Manajemen Strategik*. Jakarta: Erlangga
- Stone, T. L., 2010. *Managing The Design Process Concept Development An Essential Manual For The Working Designer*. United States of America: Managing The Design Process
- Supriyono, R., 2010. *Desain Komunikasi Visual – Teori Dan Aplikasi*. Yogyakarta: Andi
- Tjiptono, F., 2011. *Manajemen dan Strategi Merek*. Yogyakarta: Andi Offset
- Tjiptono, F., 2014. *Pemasaran Jasa – Prinsip, Penereapan, dan Penelitian*. Yogyakarta: Andi Offset
- Venus, A., 2009. *Manajemen Kampanye*. Semarang: Simbiosis Rekatama Media
- Vihma, S., and Vakeva, S., 2009. *Semiotika Visual dan Semantika Produk : Pengantar Teori dan Praktik Penerapan Semiotika dalam Desain*. Yogyakarta: Jalasutra
- Wenats, A.G Eka, dkk., 2012. *Integrated Marketing Communications Komunikasi Pemasaran di Indonesia*. Jakarta: Gramedia Pustaka Utama
- Wibowo, I. T., 2013. *Belajar Desain Grafis*. Jakarta: Suka Buku