

RANCANGAN PERBAIKAN PROGRAM PEMASARAN MEDIA SOSIAL INSTAGRAM MAKARONI KENDO MENGGUNAKAN METODE *BENCHMARKING* DAN *ANALYTICAL HIERARCHY PROCESS* (AHP)

DESIGN OF MAKARONI KENDO INSTAGRAM MARKETING IMPROVEMENT PROGRAM USING BENCHMARKING AND ANALYTICAL HIERARCHY PROCESS (AHP) METHODS

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Abstrak

Makaroni Kendo merupakan salah satu *home industry* yang memproduksi makanan ringan. Berbagai macam macaroni menjadi produk unggulan Makaroni Kendo. Berlokasi di Kota Sumedang, Makaroni kendo memiliki dua system penjualan yaitu secara online dan offline. Penjualan secara offline dilakukan dengan membuka stand di setiap event bazar di kota Sumedang. Sedangkan penjualan online menggunakan media social Instagram dan whatsapp. Meskipun telah menyediakan pembelian secara online tetapi masih terdapat selisih target penjualan dengan capaian penjualan yang ditentukan. dan masih terdapat kekurangan dalam pengelolaan media social Instagram Makaroni Kendo. Selain itu, persentase pengetahuan target pasar akan Makaroni kendo masih rendah. Maka dari itu, penelitian ini dilakukan untuk mengetahui lebih lanjut praktik terbaik dalam program pemasaran melalui media social Instagram. Penelitian ini menggunakan metode benchmarking dan dilakukan dengan menggunakan tools Analytical Hierarchy Process untuk menentukan partner benchmark yang tepat dengan setiap kriteria dari fitur media social Instagram (Feeds, Story, Caption, Profile, dan advertising) dan 15 sub kriteria yang telah diintegrasikan dengan Voice of Customer (VoC). Kriteria dan sub kriteria tersebut dibandingkan dengan partner benchmark terpilih dan akan menjadi dasar perancangan rekomendasi perbaikan program pemasaran media social Instagram yang merupakan hasil akhir dari penelitian ini.

Kata Kunci: Instagram, *Benchmarking*, *Analytical hierarchy Process*, Pemasaran media social

Abstract

Macaroni Kendo is a home industry that produces snacks. Various kinds of macaroni are the superior products of Kendo Macaroni. Located in Sumedang, Makaroni Kendo has two sales systems, through online and offline. Offline sales are done by opening a stand at every bazaar event in Sumedang. While online sales use social media Instagram and WhatsApp. Even though it has provided online purchases, there is still a gap between the sales target and the specified sales achievement. And there are still shortcomings in the management of Makaroni Kendo's Instagram social media. In addition, the percentage of the target market's knowledge of Kendo Macaroni is still low. Therefore, this research was conducted to find out more about best practices in marketing programs through Instagram social media. This research uses the benchmarking method and the Analytical Hierarchy Process tools to determine the right benchmark partner with each criterion from Instagram's social media features (Feeds, Story, Caption, Profile, and advertising) and 15 sub-criteria that have been integrated with Voice of Customer (VoC). These criteria and sub-criteria are compared with selected benchmark partners and will be the basis for designing recommendations for improving Instagram's social media marketing program which is the result of this research.

Keywords: Instagram, *Benchmarking*, *Analytical hierarchy Process*, *Social media marketing*

I. Preliminary

Makaroni Kendo is one of the home industries which produce macaroni with various kinds of flavors and shapes. The purchasing system has been carried out offline and online through the help of social media WhatsApp and Instagram. In 2018, the owner began to use Shopee as their sales system. The marketing system is only focusing online, through the account Instagram with the username @Makaroni.kendo. Instagram social media is used as a promotional medium to introduce products, direct potential buyers to Shopee accounts, and increase brand awareness of *Makaroni Kendo*. One of the owners of *Makaroni Kendo* said that there are some constraints on Instagram marketing. One of them is the insignificant effect of the increase in sales of products, the slow increase in followers, and engagement. Problems were encountered supported by the presence of data sales *Makaroni Kendo* in online and offline with a target monthly who wants to achieve.

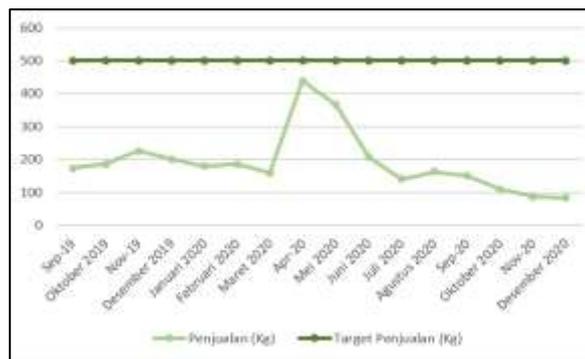


Figure I Makaroni Kendo Sales

Figure I show the data of sales during the year 2020 with the targets set by owner, 500 kilograms per month. The target set has not been achieved. A preliminary survey regarding the repurchase rate was conducted to see if the product quality was in line with the market. From the data provided by the owner, it was found that 13 out of 15 consumers were recorded as making repeat purchases and two others did not repurchase. The Data showed that the product is accepted by the market and has a good quality.

A survey on brand awareness was conducted with the results showing that only 9 respondents knew about Macaroni Kendo. Then a preliminary survey to find out what factors influence the decision of the target consumer of macaroni kendo to follow the macaroni kendo Instagram account. The preliminary survey was conducted with in-depth interviews with 10 respondents.

Table 1. Makaroni Kendo Instagram Performance Complaints

Keluhan	Banyaknya Keluhan
Konten kurang menarik	Delapan dari 10 orang menyatakan hal tersebut
Caption tidak lengkap	Enam dari 10 orang menyatakan hal tersebut
Bio tidak lengkap	Lima dari 10 orang menyatakan hal tersebut
Tidak ada testimoni pelanggan	Tiga dari 10 orang menyatakan hal tersebut
Konten Instagram stories kurang menarik interaksi pengikut	Sembilan dari 10 orang menyatakan hal tersebut
Kualitas unggahan rendah	Tujuh dari 10 orang menyatakan hal tersebut
Highlight tidak lengkap	Tiga dari 10 orang menyatakan hal tersebut

From the results of a preliminary survey and analytic media assistance, it shows the problems in the management of social media Instagram macaroni kendo that have not been able to increase brand awareness to get new audiences through Instagram social media. Therefore, it is necessary to design improvements to the Makaroni Kendo Instagram social media with several criteria that must be considered.

II. Theoretical Basis

II.1 Instagram Marketing

According to Huey & yazdanifard (2015), Marketing Instagram is marketing that facilitates marketers to understand customers. With various features such as comments and likes to upload photos, marketers can get much customer feedback.

II.2 Benchmarking

Benchmarking is the effort of a company or organization to measure the company's performance and compare it with a specific benchmark, then analyzed it so the existing performance can be improved to achieve a specific reference (Indrajit, 2013). Performance measurement is used to determine the organization or company's position compared to other companies or organizations, particularly in the organization or company that is considered the most superior.

II.3 Analytical Hierarchy Process (AHP)

Analytical Hierarchy Process (AHP) is a model of support decisions that Thomas L. Saaty developed. AHP outlines the problem of multi-factor or multi-criteria that complex into a hierarchy. *Hierarchy* is defined as a representation of a complex problem in a structure of multi-level where the level is the goal, which follows by the level of factors, criteria, sub-criteria, and up to the level of the last of the alternative (TL Saaty, 2008).

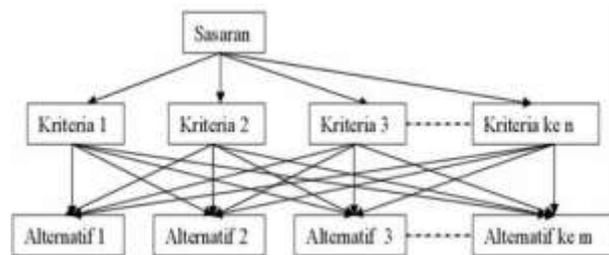


Figure II Hierarchy Structure

The preparation of the hierarchy of the problem is a step to define the problem that is complex to the sub-system, elements, sub-elements, and more evident and detail. Hierarchy decisions are prepared by the views of the parties who have the expertise (expert) and knowledge in the field.

II.4 Voice of Customer

Voice of the Customer is a process used to capture the needs or feedback from customers (internal or external) to provide the service or quality of the product the best to the customers. The process is carried out to become proactive and continuously innovative to capture changes in customers' needs from time to time. It sounds like the customer is a term that is used to describe the needs or requirements of the customer (Suwandi, 2016). Customer voice can be obtained in various ways, namely direct discussions or interviews, surveys, focus groups, customer specifications, observations, and field reports.

III. Problem Solving Methodology

III.1 Conceptual Model

Pola pikir untuk menyelesaikan permasalahan dalam penelitian ini dapat dilihat melalui model konseptual pada Gambar I.

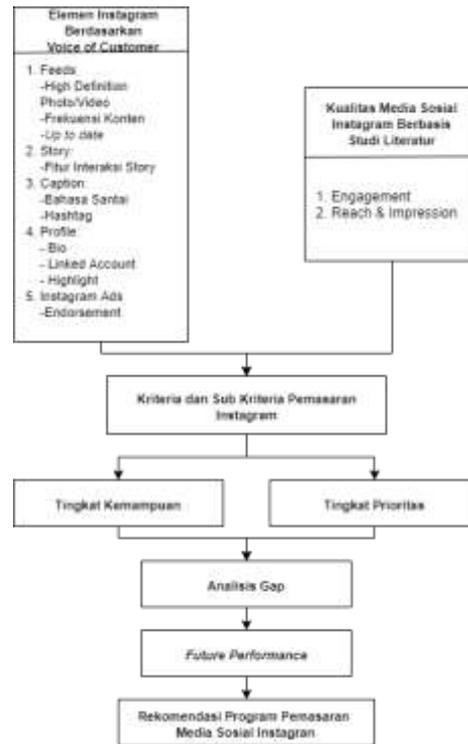


Figure III Conceptual Model

Voice of Customer (VoC) collection was carried out through in-depth interviews with respondents who had never visited *Makaroni Kendo's* Instagram social media before. VoC is the basis for conducting a literature search on the features and quality of Instagram social media. Literature studies related to features (feeds, captions, stories, profiles, and advertising) and quality (concepts of brand awareness, reach & impression, and engagement) of Instagram social media are integrated with VoC to obtain the right criteria and sub-criteria in designing Instagram social media as a medium. online marketing. These criteria and sub-criteria will result in the level of availability of *Makaroni Kendo* and the priority level of best practices that will affect the gap analysis. From the gap analysis will produce future performance to be considered by *Makaroni Kendo* to become a recommendation for improving Instagram's social media marketing program.

III. 2 Identification of Benchmark partners

in this study, a preliminary survey was conducted to determine alternative benchmark partners to 50 respondents who were active Instagram users by displaying the reasons for choosing so that respondents' observations focused on good Instagram management for a *Makaroni* selling account.

Table 2. Benchmark Partner Selection

Shop name	Instagram Data				
	Account name	Beginning of Use	Followers	Engagement Rate	Index
<i>Loka saji</i>	@Lokasaji	7 February 2021	786,7 k	3,11%	A+
<i>Maison De Camilan</i>	@Maisondecamilan	16 December 2020	16,1 k	2,50%	C

<i>Bittersweet by najla</i>	@Bittersweet_by_najla	29 November 2019	1,6 M	2,03%	C
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Three selected benchmark partners were obtained with the data shown in table II. There are several criteria to consider, namely the number of followers, engagement rate, and performance index.

IV. Discussion

IV.1 Identification of Instagram Social Media Criteria and Sub Criteria

In this study, there are criteria that become the benchmark for evaluating Instagram features, sub-criteria of each criterion are determined to help identify more deeply. Thus, the design criteria and sub-criteria were prepared based on the results of the literature study from previous research and the Voice of Customer (VoC) from the preliminary survey that had been carried out.

Table 3. Criteria and Sub criteria

Criteria	Sub Criteria
Feeds	Visualization of photos and videos are interesting and HD
	<i>Up to date</i> content
	Content Upload Frequency
Story	Take Advantage of Various <i>Insta Story</i> Features
	Content Upload Variations
	Interactive quiz
Caption	Use of relevant <i>hashtags</i>
	Contains communicative and informative information
	Interesting copywriting
Profil	Display company main information
	Visualization Logo attractive
	<i>Highlights</i> with complete information
Advertising	Using Instagram ads to reach audience
	<i>Paid promotion</i>
	Collaboration with <i>influencers</i>

IV.2 Determination of Partner Benchmark

From the partner benchmark questionnaire, the results obtained from the weighting of each criterion and sub-criteria so that the selected benchmark partner is obtained from the resulting ranking.

Table 4. Determination of Partner benchmark

Kriteria	Bobot Kriteria	Bobot Sub Kriteria	Bobot Total	Lokasaji	Maison De Camilan	Bittersweet
Feeds	0.19	0.49	0.09	0.49	0.27	0.24
		0.34	0.06	0.55	0.29	0.16
		0.17	0.03	0.50	0.28	0.21
Jumlah				0.10	0.05	0.04
Peringkat				1	2	3
Story	0.17	0.46	0.08	0.43	0.33	0.24
		0.35	0.06	0.48	0.36	0.20
		0.19	0.03	0.58	0.28	0.13
Jumlah				0.08	0.06	0.03
Peringkat				1	2	3
Caption		0.29	0.07	0.54	0.28	0.18
		0.44	0.11	0.53	0.28	0.19
		0.26	0.06	0.51	0.32	0.17
Jumlah				0.13	0.07	0.04
Peringkat				1	2	3
Profile		0.37	0.07	0.54	0.29	0.16
		0.32	0.06	0.62	0.26	0.12
		0.31	0.06	0.58	0.28	0.14
Jumlah				0.11	0.05	0.03
Peringkat				1	2	3
Advertising		0.53	0.12	0.54	0.29	0.17
		0.26	0.06	0.60	0.27	0.13
		0.33	0.07	0.53	0.30	0.17
Jumlah				0.14	0.07	0.04
Peringkat				1	2	3

IV.3 Identify Gaps and Future Performance

The result of the gap identification is future performance which will be an improvement step so that it can be applied to *Makaroni Kendo's* Instagram social media. Criteria and sub-criteria that have gaps will be determined by future performance, the determination is assisted by the results of observations, analytical media, and expert advice.

Table 5. Gaps and Future Performance

	Sub Criteria	Gap	Future Performance
<i>Caption</i>	Communicative and informative information	<i>Makaroni Kendo</i> does not display communicative information, while <i>Loka saji</i> displays information that invites audience interaction	Displays communicative captions and invites the audience to interact

	Interesting copywriting	<i>Makaroni Kendo</i> uses rigid language while <i>Loka saji</i> uses Casual language	Use casual and non-standard language
Advertising	Using Instagram ads to reach audience	<i>Makaroni Kendo</i> does not use the Instagram ads feature, while <i>Loka saji</i> uses Instagram ads	Use Instagram ads to promote content
	Collaboration with influencers	<i>Makaroni Kendo</i> is not considering collaborating while <i>Loka saji</i> is collaborating with influencers	collaborating with influencers
Feeds	Visualization of photos and videos are interesting and HD	<i>Makaroni Kendo</i> doesn't have organized and high-quality content compared to <i>Loka saji</i>	Upload attractive contents with high quality
	Up to date content	<i>Makaroni Kendo</i> does not have Up to date content compared to <i>Loka Saji</i>	Uploading content that is up to date and following trends
	Content Upload Frequency	<i>Makaroni Kendo</i> does not upload content intensively compared to <i>Loka saji</i>	Upload 5-10 content per month
Story	Memfaatkan berbagai fitur yang ada di insta Story	<i>Makaroni Kendo</i> does not take advantage of the insta Story feature while <i>Loka saji</i> does	Added features available for insta Story content
	Interactive Quiz	<i>Makaroni Kendo</i> does not post interactive quizzes while <i>Loka saji</i> conducts routine quizzes	Conduct interactive quizzes to increase content insight

V. Conclusion

This study resulted in the following conclusions:

1. Criteria and sub-criteria to be considered for Instagram's social media marketing program:
 - a) Feeds criteria, there are three sub-criteria, namely Visualization of attractive photos and videos with high quality, up to date content, and content upload frequency.
 - b) Story criteria, there are three sub-criteria, namely Utilizing Various Insta Story Features, Uploading Content Variations, and interactive quizzes.
 - c) Caption criteria, there are three sub-criteria, namely the use of relevant hashtags, give communicative and informative information, and using interesting copy writing.
 - d) Profile criteria, there are three sub-criteria, namely Displaying the company's main information, visualizing an attractive Logo, and Displaying highlights containing complete information.
 - e) Advertising criteria, there are three sub-criteria, namely using Instagram ads to reach audiences, doing paid promotions, and collaboration with influencers.

2. Selected benchmark partners:
 - a) The benchmark partner in the Caption criteria is LOKA SAJI.
 - b) Partner benchmark on Advertising criteria is LOKA SAJI.
 - c) The benchmark partner in the Feeds criteria is LOKA SAJI.
 - d) The benchmark partner in the Story criteria is LOKA SAJI.
 3. The gap between Makaroni Kendo's social media and benchmark partners:
 - a) In the Caption criteria, there are two gaps, namely Loading communicative and informative information, and using interesting copywriting.
 - b) In the Advertising criteria, there are two gaps, namely Using Instagram ads to reach audiences and Collaboration with influencers
 - c) In the Feeds criteria, there are three gaps, namely the visualization of attractive photos and videos with high quality, up to date content, and content upload frequency.
 - d) In the Story criteria, there are two gaps, namely Utilizing Various Insta Story Features and Holding interactive quizzes
 4. Recommendations for Makaroni Kendo Instagram Improvements are based on the benchmarking process that has been carried out and adjusted to the capabilities of Makaroni Kendo itself.
 - a) The order of priority for the first improvement is the Caption criteria with recommendations for improvement, namely displaying information relevant to the upload, the words used are inviting, using relaxed language, and choosing words that are in accordance with the characteristics of the audience and ongoing trends.
 - b) The second priority order for improvement is the Advertising criteria with recommendations for improvement, namely Determining the segmentation of advertising targets according to the insights and characteristics of the audience and analyzing the right influencers with the help of analytical media.
 - c) The third priority order of improvement is the Feeds criteria with recommendations for improvement, namely Using photos with high quality and not adding excessive editing, Composing content planning with a variety of content. Can be assisted with the help of other social media to follow the ongoing trend, prepare content planning every week / month and use auto post tools such as later.
 - d) The fourth priority order of improvement is the Story criteria with recommendations for improvement, namely Creating interactive content and using available features. Example: Question and answer content with the help of the question box feature, and Plan quiz content every week according to ongoing trends.
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