

## Case study

### THE STRATEGY OF SOCIAL MEDIA USAGE AND CONTEMPORARY MODERN INSTALLATION FOR MILLENNIAL GENERATION VISITING DECISION (YAYOI KUSAMA EXHIBITION CASE STUDY IN MACAN MUSEUM JAKARTA)

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#### ABSTRACT

Interactive and instagramable Travel Destinations as an opportunity for managers to bring more Millennial visitors. The Macan Museum with Contemporary Installation by Yayoi Kusama received special attention from this generation to come and enjoy the work itself. 4 As Cooper's marketing strategy (Attraction, Access, Amenity and Ancillary) has been implemented by the Macan Museum. But there are things which missed to be noticed by the manager in terms of the quality of the service assistant / officer of the Museum which has a negative impact of Macan Museum brand image and needs to be improved and increased so that visitors become more loyal at the next exhibition organized by the Macan Museum using the Cronin and Taylor strategy in the form of tangible, empathy, reliability, responsiveness and assurance.

*Keyword: Yayoi Kusama, Macan Museum, Social Media, Contemporary*

#### 1. INTRODUCTION

A unique, always up-to-date, anti-mainstream and interactive place for visitors as an attraction and a challenge for Millennials to come and visit. This is an opportunity for entrepreneurs to create the tastes that are needed and demanded by Millennials in Indonesia by build some fun and educated entertainment venues. One of the buildings designed by an Indonesian businessman and connoisseurs of art and very phenomenal is the Macan Museum. Where is a very strategic location in the AKR building, near Kebun Jeruk Exit Toll.

The event that was shown at the Macan Museum was titled "Life is the Heart of a Rainbow" which exhibited the works of the world's most famous artist, Yayoi Kusama. The Yayoi exhibition has been developing for seven decades, starting from the 1950s to the present. The works created by Yayoi in the form of paintings, sculptures, videos and Infinity Mirrored Rooms have penetrated global pop culture. Installation techniques, displays, gallery categories, light systems and signage as great concern in the interior design of the Macan Museum. In other hand, the promotion through social media that is routinely carried out by the Public Relations (PR) through Instagram both insta stories (taken / reposted from the visitor's insta stories, feeds (photos from the manager or repost from visitors / influencers) .Marketing is also done through talk shows and advertisements on radio, newspapers, television coverage, magazines, websites and collaboration with many parties so that the exhibition was very successful and brought many visitors.

The construction of the Macan Museum decides everyone's stigma on Museum entertainment which is generally boring, uncomfortable, not instagramable and other negative things. This is the

40 reason why Museum in Indonesia should improve the atmosphere inside and outside the Museum by  
41 creating interactive activities, creative lighting, innovative room shapes and promotion through regular  
42 and consistent social media. The strategy to bring more visitors and deliver the educational message  
43 can be about the visitors themselves. Surely there is a bonus value from visitors, where they  
44 consciously promote the place they visit through the media they use.

45 **This study aims to determine the marketing strategy carried out by the person of Macan Museum**  
46 **regarding its success in attracting Millennial visitors to come and be involved in the exhibition,**  
47 **determine the strengths, weaknesses, opportunities and challenges of the Yayoi Kusama Exhibition**  
48 **on contemporary installations and displays at the Macan Museum as a supporter of its appeal, and**  
49 **designing information services for visitors and disabled at the Macan Museum through the concept of**  
50 **service quality.**

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## 52 **1.1 Literatur Review**

### 53 **1.1.1 Museum**

54 According to Douglas A. Allan "Museum in a simple sense consists of a building that holds a  
55 collection of objects for study and pleasure research. Meanwhile, according to A. C. Parker an  
56 American museum expert, "A Museum in the modern sense is an institution that actively carries out  
57 the task of explaining the world, man and nature" (Salim, R, & Rachmayanti, 2018, p. 2).

58 To support the activities organized by the Museum, Cooper et al. describe the attributes of  
59 "amalgam" tourist destination into four components, known as 4A as follows: (i) Attractions  
60 (attractions); (ii) Accessibilities; (iii) Amenities (tourism support facilities or amenities); (iv) Ancillary  
61 service (organizations supporting tourism activities). Meanwhile, Buhalis (2000: 98) developed the  
62 component into six elements, where he added two elements, consisting of (i) Activities and (ii)  
63 Available packages (Kadek Wiweka, Yulianti, Putu Pramania Adnyana, 2018, p. 4) .

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### 65 **1.1.2 Social Media**

66 According to R Goeldner (2009) social media is online content created by internet users  
67 themselves, people who are generally unskilled (in the IT field), writers or journalists and allows  
68 content to be accessed by other internet users through interactive technology (Priatmoko, 2017, p. 6).  
69 If the utility of a communication device (cell phone) is more sophisticated, each individual will access  
70 information easily in the form of images, videos and sentences. In this case the Manager of the  
71 Macan Museum more often uses social media accounts Instagram, Youtube and Website. But in this  
72 study, researchers focused their observations on social media such as Instagram. **Because the**  
73 **Macan Museum's Instagram content is more accessible, direct interaction through the comments**  
74 **column by visitors as well as the majority of the community especially the Millennial generation must**  
75 **have an Instagram account.**

### 76 **1.1.3 Contemporary Installation**

77 Installation according to the Big Indonesian Dictionary is a set of technical equipment that is  
78 installed in its position and ready for use. **While** Contemporary Art According to Djojosedarmo and  
79 Maryanto, art which created was not bound to the various contexts of space and time that surrounds

80 the artist, audience and terrain (Stefanni, Yong, & Kayogi, 2019, p. 2). Contemporary in Indonesian  
81 means at the same time, now. This means that Contemporary art is contemporary art along with  
82 current or current conditions.

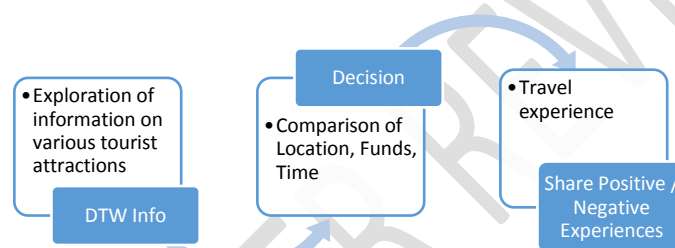
83 From the two definitions above, it is concluded that the Contemporary Installation is a set of  
84 objects / tools in the form of contemporary / modern, installed in its place and ready to be used or  
85 enjoyed by using the senses of sight, hearing and feeling by its visitors.

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#### 87 **1.1.4 Visiting Decision**

88 Lamb has thoughts about the stages of the purchase decision as follows; (1) Identification of  
89 necessity, (2) Information Quest, (3) Alternative Evaluation, (4) Purchasing Decisions, (5) Post-  
90 Purchase Behavior (Priatmoko, 2017, p. 7). In this study, the research subject is Millennial  
91 Generation. So the decision to visit according to researchers viewed from the above understanding is  
92 described as follows;

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Diagram 1: Interpretation of Visiting Decisions

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#### 97 **1.2 SWOT Analysis and Service Quality Concepts**

98 The collection of information is carried out by researchers with identifying various factors trying to  
99 maximize the strengths and marketing opportunities of the Yayoi Kusama exhibition, simultaneously  
100 minimizing the weaknesses and challenges of service quality officers at Macan Museum to influence  
101 the visitor's decision to come and have loyalty to the Macan Museum. This process is carried out for  
102 strategic decision making related to brand image and company policy. After all the required data is  
103 obtained, then the data is analyzed using the SWOT Matrix and the Grand Strategy Matrix.

104 Formulation analysis is obtained from the SWOT Matrix, the next is to determine an alternative  
105 strategy that is suitable for the concept of service quality for officers who stand guard both for  
106 cashiers, security and officers of each exhibition stand. The service quality concept used according to  
107 Cronin and Taylor (1992,1994) is divided into 5 services as follows; First, Tangible in terms of  
108 cleanliness of the Museum environment, tidiness of officers, updating of infrastructure, security of the  
109 exhibition. Second, Emphaty where attention and concern for visitors in terms of showing the location  
110 of the exhibition, information on the events of the day, helping visitors who bring children, direct the  
111 visitors clearly. Third Reliability is the service to visitors quickly, both in the queue of ticket collection  
112 and the information conveyed about the time printed on the ticket must be suitable and appropriate.  
113 The four Responsiveness officers both online and at Macan Museum provide appropriate information  
114 to visitors when problems arise and provide a mechanism for guaranteeing or dispensing. Finally,

115 Assurance regarding the knowledge of officers at each stand must be equal, the courtesy of officers in  
116 reminding visitors, giving time to enter the room that must be added and the ability of officers to instill  
117 a sense of visitor confidence and comfort of visitors to the Macan Museum Exhibition.

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## 119 2. METHODS

120 The primary data source obtained by researchers is the result of direct observation in Macan  
121 Museum. In addition, researchers also sent questionnaires about Macan Museum via Direct Message  
122 (DM) Instagram to visitors who posted their photos using the museum's (hashtag (#) museum or yacag  
123 (#) yayoikusama's random sampling technique. **Secondary data sources obtained through comments  
124 from Instagram @museummacan account followers, textbooks, journals, references related to  
125 Marketing Strategy research, Contemporary Installation and Social Media.** Researchers will also  
126 provide solutions in terms of service quality for officers towards visitors to be loyal both in terms of  
127 disseminating information related to exhibitions at Macan Museum and becoming their Brand Image  
128 to come back to the Macan Museum at exhibitions by other artists.

129 The instrument used in this study was in the form of Observation guides, Mobile Cameras,  
130 Laptops to distribute questionnaires through links and collect data in the form of Excel.  
131 Data analysis method used in this research is descriptive qualitative with three stages namely; first  
132 data reduction, where the focus of this research is the Modern Contemporary Installation as a  
133 marketing strategy of the Yayoi Kusama exhibition to attract the attention of followers coming to the  
134 Macan Museum. The second stage of the data presentation, obtained through comments on feeds in  
135 the form of photos and videos on the @museummacan account, as well as Word of Mouth  
136 advertisements by Instagram followers by **tagging the accounts of his friends.** Also the results of a  
137 survey distributed through DM to the Instagram Macan Museums follower.

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145 Figure 1: Comments  
146 Museum follower feed

147 Source: hastag

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on the Macan



#Museum Macan

Figure 2: E-Word Of Mouth by tagging a friend's account

Source: Hastag #museummacan

Besides that, visitors' posts that get a lot of comments on #museummacan or #yayoikusama hashtags. The third stage is selection where researchers describe the focus of research in more detail. This is done by identifying the potential of Yayoi Kusama's work as the marketing strategy of the Macan Museum as a factor of strengths, weaknesses, opportunities and challenges. And also plans to design a service quality strategy for officers who stand guard at each exhibition stand so that visitors feel comfortable while in the arena and become loyal visitors to the exhibition of other artists' work held at the Macan Museum.

Furthermore, data and information are analyzed using the theory concerned with the focus of the problem. Where the focus is related to the marketing strategy of the Macan Museum and the service quality of the exhibition arena staff. Next, the SWOT Analysis will be presented in narrative form.

### 3. RESULTS AND DISCUSSION

#### 3.1 Macan Museum

The Macan Museum is the first Museum of Modern and Contemporary Art in the Archipelago founded by Haryanto Adikoesoemo. The museum was first opened on November 7, 2017 with the first appearance featuring 90 works of famous artists collected by him for a period of 25 years. The material presented at the opening of the exhibition was the work of Raden Saleh, S. Sudjojono, FX Harsono, Arahmaini, Robert Rauschenberg, Yayoi Kusama and Jean-Michel Basquiat. With the title of the exhibition "Art Turns-Word Turns".

The location of Macan Museum is in the AKR building floor M. The museum is located at Jalan Panjang no. 5 Kebon Jeruk, West Jakarta. Close to the toll gate of Kebun Jeruk Entrance and Exit.

Not far from the Macan Museum is the RCTI Television station. The operating hours of the Macan Museum are from 8.00 to 18.00, which is open from Tuesday to Sunday. To purchase a visit ticket, you can go through the website or buy directly on the spot. But on weekends generally this museum is very crowded so the possibility of getting a ticket is very minimal. The ticket price for the public is one hundred thousand rupiah, for the elderly over 65 years and ninety thousand students and the ticket price for children aged 3-12 years eighty thousand rupiah. But if you are already a member, you will get a special discount of 10% for souvenirs in the Museum and Macan Museum cafe with a registration fee of three hundred thousand rupiahs for a membership period of 20 months. Another plus as a member is that it's free to enter public areas related to activities at the Macan Museum.

In this place there is also a souvenir shop that sells merchandise from the works of artists who appear at the Macan Museum. Like a tote bag with a yellow dot patterned by Yayoi Kusama. If we want to rest after touring and interacting with the work there, we can enjoy a coffee and snack at the Museum of the Macan Museum located on the M floor.

The Macan Museum is the first institution in Indonesia that provides access to the public to a collection of modern and significant art from various Indonesian artists and artists around the world.

195 The museum has an interactive exhibition and performance program in an area of 7,000 square  
196 meters which also includes education and conservation spaces.

197 The Macan Museum has a mission to dedicate the world of education from all interdisciplinary  
198 and cultural exchanges. Besides offering a variety of dynamic public programs and exhibitions. As a  
199 form they accommodate artists both nationally and internationally to appreciate their work in a global  
200 audience. And also offers professional development opportunities for artists, curators and other art  
201 activists to build a more developed and advanced ecology of Indonesian art.

202 The Macan Museum is not only used as an alternative vacation / tourist spot. But also as a place  
203 to explore one's potential, especially in terms of art. When presenting the Yayoi Kusama Exhibition,  
204 the organizer organizes workshops on a predetermined schedule, as well as costs ranging from free  
205 to paid one hundred fifty thousand rupiah per workshop.

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### 207 **3.2 Special Program organized by the Macan Museum at the Yayoi Kusama Exhibition**

208 In order to establish interactive and loyalty of visitors to the Macan Museum, the manager  
209 organizes tourism activities based on 4A components, among which are attractions where the  
210 exhibition space on the M floor is divided into the Great Gigantic Pumpkin in the outer courtyard in the  
211 form of Pumpkin Sculpture in Yellow and dot ornaments .

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222 Figure 3: Great Gigantic Pumpkin

223 Source: Instagram @ naufalervina01

224 To the right of Pumpkin is Observation Dots where visitors must enter first and pass the security  
225 check. Where the Dot Obsession consists of big balls and we can see pumpkin-shaped ornaments  
226 that are reflected through the glass inside the big ball.

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Figure 4: Obsession Dots

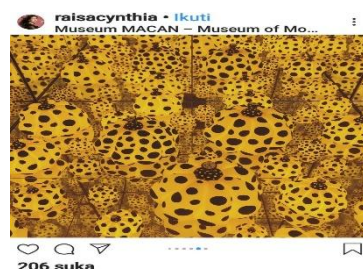


Figure 5: Pumpkins in Obsession Dots

235 Source: Instagram @ikhwanrhendysaputro

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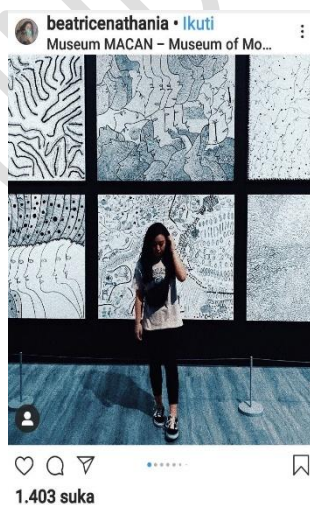
237 Entering the next room is the Early Works, which displays all of Yayoi Kusama's early period  
238 paintings in the 1940s. Out of the Early Work room is the Narcissus Garden which contains a ball-  
239 based arrangement of stainless steel with a diameter of 30 centimeters for each ball. This ball is  
240 arranged like a park. Entering a deeper room is the Body and Performance where to enter this room  
241 is limited to a minimum age of 18 years. And all mobile phones must be collected at the officer  
242 because it is strictly prohibited to be recorded or stored. The contents of this showroom are  
243 photographs of the human body with important elements. Kusama has enormous personal sentiment  
244 on political and social issues when he is in America. So that pushed him to show experimental  
245 performances called Happenings in several places and iconic in New York such as Brooklyn Bridge,  
246 Central Park and Wall Street. Works featured at the Macan Museum include the Body Festival, Naked  
247 Happenings and Anatomic Explosions.

248 Out of the Body and Performance room there are paintings and sculptures with distinctive motifs  
249 of snow, polka-dots, flowers and pumpkins named Infinity Nets room. To the right of the Infinity Nets  
250 room is the Spirit of Pumpkins Descended into the Heaven room. Where to enter this room visitors  
251 are limited in duration to only 15 to 30 seconds depending on the quiet or crowded visitors at the time  
252 or depending on the number or number of queues entering the room. In this room decorated with  
253 yellow wallpaper with polka-dot motif. In the middle is placed glass and in the middle of the glass is  
254 given a hole the size of a human head in which there is a pumpkin like Figure 5 above but with a very  
255 large amount.

256 Once finished from the The Spirit of Pumpkin room, it was continued with the Love Forever room  
257 which contained paintings characterized by signs and images typical of children made in black and  
258 white monochrome. In the middle of this room is an interactive glass called I Want To Love On The  
259 Festival Night. Where we can see this space through the holes made by 4 types with the position of 2  
260 holes above and 2 holes below which are made randomly. Where the lights are installed in the form of  
261 light bulbs with a variety of colors that always change within a matter of 5 seconds.

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Figure 6: Love Forever

Source: Instagram @Raisacynthia



Figure 7: I Want to Love The Nights Festival

Source: Instagram @museummacan

269 Source: Instagram @beatricenathania

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271 From the enclosed space Love Forever continues into the My Eternal Soul room where in this  
272 room a painting and sculpture resembles a pine plant with a very contrasting color in the work itself.  
273 The room of My Eternal Soul is more unique in shape with winding space. Towards the exit there is  
274 still a movie screening room containing poems and songs by Kusama, delivered by Kusama himself  
275 where his work is named Manhattan Suicide Addict. The last room in the arena covered by the  
276 exhibition is the Infinity Mirrored Room where this space is an interactive space filled with colorful  
277 lights with glass around the room, with the road only about 1 meter and 75 centimeters wide. Outside  
278 the road at the bottom filled with water. So that visitors remain safe in the room then on the small floor  
279 is marked so that visitors do not pass through and do not fall. The length of time given to be  
280 immortalized is only 15 seconds. This is because there are so many enthusiasts in this room with very  
281 long queues.

282 The room that is no less interactive is the Obliteration Room, which is on level 6. This room is in  
283 the form of a room in a house with all its furniture colored in white. To create a unique experience for  
284 visitors, every 2 visitors are given 1 sheet of stickers containing various colors and colors must be  
285 affixed to all parts of the room. This sticker may also be affixed to the body or body of the visitor as  
286 long as it is finished from this room. Whatever is attached to the visitor's clothes or body must be put  
287 back inside the room's decoration before leaving the room.

288 Accessibilities to reach the AKR building can only be reached by road using motor vehicles and  
289 private cars, Transjakarta buses, public transportation and trains that can get off at Palmerah or  
290 Kebayoran stations and can be continued using online vehicles to the location. For vehicles, cars do  
291 not need to worry about getting out at Kebun Jeruk toll gate because it is not subject to odd-even  
292 areas. For those of you who bring private vehicles or vehicles online do not need to worry about being  
293 lost, because this place is easy to find can use Google Map or Waze by searching the Macan  
294 Museum or AKR Tower. Then the Map will automatically direct the destination. Information about the  
295 Macan Museum can be accessed via the website, facebook, instagram, youtube and blog.

296 Amenities or facilities and infrastructure around the Macan Museum include a large parking area  
297 because there are 2 buildings where each building has 6 floors for car parking and a large motorcycle  
298 parking area as well. So no need to worry to find a parking space. The visitors resting place in the  
299 exhibition arena is only 1 bench for 4 people in the Infinity Net room. Then 2 benches in the  
300 Manhattan Suicide Addict screening room. On the M floor of the main exhibition venue there are  
301 toilets for men, women, disabled and toddler rooms. Before entering the exhibition room we must  
302 leave all items except cellphones and wallets or small bags in the luggage storage right next to the  
303 escalator.

304 On the same floor there is also a One Fifteenth restaurant that provides food and drinks. Also not  
305 spared souvenir shops that sell merchandise that are adapted from the work of the artists. For those  
306 who are Muslims do not need to be difficult to find a place of worship because the Mushala is  
307 provided on the GF floor.



308 The Ancillary Museum Macan component collaborates with LIPI (Indonesian Institute of  
309 Sciences) to realize the progressive work of Asean + 3 which has a focus on the concept of state and  
310 involves thousands of special ant species to be displayed in this Museum. The Macan Museum also  
311 works with curators Charles Esche and Agung Hujatnika to maintain the quality of the curation of the  
312 selection of works to be exhibited. In addition, the director of the Macan Museum is also a member of  
313 the Board of Trustees of the Hirshhorn Museum and Sculpture Garden in Washington, D.C. Even the  
314 Macan Museum is a non-profit business entity from PT. Macan Museum Gallery, led by Tan Huei  
315 Ling. So the management of the Macan Museum is now far more manageable even though it still  
316 requires volunteers as officers to guard the exhibition space.

317 Activities undertaken besides the exhibition are the holding of open lectures with key speaker  
318 Akira Tateha who is the director of the Yayoi Kusama Museum. This lecture was held on August 1,  
319 2018 from 19:00 to 21:00 and was held at IFI Jakarta (Jl. M.H Thamrin No.20) with free fees and  
320 limited space. The second attraction is the screening of the film Yayoi Kusama with the title I Adore  
321 My Self, which was made in 2008, was held on August 24, 2018 from 19.00 to 21.00 with free fees,  
322 only for 100 people and located in the Public Area of the Macan Museum.

323 The next activity is the exploration of the making of soft sculptures that are the hallmark of Yayoi  
324 Kusama's work held on July 6 2018 and August 24 2018 at 15.00-17.00 at Level 6 of the Macan  
325 Museum at a cost of one hundred and fifty thousand rupiahs per person. Another workshop is  
326 arranging Ikebana using Indonesian flowers on August 4 2018 at 14.00-16.00 at Level 6 Macan  
327 Museum at a cost of one hundred and fifty thousand rupiahs.

328 The organizer also organizes activities for children aged 2-5 years, namely making statues /  
329 creatures with playdough on July 28, 2018 at 14.00-15.00 at Level 6 of the Macan Museum at a cost  
330 of one hundred and fifty thousand rupiahs. The second activity for children is costplay poetry held on  
331 August 25, 2018 at 19.00-21.00 in the public area of the Macan Museum. The last activity that was  
332 held for children was making works of grain for children aged 5-9 years on 30 June 2018 at 14.00-  
333 15.00 at Level 6 of the Macan Museum at a cost of one hundred and fifty thousand roles. **If visitors  
334 want to take part in the series of activities above, they must first confirm via e-mail the Macan  
335 Museum's education section: [education@museummacan.org](mailto:education@museummacan.org).**

336 The last component of the tourist destination is the Availabe packages where the manager  
337 creates a membership program, where every visitor who is a member can enter the exhibition for free  
338 for a year. Besides that, every purchase of goods at the Macan Museum Souvenir Shop gets a 10%  
339 discount. There are also other packages such as visitors staying at The Gunawarman hotel, so  
340 visitors are free to enter the Macan Museum.



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342 Figure 9: Can stay package program  
343 Free admission to the Macan Museum

344 Source: Instagram @museummacan

345  
346 **3.3 Strengths, weaknesses, opportunities and challenges are used as a marketing strategy for**  
347 **the Yayoi Kusama exhibition at the Macan Museum**

348 **3.3.1 Strengths**

349 In terms of attractions, the Yayoi Exhibition has 7 painting and sculpture rooms with different  
350 concepts and themes and 5 interactive spaces where visitors can be directly involved and feel the  
351 atmosphere of the work itself. Like being in a pumpkin garden, being in a room full of lights like seeing  
352 the solar system at night and so on. Access to the Macan Museum is also very easy to reach. Even if  
353 you have a vehicle, **whether it's even or odd, can freely enter** and exit the toll gate of the citrus  
354 orchard. And if you use public transportation or online vehicles, **it can easily be found and found.**

355 While the amenities are supported by a large parking area, clean toilets, a prayer room that has a  
356 lot of capacity, a large restaurant and cafe, a safe storage area and do not escape Souvenir Shops  
357 that sell various inspirational merchandise from the works of Yayoi Kusama. Management (Ancillary  
358 service) in collaboration with LIPI (Indonesian Institute of Sciences) to realize the progressive work of  
359 Asean +3, in collaboration with curators Charles Esche and Agung Hujatnika to maintain the quality of  
360 curation and are members of the Board of Trustees of the Hirshhorn Museum and Sculpture Garden  
361 in Washington, D.C. Even the Macan Museum is a non-profit business entity from PT. Macan  
362 Museum Gallery, led by Tan Huei Ling.

363 Other Activity Components in addition to the exhibition itself they make 2 special programs and 5  
364 routine programs that have determined the date, place, age and cost to attend the program. And the  
365 last component supporting the Yayoi exhibition is the available package is making a membership  
366 program with various benefits, as well as staying packages with the hotel.

367  
368 **3.3.2 Weaknesses**

369 The weakness of the Yayoi exhibition at the Macan Museum is the lack of clarity in the  
370 information provided by museum assistants / stand attendants in each area. The ticket clerk does not  
371 provide a suitable schedule for visitors who buy tickets on the spot. For example a visitor arrives at  
372 13:00 but the clerk prints a ticket at 12.00. While visiting time is only limited to 2 hours. So that visitors  
373 can only enjoy the exhibition for an hour. This matter is very detrimental to visitors. Besides that, the  
374 time for entering the Dots Obsession and Infinity Mirrored Room is only 15 seconds. While the queue

375 can take 30 minutes to 1 hour. Nearly 95% of Millennial Generation visitors are disappointed with the  
376 time limit.

377 Visitors are prohibited from picking up the phone in the exhibition hall, when they will answer the  
378 phone, visitors must exit the arena. And when it is finished, it is allowed to reenter. This is very time  
379 consuming to enter and exit the arena. Drinking is prohibited. While for children and some people who  
380 are easily dehydrated is very difficult. Tickets must be kept until the visitor returns. Because some  
381 spots will check the officers and remind the problem of their presence hours in the museum.

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### 383 **3.3.3 Opportunities**

384 This research found several opportunities, where the Macan Museum is very suitable to be used  
385 as an urban tourist destination for individuals, with friends and family. This place provides many  
386 inspirations for every visitor, both in terms of designing the room, design for business products,  
387 educating children to train their sensory and motor intelligence. Other Interactive Attractions can be  
388 used by visitors to take photos of both selfies and wefies of all ages to be posted on their personal  
389 social media accounts.

390 The strategic location of the Macan Museum is an opportunity to attract more Millennial generation  
391 visitors to the exhibition which will be held at the Macan Museum after the Yayoi Kusama exhibition is  
392 finished.

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### 394 **3.3.4 Threats (Challenges)**

395 **Congestion that occurs in the city of Jakarta as if endlessly, making visitors lazy to come on an**  
396 **ordinary day (weekday).** Highways such as tolls can only be passed by four-wheeled vehicles. For  
397 users of public transportation will feel tired because of long-lasting travel. And visitors from out of town  
398 who stay at The Gunawarman hotel or Four Season hotel are certainly burdened with great distances.  
399 Because both hotels are located in the South of Jakarta, while the Museum is in the West to North  
400 Jakarta. Ancillary Service on curators must always be sought every time they will select works to be  
401 exhibited because they only work at the beginning, as well as assistants or museum officials because  
402 they are volunteers who only work during the exhibition lasts for a period of 3 to 4 months.

403

### 404 **3.4 SWOT Matrix**

405 Based on the analysis of Internal and External Factors above, then to minimize weaknesses and  
406 threats, simultaneously increase the strengths and opportunities in the Macan Museum, following  
407 some strategies that can be applied in overcoming the factors above as follows.

408

**Table 1**

409

**The Macan Museum SWOT Matrix**

<b>Internal Factor</b>	<b>Strengths</b>	<b>Weaknesses</b>
	1. Yayoi Exhibition at the Macan Museum Has 7 areas of painting and sculpture spaces that have different concepts and	1. Lack of information conveyed by assistants / officers in each exhibition area 2. Print a ticket schedule that is

	<p>themes between these spaces</p> <p>2. The Yayoi exhibition also has 5 interactive spaces between visitors and Yayoi's works. Like the infinity room where visitors can document the photos inside, visitors will enjoy the sensation of a very spectacular atmosphere with a blend of lights in it</p> <p>3. Visitors are pampered with interactive decorations such as being in a pumpkin field with yellow and black circles that very much decorate it</p> <p>4. Visitors can also experience being in a country with a snow climate with his work entitled left over snow in the dream. Visitors are taken to the imagination of snow falling on a rock.</p> <p>5. Access to the Macan Museum is very easy both using private vehicles and public vehicles, because of its very strategic location</p> <p>6. Facilities and infrastructure at the Macan Museum is very complete</p> <p>7. Souvenir shops are available that sell a variety of merchandise applications from the work of Yayoi Kusama</p> <p>8. Collaboration with the Contemporary Museum and World Art Agency has been established</p> <p>9. Yayoi Exhibition holds a special program of open lectures and film screenings by</p>	<p>not in accordance with the arrival of visitors, thereby reducing the duration of visitors to enjoy the works of Yayoi Kusama</p> <p>3. Limited duration to enter the Dots Obsession and Infinity Mirrored Room, only 15 to 30 seconds</p> <p>4. Do not carry a camera, only allowed to use mobile phones.</p> <p>5. Only allowed to carry a small bag the size of a wallet</p> <p>6. Do not bring drinks</p> <p>7. Not to receive / pick up the phone in the exhibition area.</p> <p>8. Tickets must be kept until they go home, because the museum clerk / assistant will check and remind about the time limit printed on the ticket</p>
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	<p>Yayoi</p> <p>10. The Yayoi exhibition also makes regular programs during the exhibition from May to September in the form of making sculptures from soft materials, Ikebana, Cosplay Poetry for adults and programs for making unique objects and making works from seeds for the children's class.</p> <p>11. The Macan Museum issues a membership package where members are free to visit for 20 months without being charged again to visit any exhibitions held. And this package also gives a 10% discount on every purchase at the Macan Museum Souvenir Shop</p> <p>12. The Macan Museum provides free admission for visitors who stay at The Gunawarman hotel on the same day visitors stay.</p> <p>13. Collaboration with mobile platform companies, beverage companies, hotels and other promotional media</p>	
<p><b>External Factor</b></p>		
<p><b>Opportunities</b></p> <p>1. Macan Museum is suitable as a tourist attraction in the middle of the city and hang out with family, friends and personal</p> <p>2. The Yayoi exhibition inspires visitors to create and create something more creative</p> <p>3. This place is the best photo spot that can be used for content on social media</p>	<p><b>SO</b></p> <p>1. Yayoi's work, besides being beautiful, is also seen as an educational, interactive tourist attraction that stimulates visitors to be more creative and innovative both in working, learning and creating a work.</p> <p>2. This exhibition can be used by the management as a place of business such as being a</p>	<p><b>WO</b></p> <p>1. A good tourist attraction, of course, must prepare officers / assistants who are also good in terms of soft skills, hard skills and life skills in order to educate visitors not only when exhibited but can be practiced outside the visitor's environment</p> <p>2. The Macan Museum should make an information board</p>

<p>4. This place is a place of education for both children and adults</p> <p>5. The strategic and instagramable location of the Macan Museum so that it can attract even more millennial generation visitors</p>	<p>distributor of merchandise for each artist</p> <p>3. With so many visitors coming from various circles, it indirectly becomes a free promotional event for the Macan Museum in the form of e-WOM</p> <p>4. The Membership Program is an opportunity for the Macan Museum to bring more loyal visitors to exhibitions by other artists</p> <p>5. With a special program organized by the Macan Museum, managers can work together with kindergartens, elementary schools, vocational schools and universities especially in the vocational fields of hospitality, tourism and decoration</p>	<p>about the visiting hours that are placed in front of the ticketing, so that visitors can choose for themselves what time he will enter. And when he will enter the next hour then must wait until the time. But if it will enter at the hour when visitors come it must bear the consequences of the reduced visit time.</p> <p>3. We recommend that in the Museum provide free drinks that are guarded by officers so that drinking water is not scattered and brought. Visitors can only drink on the spot.</p> <p>4. Dots Obsession and Infinity Mirrored Room officers inform not only the length of time allowed in the room, but also inform visitors that they can enter the room again by queuing up to get the photos they want to be posted on social media.</p> <p>5. Each room should be fitted with a Touch Screen that invites visitors to play knowledge games related to Yayoi's work in the room. This indirectly educates and enhances the visitor's memory of each of Yayoi's works. And visitors who successfully answer all questions on the screen can get a card printed directly on the screen in the form of a Post Card or a photo by Yayoi with the name of the winner of the game written.</p>
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Threats	ST	WT
<p>1. Access to the Macan Museum is very bad when visitors come on weekdays</p> <p>2. Toll road / freeway can only be passed by four-wheeled vehicles</p> <p>3. Museum assistants / officers are volunteers, so every time they open an exhibition, other artists have to look for other volunteers</p> <p>4. Even curators are freelancers who work only at the beginning of the selection of works. So for other exhibits, if the curator is not in place, he must find a new curator</p>	<p>1. The manager can change the visiting hours to avoid traffic jams on normal days from 11.00 to 19.00. While on holidays from 9:00 to 21:00</p> <p>2. Managers can work together with vocational schools and universities to look for HR interns at the Macan Museum every time they hold an exhibition, so that managers no longer need to look for volunteers. Because the volunteers automatically come from the collaboration</p> <p>3. The manager enters into a cooperation contract with the curator with a vulnerable period of 3 to 5 years. So when the Macan Museum will exhibit again, the curator will be available with a scheduled schedule</p>	<p>1. Managers must provide intensive training to Museum assistants / officers for at least 1 month while waiting for the next exhibition opening. And after completing the training, each officer must be tested for the work to be displayed. Because this is very important to educate visitors.</p> <p>2. Creating content on Social Media instagram @museummacan which contains changes / revisions to a better experience at the Macan Museum. As information on the touchscreen display, visitors can enter repeatedly, and others.</p>

410

411 **3.5 Design a service quality concept that is suitable for Macan Museum officers / assistants**  
 412 **with the Cronin and Taylor concept**

413 **3.5.1 Tangible**

414 The tidiness of the officers is important to perform in front of visitors as a center of information  
 415 about the work of artists. The assistant / officer should use attributes such as clothing or assistive  
 416 devices which are in the form of duplications of the exhibition. Like a yellow shirt with a polka-dot motif  
 417 by Yayoi so as to sharpen the visitor's memory of the work displayed. Then the updating of  
 418 infrastructure such as the touch screen display for interactive educational media that can be a long-  
 419 term memory of visitors.

420

421 **3.5.2 Emphaty**

422 Where is the attention and concern of the officer / assistant of the Macan Museum to visitors in  
 423 terms of directing the visiting hours, indicating the location of the exhibition which is on any floor,  
 424 informing visitors during the inspection to read the guiding book first so that no exhibition space is

425 missed. Inform the events of the day, what time and where to register, help visitors who bring the  
426 children to supervise and protect them so as not to touch and damage the exhibition.

427

### 428 **3.5.3 Reliability**

429 Fast service to visitors by paying attention to the number of visitors on that day. When there is a  
430 very long queue, a support service counter must be opened so that the transaction is handled  
431 immediately. You can also record the queue / provide paper containing data on the number of people,  
432 visiting hours and the total price by the officer / other assistants outside the ticket counter to facilitate  
433 the payment process and print tickets.

434

### 435 **3.5.4 Responsiveness**

436 Rapid response from officers both online and at the Macan Museum location in terms of  
437 responding to problems arising from visitor experience is very important. This can be done by  
438 providing a guarantee mechanism / additional visiting time. It could also provide other facilities in the  
439 form of free tickets for the next visit or invite the troubled visitors to the workshop agenda for free.  
440 When this is done by the manager, the profit gained by the visitor will post to his social media  
441 account, then he will definitely invite his friends to come with him and the tickets can be sold a lot.  
442 Similarly, the provision of free workshops will certainly have a positive impact on the Macan Museum.

443

### 444 **3.5.5 Assurance**

445 The knowledge of the officers / assistants at each stand must be equal, the attitude of the officers  
446 to remind / inform visitors must be increased because it affects the ego and emotions of visitors.  
447 Increasing the duration of time entering the Dots and Infinity Room when it is not possible, inform  
448 visitors to queue up again to be able to enter this room again. The addition of Touch Screen Games  
449 with regard to education from the Artists being exhibited is one of the diversion of visitor activities at  
450 the Macan Museum.

451

## 452 **4. CONCLUSION**

453 This research found the power of Tourism in the Yayoi Work Macan Museum in the form of an  
454 educational, interactive tourist attraction that stimulates visitors to be more creative and innovative  
455 both in working, learning and creating a work that they want to make in the future. The manager can  
456 be a distributor of merchandise such as bags, stationery and others from each artist's work because  
457 they get IPR rights directly from artists who are exhibiting at the Macan Museum.

458 With so many visitors coming from various circles, it indirectly becomes a free promotional event  
459 for the Macan Museum in the form of e-WOM. Increasing the advantages of being a Membership is  
460 an opportunity for the Macan Museum to bring more loyal visitors to exhibitions by other artists.  
461 Collaboration with formal educational institutions in terms of apprenticeship work, workshops making  
462 art at the Macan Museum can be done to bring more visitors from all walks of life.

463 To improve services to visitors, managers must provide intensive training to museum assistants /  
464 officers for at least 1 month while waiting for the next exhibition opening. And after completing the



465 training, each officer must be tested for the work to be displayed. Because this is very important to  
466 educate visitors.

467 Content on Social Media instagram @museummacam must create service reform content itself at  
468 the Macan Museum. Such as information on the touchscreen display, visiting hours, visitors can enter  
469 repeatedly, and others.

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