

**MARKETING MIX ANALYSIS AND  
EFFECTIVE INTEGRATED MARKETING COMMUNICATION  
FOR CITA CINTA**

**THESIS**

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**UNIVERSITY OF INDONESIA  
FACULTY OF ECONOMICS  
MAGISTER OF MANAGEMENT  
MASTER OF BUSINESS ADMINISTRATION  
JAKARTA  
MARCH 2009**



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**TESIS**

**Submitted to fulfill one of the requirements to obtain degree of  
Magister Management**

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MARCH 2009**

## STATEMENT OF ORIGINALITY

**This final paper represents my own effort,  
any idea or excerpt from other writers in this final paper, either in form of  
publication or in other form of publication, if any, have been acknowledged  
in this paper in accordance to the academic standard or reference procedures**

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Marketing Communication for Cita Cinta

Telah berhasil dipertahankan di hadapan Dewan Penguji dan diterima sebagai bagian persyaratan yang diperlukan untuk memperoleh gelar Magister Management pada Program Studi Magister Management – Master of Business Administration, Fakultas Ekonomi, Universitas Indonesia.

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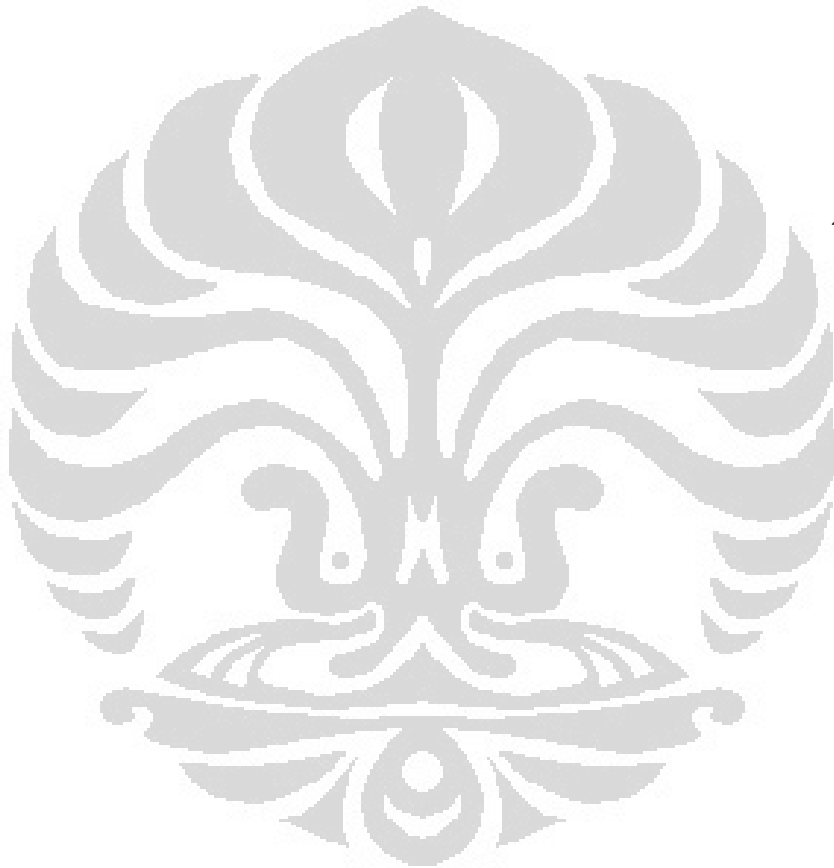
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The author realizes that the thesis may not be exceptional and still need more improvement. Nevertheless, the author hope that this piece of work can provide useful feedback for Cita Cinta magazine in keeping its existence in the market and other people who are interested in exploring women magazine.

Jakarta, 4 March 2009



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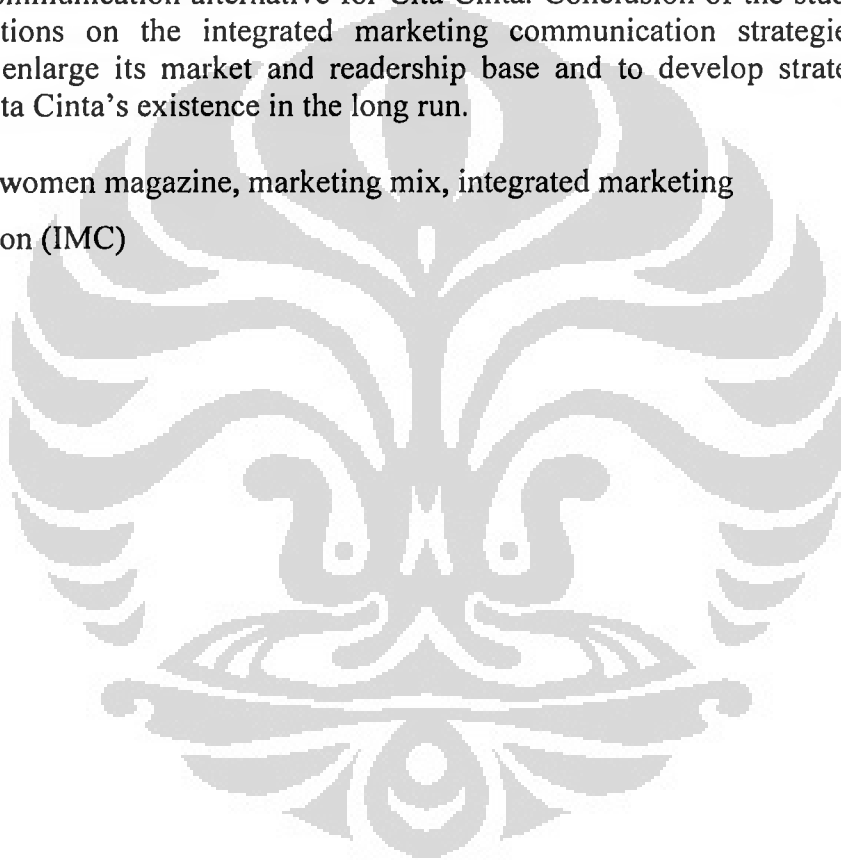
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## ABSTRACT

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Program Studi : MM-MBA  
Judul Tesis : Marketing Mix Analysis and Effective Integrated  
Marketing Communication for Cita Cinta

Cita Cinta has existed as young women magazine for approximately 9 years, due to its concept differentiation compared to other traditional women magazine. The purpose of the study is to check whether the ideal marketing mix of Cita Cinta's publisher meets the readers' expectation and to pursue integrated marketing communication alternative for Cita Cinta. Conclusion of the study and recommendations on the integrated marketing communication strategies are provided to enlarge its market and readership base and to develop strategy to maintain Cita Cinta's existence in the long run.

**Keywords** : women magazine, marketing mix, integrated marketing communication (IMC)





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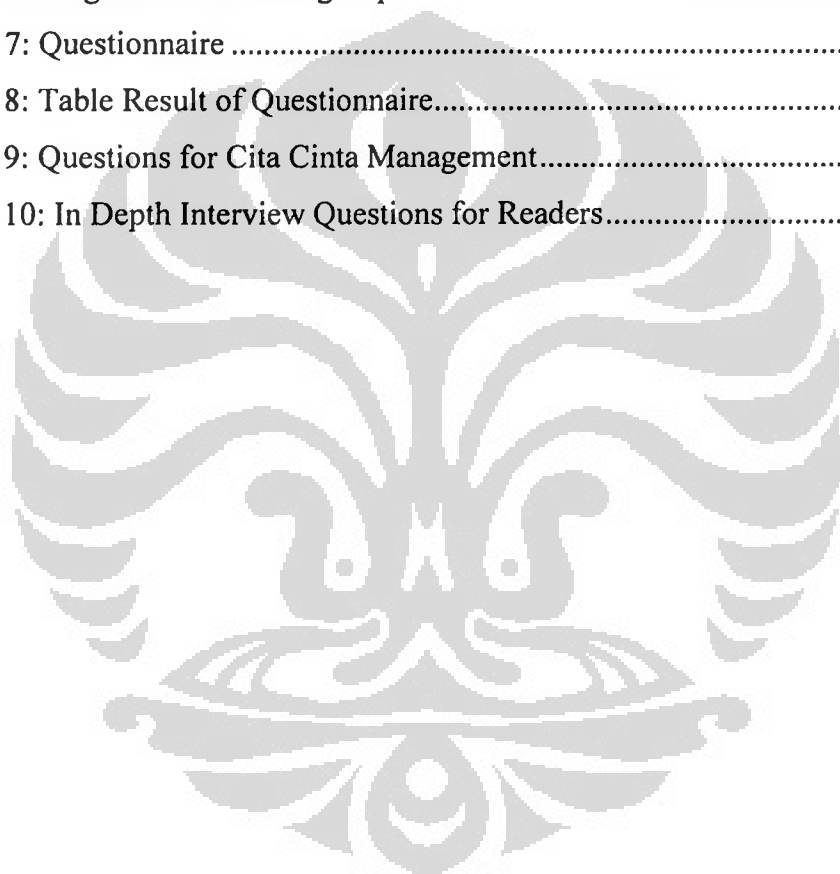
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# CHAPTER 1

## INTRODUCTION

### 1.1 Background

Information is one of the basic needs of human especially in the globalization era. The needs for information can be fulfilled by watching TV, reading news, listening to radio, etc. Technology keeps on growing and innovation continues. As a result, media are flourishing everywhere, especially in big cities like Jakarta, Bandung, Surabaya, Semarang and other cities outside the Java Island. Media industry includes TV show, radio, newspaper, tabloid, bulletin, magazine and internet.

Currently the industry is getting more segmented. The producers in the industry target the small niche instead of being very general which result to not getting the piece of the cake. Magazine is one of the media that develops quickly in Indonesia. In the market, there are hundreds of magazines that are specialized for different needs. For example, there are magazines about women, celebrities, weddings, lifestyle, health, teenager, parenting, young couple, children, music, religious, food, many more and all the information is available in the market. Some magazines have online publishing, where readers can form a community where the readers can join and participate in different topic and events, by email or face to face contact.

One indicator that shows magazine as one of the influential media in Indonesia is the launching numbers of new magazines, there are several new magazines every year, even month. Both local magazine and franchise magazine from different countries, such as Cosmopolitan, Cosmo Girl, CLEO, Esquire, Rolling Stones, Prevention, Men's Health, Parenting, Seventeen, Readers Digest, etc. Readers are thirsty for information and the magazine publishers accommodate it with franchise magazine which the substance has been suited to the Indonesian readers' culture and needs. However, the local magazines still have the power in dominating the market. Some of the local magazines with high readership come from Femina Group which includes the following magazines: Femina, Kartini, Gadis, Ayah Bunda, Dewi, Fit, Pesona, and Cita Cinta.

Looking from the magazines, it is clear that editors also target women as their readers. Women magazines in Indonesia have the potential to be developed continuously. Women have big role in purchasing goods and services. Additionally, the current formal education level of women is almost comparable to men's. More women have obtained their undergraduate degree and few have pursued graduate degree. Thus, it results to the change of income level, financial activities, consumption pattern meaning the products or services that were previously catered to men (such as electronics and gadgets) have possibilities to be targeted to women.

Presently, there are varieties of women magazines in Indonesia. The target readers for women magazine could be divided into three sections:

- The young adult, high school student magazine  
Example: GADIS, Kawanku, Seventeen and ANEKA.
- The college student/first jobber magazine  
Example : Cita Cinta, CHIC, Spice! and Kartika.
- The mature/household women, advanced career women  
Example : Femina, Kartini, Dewi and many more.

In the year of 2000, there were no print media that covered the second section (college student and first jobber), Femina Group noticed the opportunity. The group performed research, survey and finally launched the first edition of Cita Cinta on 25<sup>th</sup> March 2000. The motto of Cita Cinta is 3C which stands for *Cerdas* (Smart), *Ceria* (Cheerful), *Cantik* (Beautiful). Cita Cinta focuses on women that are educated, but still want to be updated with fashion for inspiration, beauty and still expose to working environment.

The first published edition of Cita Cinta was a tabloid. The main reason behind the tabloid format was due to access to distribution and cost efficiency. The cost to produce tabloid is lower than a magazine, thus the cost of tabloid shall be lower than magazine. The editor realize that Cita Cinta's target readers are college students and first jobber, some of them still have income from parents and some just get their first job, generally they do not want to spend too much money for a magazine. However, based on the readers' survey, the readers suggest to

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change the format due to the tabloid paper cannot last long and the color is not very good. Readers preferred a practical format which is not easily torn apart. The editor decided to change the format into a mini magazine (16.7cm x 22.3 cm) that make it easy to carry and to keep. The readers accept the format gladly and gave good feedback on the new format. As quoted from the media profile, "Cita Cinta is the perfect company for all single women age 20-30 to celebrate their independence and long journey toward a modern, fulfilling life."

Cita Cinta has been around in the market for approximately 9 (nine) consecutive years. At first, Cita Cinta is the only player for the segment. Nowadays, different editors have issued magazines that have similar concept to Cita Cinta. It has started the segmented market and invited competitors who want to enjoy benefits. The competitors also come from big editors and publishers such as Kompas Gramedia Group, MRA Group, Kartini Media Persada, etc. It means that the competitors have the resources, capabilities and network to support their activities. Cita Cinta has to face the competition. Hence, Cita Cinta has to evaluate its STP (segmenting, targeting and positioning) continuously and the marketing mix to be in its track in the dynamic market.

## **1.2 Problem Identification**

The market potential for the women magazine in Indonesia is quite large. According to the data from National Bureau Statistic (2007), the total female population is 112,277,800. Cita Cinta as one of the established women magazine still want to be a part of the league and need to accommodate the readers' needs. If Cita Cinta cannot fulfill the demand, readers will search for better alternatives in satisfying the needs.

The background problem is there are readers confused with Cita Cinta's concept. They feel that Cita Cinta is not focused since the magazine combines information for college student and for first jobber. The ideal concept of Cita Cinta is to provide information for women who are in transition, regeneration from being a college student to be a first time employee. Cita Cinta wants to be the media who fill those transition stages.

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Another problem is even though Cita Cinta has spent Rp 11 Billion on 2007 and Rp 12 Billion on 2008 on advertising expenditure (Media Scene 2007/2008), the readership falls from 108,000 on 2007 to 75,000 on 2008 (Nielsen Readership Study Q3-2007 & Q3-2008). It means the readership has decreased around 30% and there is ineffectiveness in the current IMC. Cita Cinta must find alternative promotion strategy to maintain the readership.

The particular problem stated as:

“Does the ideal marketing mix of Cita Cinta match with the readers’ expectation and what is the effective integrated marketing communication alternative for Cita Cinta to maintain its position as market leader?”

### **1.3 Objective of the Thesis**

Objective of the thesis is:

1. To get understanding on the STP and to analyze marketing mix from management (employee) and readers perspective.
2. To check whether the concept design of the Cita Cinta meets the readers’ expectation.
3. To pursue integrated marketing communication (promotion) alternative for Cita Cinta.

By doing further study, Cita Cinta can meet the readers expectation without changing the original concept, implementing the integrated marketing communication alternative and maintain the number one position in the young women magazine segment. The author expects Cita Cinta stays at the best position within the industry and will be able to expand more in the future.

### **1.4 Research Method**

There are some research methods to be used in the thesis, include :

1. Library Research

Literature study from textbooks, journals, newspaper, magazine and internet that are related to the problems.

## 2. Interview

Interview with the management, editor, and readers, to get more understanding of Cita Cinta.

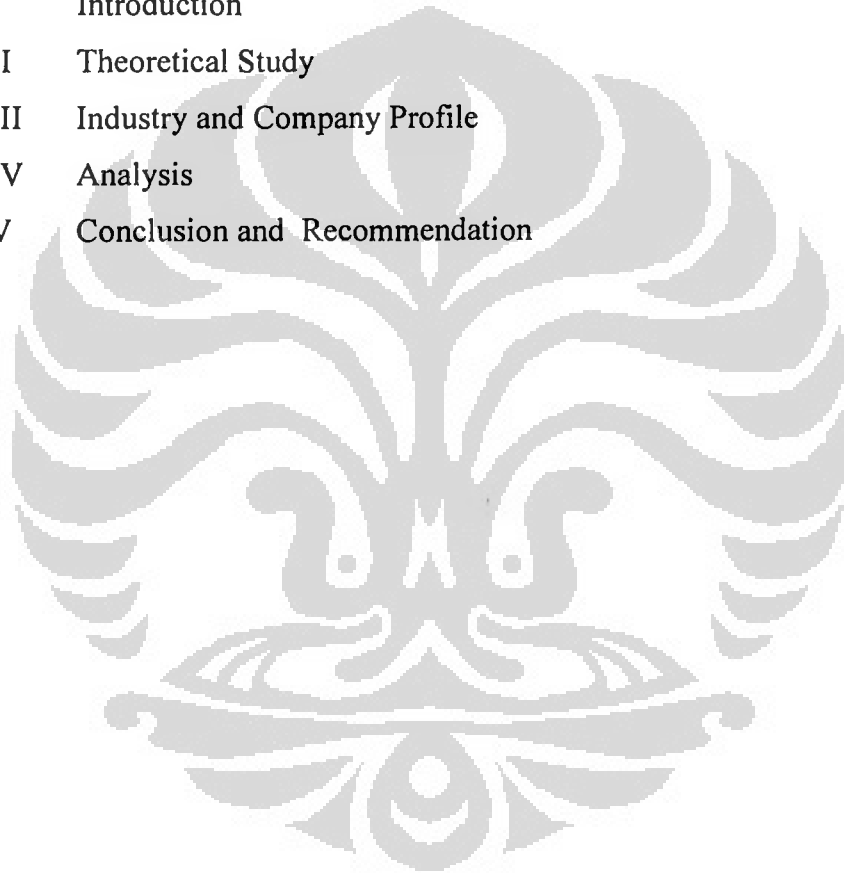
## 3. Survey

To support the analysis based on real and current data.

### 1.5 Thesis Outline

The thesis has five chapters that consists of :

- Chapter I Introduction
- Chapter II Theoretical Study
- Chapter III Industry and Company Profile
- Chapter IV Analysis
- Chapter V Conclusion and Recommendation



## CHAPTER 2

### THEORITICAL STUDY

#### 2.1 Marketing

The American Marketing Association defines: *marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customers relationships in ways that benefit the organization and its stakeholder.*

Marketing is a concept about mental behavior. It is a way of thinking which leads someone to do activities, which not always selling a product but also selling creative ideas, career, place, etc. Marketing is an active movement. The marketing staffs have to submit ideas, opinion and comments before the product / service is designed, not after the launch. It means that the product has to be created based on the full thinking about the customer willingness to purchase goods / services. In relation to magazine publisher or editors, it means that an editor of a magazine must direct the reporters to record and write the news / articles that are needed by the targeted market.

The main issues of marketing are (1) planning and execution in market, (2) steps that are formulated (conception phase), (3) exchanged goods, both tangible and intangible, (4) the exchange.

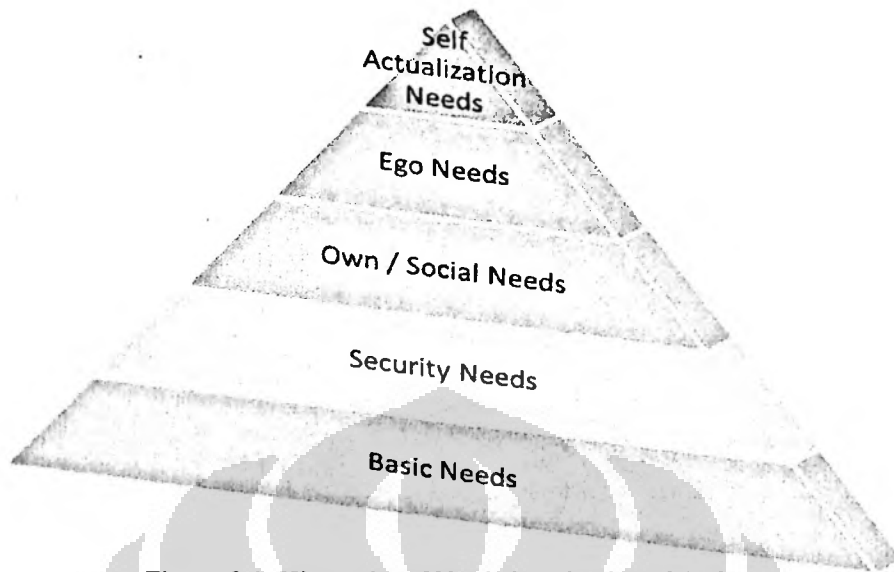
Marketing management has 2 basic concepts: needs and wants. The main duty of marketing management is to detect the needs and wants of customer and put efforts to fulfill them continuously.

**Needs.** Needs are basic things that are required for life creature to continue their life. Human needs comprise of food, drinks, love, appreciation, etc. Human have complicated needs compared to other life creatures.

According to Abraham Maslow (1970), human has 5 needs starting from the basic to the complex ones which are :

- a) basic needs such as food, drinks, and rest.
- b) needs of security (security, home and protection).
- c) needs to own (love, friendship and acceptance).
- d) needs of ego (prestige, status, achievement).

e) needs of self actualization.



**Figure 2.1 Hierarchy of Needs by Abraham Maslow**

**Wants.** Wants are human declaration on the needs which are sharpened by their cultures and personalities. The difference between needs and wants are the goods that someone chooses to carry on his / her life. Human has new wants due to new products, innovation, imported goods, etc. Needs are not created by marketing, but wants do. Producers or service providers always compete to fulfill human's wants.

### **2.1.1 Marketing Management**

Marketing Management is the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value. A social definition of marketing is a societal process by which individuals and groups obtain what they need and want thorough creating, delivering, and freely exchange products and services of value with others.

The concept of marketing has changed from the “make and sell” to “sense and response” philosophy. One concept that will be discussed the integrated Marketing. It is depicted in the Marketing Mix that includes the 4Ps of

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marketing: product, price, place and promotion. Marketing mix decisions must be made for influencing the trade channels as well as final customers.



Figure 2.2 The Four P Components of Marketing

The company must prepare an offering mix of products, service, prices, and utilizing the communications mix of advertising, sales promotion, events and experiences, public relations, direct marketing and personal selling to reach the trade channels and the target customers. In short term, the company could adjust the price, sales force size and advertising expenditure. It could modify the current products or develop a new products and re-arrange its distribution channels in the long term.

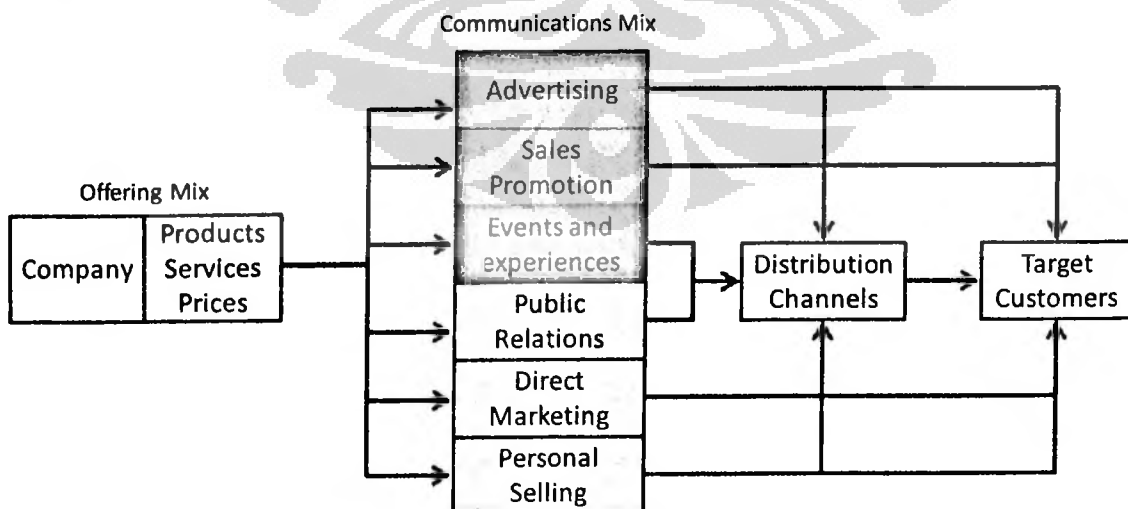


Figure 2.3 Marketing Mix Strategy

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The 4Ps represent the seller's view. According to Robert Lauterborn, the 4Ps of seller should match the 4Cs of Customer (Customer solution, Customers Cost, Convenience and Communication).

### 2.1.2 Segment Marketing

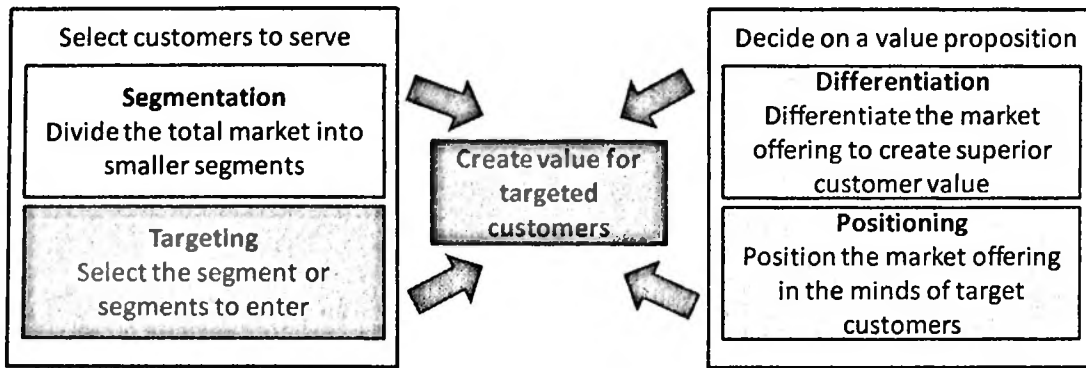
A market segment includes a group of customer who share similar set of needs and wants. Marketers do not create segment, they have to recognize the segment and choose which ones to target. However, in a segment not everyone has the same wants and this have urged marketers to perform flexible market offering to customers in the segment.

Flexible marketing offering consist of two aspects: (1) naked solution means the product and service elements that all segment members value; (2) discretionary option means the products and service elements that only some members value.

There are some ways to defined market segments. One of them is to identify the preference segments. There are three different preferences that can appear:

- a) Homogeneous preferences show a market where all customers have approximately the same preferences.
- b) Diffused preference is when the customer preferences are scattered throughout space, which shows the customers have great differences in their preferences.
- c) Clustered preferences when the market has natural market segments.

A company can build several brands to cover different segments.



**Figure 2.4 Steps in Market Segmentation, Targeting and**

## 2.2 Segmentation

Segmentation is a strategy to understand the market's structure (Kotler 1997). The marketer must select and view the potential market. The market could be viewed differently by different individuals and must be approached by different segmentation strategy. Different segmentation strategy will lead to different mapping.

A company must understand the segmentation process, as it is one of the essential concepts in marketing management. Segmentation must be performed before implementing the marketing mix strategy and positioning, which will be discussed further. Marketers have to check the market segment, whether the target fit, are there are in the latest trend or have the product reach the targeted market.

### 2.2.1 Segmentation Concept

The segmentation concept is the opposite of the mass production concept. Segmentation is derived from increased competition, which goal is to win the competition with regular profit with activities that could satisfy different customers group. Customers with different characteristic will be treated differently.

According to Mullins (2005), there are three objectives of the market segmentation:

- a) identify a homogeneous segment that differs from other.

- b) specify criteria.
- c) determine segment size and potential.

Segmentation is dynamic since new segments keep on growing and new products are needed to cover the new segments. Companies must be adaptive, responsive to the change of the market preference. Marketing activities must be balanced with the research activities. There are some approaches of segmentation which are discussed below.

## 2.2.2 Traditional Segmentation Approach and New Segmentation Approach

### 2.2.2.1 Traditional Segmentation

The traditional approaches of segmentation are the following:

- a) **Demographic segmentation:** divide the market on the basis of variable like age, family size, gender, income, education, occupation, race, ethnic origin, etc.
- b) **Geographic segmentation:** divide the market into different geographical units such as nations, states, regions, etc.
- c) **Geodemographic segmentation:** combines both demographic and geographic segmentation, which means individuals who stays in the same geographic area tends to have similar demographic characters.

### 2.2.2.2 New Segmentation Approach – Psychographic Segmentation

On the other hand, the traditional approaches do not work at all times. There are individuals that are not covered by the three segmentation approaches which result the psychographic approach.

**Psychographic segmentation** is segmentation based on the psychological traits, values, lifestyle and personalities of human. Lifestyle is defined how someone spend time and money which stated in activities, interests and opinions. The most popular classification is the VALS framework.

William Wells who was the marketing psychology professor in University of Chicago, together with Tight from Toronto University, had developed the

**Demo-psychographic segmentation.** This segmentation has concept to group the customers based on the fine segment than only demographic variables.

### 2.2.3 Sequential Segmentation

Customers seek different benefit bundles based on their stage in the purchased decision process:

- a) **First time prospects** are customers who have not yet purchased but want to buy from a vendor who understands their business who explains things well, and whom they can trust.
- b) **Novices** means customers who are starting their purchasing relationship want easy-to-read manuals, hot lines, a high of training, and knowledge sales representative.
- c) **Sophisticates** means established customers want speed in maintenance and repair, product customization and high technical support.

### 2.2.4 Benefit Segmentation

The segmentation is developed by learning the products attributes that customer perceive as giving important benefits. Haley (1985) divided the products segment into 4 groups :

- a) **Sensory segment:** segments that purchase goods / services because of the benefits received from the taste and the appearance.
- b) **The sociables:** purchase the goods and services of the benefit.
- c) **The worriers:** purchase the goods / services to prevent bad things to happen.
- d) **The independents:** purchase the cheapest goods / services.

### 2.2.5 Product Usage Segmentation

The products are segmented based on the frequency of individuals consume the goods / services. The customers can be categorized into heavy users, medium / average users, light users and non users.

### 2.2.6 Customer's Loyalty Segmentation

Producers / service provider must understand this significant segmentation. Newcomers often “shake” the existing market that makes customers to try their new products supported by free gimmicks, sweepstakes, etc. Loyal customers often buy the new products because it offers prize, fresh ideas, attractive packaging, etc., but will return to the old product when the promotion period of the new product has ended. Based on the loyalty to products / services, the customers can be divided into four groups:

- a) Hard-core loyals: customers who buys only one brand all the time
- b) Split loyals: customers who are loyal to two or three brands
- c) Shifting loyals: customers who shift loyalty from one brand to another
- d) Switchers: customers who show no loyalty to any brand

The company could learn from analyzing the degrees of brand loyalty, by studying its hardcore loyals, it can identify its products' strength. Studying its split loyals, the company can identify which brands are most competitive with its own. Lastly, by observing at customers who are shifting away from its brand, the company can evaluate on its marketing weaknesses and efforts to fix them. Since not all segmentation schemes are useful, market segmentation must rate favorably on the following criteria:

- a) **Measurable.** The size, purchasing power and characteristics of the segments can be measured.
- b) **Substantial.** The segments are large and profitable enough to serve. A segment should be the largest possible homogeneous group worth going after with a tailored marketing program.
- c) **Accessible.** The segments can be effectively reached and served.
- d) **Differentiable.** The segments are conceptually distinguishable and respond differently to different marketing-mix elements and programs.
- e) **Actionable.** Effective programs can be formulated for attracting and serving the segments.

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## 2.3 Targeting

Targeting is the next step after the segmentation process is done. The result of targeting is target market, which is one or few segments that are going to be the focus of marketing activities of a company.

### 2.3.1 Criteria in Achieving Maximum Target Market

Marketers have to select on which segments to focus on and which are should left behind. Furthermore, marketers have to fulfill four criteria (Clancy & Shulman, 1991) to achieve the maximum target market. The four criteria are the following:

- a) **Responsive.** The target market must be responsive to the product and the marketing activities that have been developed. If there is no response from the market, the company must analyze and find out the reasons.
- b) **Sales potential.** The potential must be big enough. The bigger the potential market, the bigger the value. Population is not the only factor, the buying power and market wants to own the product. Marketers have to create the desire to own the product. The factors that need to be considered are readiness of population, appropriateness of the product and ability to improve the satisfaction of customer and ethical problems.
- c) **Market growth.** Market cannot react directly, it will grow slowly until it reach the optimal point. When the growth is slow, company must think so the product is succeed in the market.
- d) **Media reach.** Target market will be easily reached optimally if the marketers choose the right media to introduce and promote the product. Some failures were caused by the lack of information about media planning and the media character. Most companies give the media planning and execution to advertising agencies, but it will not guarantee the message reach the target market and some media have

too wide coverage. Thus, marketers have to be creative and know how to reach the target market optimally.

### 2.3.2 Target Marketing Strategies

Marketers increase the combination of numerous variables in effort to identify smaller, better-defined target groups. Customers / buyers have unique needs and wants, a company (seller) could potentially view different buyer a separate target market. However, targeting individual is not easy, then a company tends to target group of customers / buyers.

Market targeting can be performed in several different points. The common targeting strategies are undifferentiated (mass) marketing, differentiated (segmented) marketing, concentrated (niche) market, mass marketing and micromarketing (local or individual marketing).

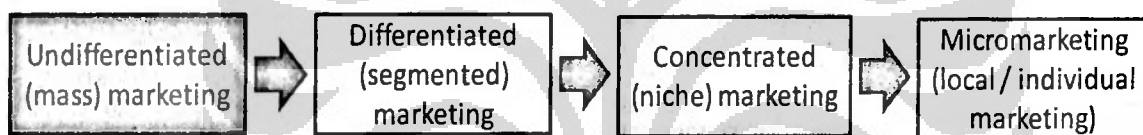


Figure 2.5 Target Marketing

**Undifferentiated (mass) marketing** is a strategy in which company decide to ignore market segment differences and go after the whole market with one offer. The company focuses on what is common rather than what is different. The company can ignore any segment differences and design a single product and marketing program that will appeal to the largest number of customers. The purpose is to capture sufficient volume to gain economies of scale and a cost advantage

**Differentiated (segmented) marketing** a strategy in which company decide to target several market segments and designs separate offers for each. By offering different product and marketing, companies hope for higher sales and stronger position in each market segment. However, differentiated marketing also increase the cost of doing business. Differentiated marketing need to have strong

R&D and marketing capabilities to identify new products appealing to new / different segment, supported by resource and financial capabilities.

**Concentrated (niche) marketing** is to serve one or more segments which consist of considerable numbers of customer seeking specialized benefits from a product or service. Niche marketing is appealing when company resources are limited. The company goes after a large share of one or a few smaller segments. The strategy is tailored to circumvent direct competition with bigger companies. An attractive niche characteristic are: customers in the niche has distinctive set of needs; these customer will pay a premium; the niche is not likely to attract other competition; the nicher gains economies of scale by specialization and the niche has size, profit and growth potential.

**Micromarketing** is the practice of tailoring products and marketing programs to the needs and wants of specific individuals and local customers groups, including local marketing and individual marketing.

### 2.3.3 Seven Steps Approach for Market Targeting

Roger Best proposed the seven step approach for market targeting:

- a) **Needs-Based Segmentation.** Groups customers into segments based on similar need and benefit by customer in solving a particular consumption problem.
- b) **Segment Identification.** For each needs-based segment, determine which demographics, lifestyles, and usage behaviors make the segment distinct and identifiable.
- c) **Segment Attractiveness.** Companies use predetermined segment attractiveness criteria (such as market growth, competitive intensity, and market access) and determine the overall attractiveness of each segment.
- d) **Segment Profitability.** Determine segment profitability.
- e) **Segment for Positioning.** For each segment, create a “value proposition” and product-price positioning strategy based on that segment’s unique customer needs and characteristics.



- f) **Segment “Acid Test”.** Create “segment storyboards” to test the attractiveness of each segment’s positioning strategy.
- g) **Marketing Mix Strategy.** Expand segment positioning strategy to include all aspects of the marketing mix: product, price, promotion and place.

#### 2.3.4 Patterns of Target

Company has to evaluate different market segments and it has to pay attention to 2 (two) factors which are the segment’s overall attractiveness and the company’s objectives and resources. After company has evaluated the different segments, the company can considers 5 patterns of target:

##### a) **Single Segment Concentration**

A concentrated market makes a company gains strong knowledge of the segment’s need and achieves a strong market presence. Moreover, the company has the operating economies in through specializing in production, distribution and promotion. When capture the segment leadership, company can gain high return on its investment. The risk is when competitor invades the segment.

##### b) **Selective Specialization**

A company selects some segments, which every one of them is attractive and appropriate. Synergy may not exist between them.

##### c) **Product Specialization**

Company produces products that sell to several different market segments. The risk is when the produce is replaced by completely new technology.

##### d) **Market Specialization**

The company concentrates on serving many needs of a particular customer group. The downside is when the customers group may suffer budget cuts or shrink is size

##### e) **Full Market Coverage**

The company tries to serve all customer groups with all products they might need. There are two ways. First, by undifferentiated marketing, which the company ignores the segment variations and goes to the market

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with one offer. Second, differentiated marketing, that company operates in several market segments and designs different products for each segment.

## **2.4 Positioning**

Positioning is the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market. The objective of positioning is to set the brand in customer's mind to get the most out of the potential benefit. Al Ries and Jack Trout (2000) see that positioning is not what you do to a product; it is what you do with the mind of the prospect.

Positioning is not a product strategy, it is a communication strategy. Positioning relates with how customers (the target market) locate the product in the mind, so the prospect customers have specific judgment and identify himself/herself with the product. Moreover, a product position is the way the product is defined by customers on important attributes – the place the product occupies in customer's mind relative to the competing products.

Positioning approach is needed since customers are bombarded with constant flow of advertising, which advertisers spending several hundred dollars annually. According to Ries and Trout, customer's mind react to this high volume of advertising accepting only what is consistent with previous information. Due to the information overload, customers often simplify it by simplify and tend to shut out anything inconsistent with their knowledge and experience. Marketers should present a simplified message and makes the message parallel with what the customer already believes and make the message consistent with what the customer already believes by focusing on the perception of the customer rather than on the reality of product.

Customers rank the brands in their minds and if a brand is not number one, then to be successful it should relate to number one brand. It is nearly impossible in short-run, to replace the market leader when there is a clear market leader in the customers' mind.

### 2.4.1 Type of Positioning

**Positioning based on product differentiation.** Marketers can show to the market where is the differentiation of the product compare to the competitor products (unique product feature).

**Positioning based product benefit.** Benefit of products can be emphasized as positioning as long as customers considered it as important factor. Some benefits that can be stressed are time, easiness, clarity, honesty, cheap price, warranty, economic, physical durability or emotional.

**Positioning based on usage.** The aspect that is emphasizes is the usage of the product.

**Positioning based on the product category.** Usually, this positioning is used by the new product that appears in the existing product category.

**Positioning to the competitor.** This is when a company compare its product with its competitor in advertising. In Indonesia, companies cannot make a direct comparison by using the competitor brand. Companies can only compare in implicit way.

**Positioning through imagination.** Positioning can be developed by using imagination like place, people, items, situations, famous people, etc.

**Positioning based on problems.** Usually applies for new product or not very well-known product. The new product is created to solve the problems of the customer. The problems could be related to something actual or long term problem.

### 2.4.2 Positioning Mistakes

According to Kotler (1997), there are four mistakes that could happen in positioning, which are : underpositioning, overpositioning, confused positioning, and doubtful positioning.

**Underpositioning.** A product is considered underpositioning when its existence does not feel by the customers. It does not have a clear position that makes customers think it is similar to other products in the market. Customer cannot differentiate it with other brands.

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**Overpositioning.** When marketer position its product too narrow which reduces the customers' interest which are in the target market.

**Confused positioning.** Customer can become confused when there are too many features that the marketer emphasis.

**Doubtful positioning.** The positioning is doubtful due to the weak evidence. Customers do not believe since there is strong evidence, they might already have experience to that particular brand, or the marketing mix that are applied do not match with the product existence.

### 2.4.3 Perception as Center of Positioning

In the planning phase, marketers frequently prepare perceptual positioning map, which demonstrate customers perceptions of their brands versus the competitor on important buying dimensions.

J.C. Mowen defined perception as a process where individuals are exposed by information, provide a wide processor capacity and interpret the information. While positioning experts according to Myers, summarize it as a process to understand sensation with pictures and association in memory to interpret.

### 2.4.4 Value Proposition Positioning

The full positioning of the brand is named brand's value proposition : the full mix of benefits upon which the brand is differentiated and positioned. Relate to customer's question, "why should I buy your brand?"

There are five winning value propositions for a company can position its product.

**More for more.** This positioning is include the most upscale product/services and charge higher price to cover the higher cost. Usually the product/service gives prestige to the customers. Companies should lookout opportunities to introduce "more for more." However, the negative side is that competitor can declare the same quality with lower price.

**More for the same.** A competitor's more for more could be attacked by companies which introduce a brand offering with comparable quality with lower price (e.g. Lexus versus BMW).

**The same for less.** This can be a powerful proposition, since everyone likes a good deal with discount based on the superior purchasing power and lower cost of operation.

**Less for much less.** This positioning involves meeting customers' lower performance or quality requirements at much lower price, usually with less choice and lower level of service.

**More for less.** This is the winning proposition. A company can offer the best product variety, best service and the lowest price compared to other similar companies. But in the long run, it will be hard to maintain best-of-both positioning. When offering more usually will cost more, and make it difficult to deliver "for less" offer.

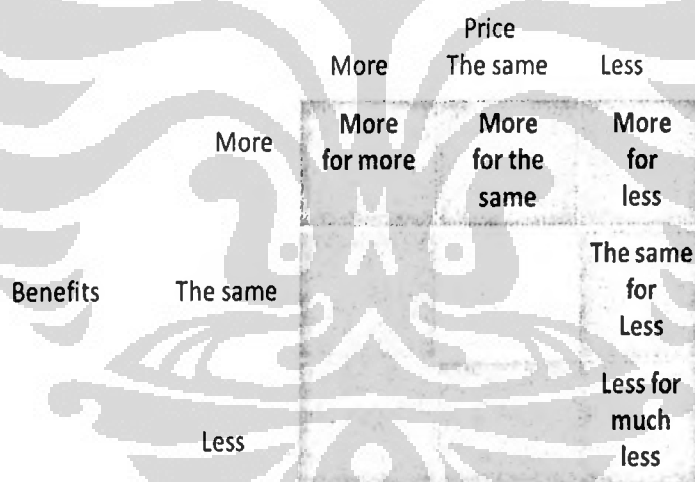


Figure 2.6 Possible Value Proposition

#### 2.4.5 Competitive Frame Reference

A company start by defining a competitive frame of reference for brand positioning is to determine category membership. The category membership means the products or sets of products with which a brand competes and which function as close substitutes.

#### **2.4.6 Points-of-Difference (PODs)**

Points-of-difference are attributes or benefit customers strongly connect with a brand, positively evaluate and believe that they could not find to the some extent with a competitive brand. Powerful, preferred and unique brand associations that contribute the power of difference may be based on virtually any type of attribute and benefit.

#### **2.4.7 Points-of-Parity (POPs)**

Points-of-Parity are associations that are not necessarily unique to the brand but may be shared with other brands. The associations are consist of 2 basic types: category and competitive.

Category points-of-parity are associations' customer view as significant to be a legitimate and credible offering within a certain product/service category. Category points-of-parity could change over time which caused by technology development or new trends.

Competitive points-of-parity are associations which formed to negate the competitors' point of difference.

#### **2.4.8 POPs Versus PODs**

For a product to get points-of-parity, customers must believe that the brand is "good enough" in that category. There is a "range of tolerance / acceptance" with points of parity. The brand does not have to be as strong as the leader, but the brand is performed well enough in a particular attribute or benefit. While for points-of-difference the brand must demonstrate clear dominance.

#### **2.4.9 Establish Category Membership**

There is a favored approach for positioning by informing the customers of a brand's membership before stating its point-of-difference. Meaning that customers need to know what is a product and its function before decide if that brand dominate against what which it competes.

Three ways to convey a brand's category membership are:

- 1) Announcing category benefits. Company will frequently use benefit to announce category memberships which encourage customers that a brand will deliver on the fundamental reason.
- 2) Comparing to exemplars. The famous, notable brand in a category can also be used to specify category membership.
- 3) Relying on the product descriptor. The product descriptor that follows the brand name is often a concise means of conveying category origin.

#### **2.4.10 Choosing POPs and PODs**

There are three key customers' desirability criteria for PODs

- 1) Relevance. It means that customers must find the POD personally relevant and important.
- 2) Distinctiveness. The POD must be distinctive and superior for target customers. When a product enters a category with an established brand, the challenge is to find feasible basis for differentiation
- 3) Believability. The target customers must find the POD believable and credible. A brand must offer a convincing reason for choosing it over other brands.

#### **2.4.11 Differentiation Strategy**

Companies must differentiate brands on many variable bases. The aspects of products and services are the obvious mean of differentiation. There are dimensions such as personnel, channels, and image that a company can use to differentiate its market offering.

##### **1) Product Differentiation**

The product can be differentiated by its form, feature, performance, conformance, durability, reliability, repairability, style and design. While service could be differentiated from ordering ease, delivery, installation, customer service, and after sales service. Quality image is also influenced by packaging, distribution, advertising, and promotion.

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## 2) Personnel Differentiation

Companies can gain advantage from excellent personnel which are well-trained.

## 3) Channel Differentiation

Another competitive advantage that company can gain is through the distribution channels coverage, expertise and performance.

## 4) Image Differentiation

Identity and image need to be differentiated. Identity is the way a company aims to identify or position itself or its product. Image is the way the public perceives the company or its products. Identity can be effective when it establish the product's character and value proposition, conveys its character in a distinctive way and delivers emotional power beyond a mental image. Identity must be conveyed through every available communication media and brand contract.

Other views that are generally use to promote the differences.

A difference is should be promoted when it fulfills the following criteria:

- 1) Important: the difference delivers a greatly valued advantage to target customers.
- 2) Distinctive: competitors do not offer the difference, or the company can offer it in a more distinctive way.
- 3) Superior : the difference is superior to other ways that customers might obtain the same benefit.
- 4) Communicable : when customer can see the difference, which is communicable.
- 5) Preemptive: competitors cannot easily duplicate the difference.
- 6) Affordable : Customers are able to pay for the difference.
- 7) Profitable : The company can introduce the difference profitably.



## **2.5 Integrated Marketing Communication (IMC)**

Integrated Marketing Communication as defined by American Association of Advertising Agencies, is a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines-for example general advertising, direct response, sales promotion, and public relations-and combines these disciplines to provide clarity, consistency, and maximum communications impact.

The definition above focuses on the process of using all forms of promotion to achieve maximum impact. However the advocates of IMC even argue for wider perspective that considers all sources of brand or company contact that a customer or prospect has with a product or service.

Many companies are using only one or two communication tools. Companies must consider the broad range of communication tools, messages and audiences makes it essential for company to go toward the IMC. In facing the global challenge, it is necessary for company adopting “360-degree view” of customers to really understand all different mode of communication which able to affect behavior in their daily life. IMC helps companies in building the brand equity of their products and services through synergy.

Another way to define the concept of IMC is when company carefully integrates and coordinates the company’s communication channels to deliver a clear, consistent and compelling message about the organization and its products. Thus, IMC identifies all contact points where the customer may encounter the company and its brands. Each brand contact shall deliver a message, whether good, bad or indifferent. The company wants the brand contact deliver positive and consistent message.

### **2.5.1 Communication Channels**

A company must select channels of communication to inform the message of product / service. There are two communication channels: personal communication channels and non personal communication channels.

### 2.5.1.1 Personal Communication Channels

Personal Communication Channels are channels through which two or more people communicate directly with each other, including face to face, on the phone, through mail or email or through internet chat.

Word-of-mouth influence and buzz marketing are included in the personal communication channels. **Word-of-mouth influence** is personal communication about a product between target buyers and neighbors, friends, family members and associates. While **buzz marketing** involves cultivating opinion leaders and getting them to spread information about a product / service to others in their communities.

### 2.5.1.2 Nonpersonal Communication Channels

These are media that carry messages without personal contact or feedback, include major media (newspaper, magazine, direct mail, radio, tv, billboard, signs, posters, email, website), atmospheres and events (press conference, shows, tours, road show, etc).

### 2.5.2 Role of IMC in Branding

One of the important role of IMC is it plays a major role in the process of developing and sustaining brand identity and equity. Brand is in an important asset to a company as the strong and well known brands have favorable, strong and unique associations in the minds of the customer. Brand identity is a combination of many factors, including the name, logo, symbols, design, packaging, and performance of a product or service as well as the image of type of associations that comes to mind when customers think about a brand (Belch 2004). The brand covers the whole range of customers' awareness, knowledge and image of the brand as well as the company behind it.

Thus, it is the total of all points of contact that customers have with the brand and expands beyond the experience or result of using it. These contacts can also result from different activities of integrated marketing activities used by the

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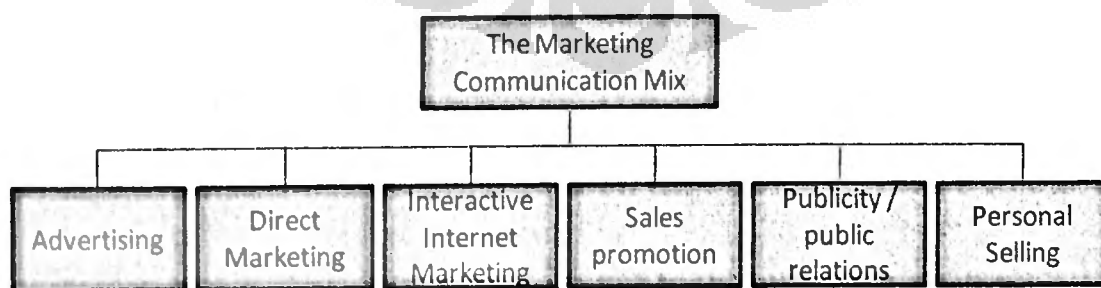
companies such as mass media advertising, sales promotion offers, sponsorship activities, brochures, websites, etc. The customers can also have contact with or receive information about a brand in stores at point of sale, in articles of stories that they see, hear or read in the media, or through interactions of the company representative such as sales person.

The IMC role in brand development is intended to make the customer aware of one particular brand in his / her mind amongst of all different brands in the market. By having solid brand in customer's mind, it will give the company an advantage in eliminating other brand choices for customers to choose from and simplifying their decision making process. A brand stand something more than trademarks or logo, it is a promise to the customers.

Marketing Communications contribute to brand equity in many ways : creating awareness of brands, linking the right associations to the brand image in consumer's memory, obtaining positive brand judgements or feelings and facilitating a stronger consumer-brand connection.

### 2.5.3 Marketing Communication Mix

Marketing Communications are the means by which firms attempt to inform, persuade and remind customers, directly or indirectly, about the products or brands that they sell. Company use modes to accomplish an organization's communications objective, the tools often referred as marketing communication mix.



**Figure 2.7 Marketing Communication**

The elements are:

**a) Advertising**

Any paid form of nonpersonal communication about an organization, product, service, or idea by an identified sponsor.

**b) Direct Marketing**

Organizations communicate directly with target customers to generate a response and / or transaction.

**c) Interactive / Internet Marketing**

Interactive media allow back and forth flow of information whereby users can participate in and modify the form and content of the information they receive in real time. Through new media such as internet, it allows customers / users to execute different functions such as receive and send messages, make inquiries, answer questions, and make purchases.

**d) Sales Promotion**

Marketing activities that provide extra value or incentives to the sales force, distributors, or the customers and can encourage immediate sales.

**e) Publicity / Public Relations**

**Publicity** is the nonpersonal communications regarding an organization, product, service, or idea not directly paid for run under identified sponsorship. The form could be in news, editorial, or announcement.

**Public relation** is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest and executes a program of action to earn public understanding and acceptance.

**f) Personal Selling**

A form of person-to-person communication in which a seller attempts to assist and / or persuade prospective buyers to purchase the company's product / service / act/ idea.

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## **2.6 Brand Equity**

After a company has found the right segment, perform the market targeting, it will need a strong brand to build the positioning within the market. Brand is defined by American Marketing Association as “a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one sell or group of sellers and to differentiate them from those of competitors.”

A brand is products/services that adds dimension that differentiate it in some way from other products or services designed to satisfy the same need. The difference could be rational, functional or tangible. Brand has played a significant role that improves customer lives and increases the company value.

### **2.6.1 Role of a brand**

A product / service could be recognized from its brand. Strong brand identifies the producer of goods/services. Customer can use brand as a learning experience with the producers and the marketing programs. Additionally, customers learn which brand could or could not fulfill the needs and wants. Of course, brand has functions for the company. By having a brand, the company will be able to track and identify the products in the market, also helps in organizing the inventory and accounting record. Brand has a legal power through registered trademarks, patents, copyright and design of a product. They are intellectual property rights that makes company feel safe investing in its brand.

## **CHAPTER 3**

### **INDUSTRY AND COMPANY PROFILE**

#### **3.1 Industry Analysis**

After the freedom of press in 1997, the total of printed media once reached 2000 (two thousand). Media industry in Indonesia has been developed rapidly after the reformation era in 1998. Print media has experienced liberalization. The number of newspaper, tabloid and magazine increased drastically, from approximately 200 (two hundred) in 1998 become around 600 (six hundred) in 1999 and 695 (six hundred and ninety five) in 2003.

Starting from year 2000, magazines and tabloids have growth a lot. One indicator of the media industry growth, the national advertising budget also increased continuously after the 1998 financial crisis, and rose more than 10% per year, while Indonesian economy growth was only around 4%. The national press has been growing into an interesting industry. However, even there are many new print media that were born, there are a lot of print media that could not last.

The print media industry around the world currently performs range of innovation and efforts for product development and market expansion. Lately the innovation has been focused on the new income source for the publishers, beside the traditional income (income from selling the print media itself). Publishers also seek income from advertising and circulation. Along with the technology advancement, newspaper and magazine starting to develop website as an alternative media that can be accessed from anywhere.

In the year of 2003, Indonesia was considered as a very good place to do business by print media publishers. Even though there was uncertainty, the print media businesses raced to issue new media. Not only the established publishers who issued new magazines and tabloids, but also new publishers. The growth season of print media had showed tendency of mixture segmentation. New media have to target more specific segment such as women, men, health, hobby, children, interior, property, etc. From all the media that are published, the

majority choice is still on women's segment. It is pretty clear women are the main target for print media.

According to the information from National Bureau of Statistic, female population in Indonesia for the year 2007 is approximately 112.277.000, 49.9% from the total population (Attachment 3). The amount shows a big potential for the print media market and the segment can be broken down further.

Based on the view from marketing observer Universitas Indonesia, Rhenald Khasali, there are two aspects that push the growth of print media. First, the globalization stream that affected the wants of society to acquire information. It means the character of the society is getting more critical. Thus, they do not only need one reading, but also another reference to get more information. Second, more people have idle fund at the same time and have wants to have something which are nice to have. They just want to show the society that they own it (the print media).

New print media have to possess a clear product concept that differs from the other media, such as the cover, the headline, the article, the presentation and the layout. The other thing is the clear segmentation for different readers. As a result, the advertisers will be interested to place the advertisement in that particular media. In the long run, the readers will increase and there will be small possibilities for them to move into other print media. Print media businesses are moving toward narrower segmentation. Medias always refer to preference of readers and want to fulfill readers' needs.

### **3.2 Magazine and Tabloid**

Cakram Magazine interviewed Svida Alisjahbana, one of the Board Director of Femina Group, and she commented, "...the chances to have business in magazine and tabloid world are still open. Since Indonesia's population increase, the education level is also increased. If the above is true, it means that the needs of print media are also increase..." Thus, there will be a good chance to expand the magazine business.

Competitions amongst print media cannot be avoided, but the development, opportunities and space still exist. The space can be evaluated, is it in the needs of readers or demographic aspect. Magazine business is pushed by two main things: advertisement and total readers. The magazine business becoming more segmented and every target market has different habits. Furthermore, magazine has its own power, since reading magazine means one-on-one interaction.

### 3.3 Media for Women

Women's world is always interesting to follow and discuss. Women's problems are getting more complex and will need special handling. It is believed the problems could be solved by reading women magazine as references. The potential market for women between the age of 20-29 year old is huge, there are approximately 20.6 million women in population (Attachment 3). Women's media penetration in total increase from year to year, it creates the opportunity for publishers to innovate the current print media and create the new ones (Attachment 5). Thus, various women magazines keep on growing continuously. Based on CAKRAM's observation on 2003, there was approximately 80% of magazine new media which are dominated by women magazine.

CAKRAM categorize three groups of women segment of print media:

a) **Print media that target Muslim women and family.**

The cover of the magazine always portray women celebrities who wear *jilbab* (headgear for Muslim women). Additionally, they generally discuss articles or events that have relationship with religion and spirituality. The examples are Noor, Aisha, etc.

b) **Print media that target adult and independent women.**

The cover usually displays the women celebrity. The articles and the look constantly expose women's related issues such as career, love, sex, marriage, health, culinary, relationship, etc. Femina, Kartini are some of the example.



c) **Print media that target women that already have a family.**

This is intentionally targeted since more women media left the segment and moved to the younger segment. However, the segments should be cover since women who already has family is actively involved in making decision within the household. Good Housekeeping and Parent's Guide are the examples for this position.

However, it is not an easy job for new media to enter the women media's market as the well-known media are still hard to beat. The real evidence could be viewed from the advertising income from the biggest media such as Femina, Cosmpolitan, and Kartini.

According to Veven Sp Wardhana, a media observer from Institute for Media and Social Studies (IMMS), the growth of women magazine in increasing, the content is packed and open minded. Furthermore, women need new options to solve problems or metropolitan lifestyle that are getting complex. Additionally, women need global information, so that women have good attitude, both for herself and family.

The variety of media and programs catered to woman in print media, television and radio indicates that women nowadays start to need all type of information and entertainment. Mass media is one of the information source and entertainment which could be consumed by all segments. According to the type, there are 2 (two) kind of mass media: print media (e.g. newspaper, magazine, tabloid and book) and electronic media (e.g radio, television and internet).

Nielsen Media Reseach (NMR) conducted survey in 9 (nine) big cities in June until September 2003, including Jabodetabek, Surabaya and Medan. There are 13,300 respondents which are taken randomly from 37,614,000 people through interview method, men and women of 20 year old and above, with conclusion that men consume media more than women.

The research also informed that only 22% women read newspaper, while for men is 39%. It means that men like newspaper compared to women. Newspaper for women is a tool to add knowledge, while for men newspaper could

be a guide for something that is related to his job. For magazine and tabloid, women tend to like magazine compared to men.

Additionally, Polling Center (PC) has done research with 2002 respondent in 15 (fifteen) provinces that consists of 32 (thirty two) cities. One of the interesting information is the percentage of women's spending to buy print media. Below are the percentages:

- a. 1.4% women like to spend more than Rp 300,000 per month.
- b. 0.2% spends Rp 200,001 – Rp 300,000 per month.
- c. 1.20% spends Rp 100,001 – Rp 200,000 per month.
- d. 8.4% spends Rp 50,001 – Rp 100,000 per month.
- e. 88.72% spends less than Rp 50,000.

In comparison to women, 91% men spend less than Rp50,000 per month to buy print media even though they like to read.

Generally, women will search for articles or news that are easily understood. However, the phenomena has been broken down, according to the PC's approximately 22% of women starting to like information on politics. While for men the percentage is 32.7%. Gossip and health article have the same portion from women that is 13%. Additionally, the article themes that are preferred the most is fashion. It shows that not less than 28.3% of women stated that the fashion that they wear daily is adopted from magazine. PC also surveyed the time when women reading magazine, which are listed below:

- a. 18.9% read magazine between 11:01 - 13:00 WIB
- b. 18.2% read magazine between 17:01 - 19:00 WIB

It can be concluded that women use her spare time to read magazine, while men usually read after work.

Not only in the big cities, the domination of women magazine and tabloid also applied in the villages. Another result from PC survey which was distributed to 198 respondents who live in villages showed that magazines such as Femina, Kartini and Gadis are most read magazine. It shows that magazines that were published in big cities still attract the rural residents. From the aspect of

age, most women readers are young, when women getting older the reading interest also decrease.

The researches have showed that women nowadays have a tendency to consume media, both print media and electronic media. The percentage is still lower than men. The difference is women like to read magazine and tabloid than reading newspaper.

### **3.4 Strategy to Win Women Magazine Competition**

The competition in print media especially in women segment is very tight. The women segments are always interesting and never has its end, since women are source of inspiration for article substance from year to year. Anything from women could be discussed from hair to toe. No wonder, women's media are flourishing in market.

Based on the Nielsen Media Research on 2002, the top three women magazine are Femina, followed by Cosmopolitan, Herworld. One strategy is by changing a magazine concept or increase the promotion to win more readers. For example, Femina decided to change its concept and hired consultant to assist them which included creating tagline, and creative words in placing the advertisement. Changes and innovation are needed to satisfy the readers, clients and also advertisers. Magazines perform promotion through TV, radio and printed media. Furthermore, some of the magazines step further by doing routine promotion such as road show, seminar, culinary club, etc. Due to changes, the women magazine could give more service to advertisers and readers.

A different strategy that could be applied by a women magazine is to prioritize the readers' loyalty. In promotion, the magazine also need advertise in print media and hold events for readers. Magazine also needs to build relationship with the advertiser client. A magazine should invite the advertiser and discuss to learn whether the target has been reached or not. Women's magazine should follow the dynamic of its readers. It could be supported by presenting appealing

articles and booklet which topics are suited to the readers' needs. Routines activities such as career or beauty seminars could preserve the readers' loyalty.

### **3.5 Promotion in Women Magazine**

A Marketing expert from Markplus, Herman Kartajaya, agreed that most women like to read magazine. That particular factor that cause publishers take the segment, however with the increased competition must be supported with high quality and creativity in selling, to attract advertisers and readers.

One benefit from magazine from other media is magazine have its own community and the shared information is more detailed and the magazine can be kept. In comparison to TV, the information will be lost faster. Magazine could create its community, not TV.

The promotion in magazine is related to vertical and horizontal communication, which means it also relates with public relations and advertisement. Thus, when both are together, it will create "word of mouth" that could affect its segment.

Promotion is an important factor of a company's business. Promotion is essential to actualization and to embrace new readers. Baslir Djamal, Corporate Strategic Marketing Manager (2004) of Femina Group, admits that promotion is executed in order to approach the readers so there will be no distance. Furthermore, the promotion must be suited to the target market. It means the promotion format in every magazine of Femina Group is different, due to the different segmentation. Another significant aspect is to make the promotion match the readers' psychology and attitude, and then the promotion will be effective and efficient. Beside promotion, the existence of a magazine will persist and remembered by the readers by having events or create merchandise.

Some magazines really use and emphasize the promotion. They spend billions of Rupiah just for promotion which includes below the line and above the line. Other magazine are in the middle range, spends only Rp 1-2 billion per year. The conservative magazine only spends around Rp 100 million per year, also supported by man to man approach and personal approach.

With no doubt, the effectiveness of promotion is admitted by publisher able to increase advertisement placement and circulation. It is expected that promotion shall increase the circulation around 30% and the advertisement increase is 15% per year. On the other hand, for new media, the impact of first step promotion is to increase the readers and the buyers.

### **3.6 Femina Group**

#### **3.6.1 History of Femina Group**

Femina Group, PT Gaya Favorit Press is located in Femina Building, Jln. H.R. Rasuna Said Blok B Kav. 32-33, Jakarta. The Top Management are Mirtha Kartohadiprojo as the President/CEO, Widarti Gunawan as Executive Vice President and Svida Alisjahbana as the Commercial Vice President. The Group was established in the year 1972 and the first published magazine was Femina. At that time Indonesian women were at the crossroad between a housewife or a career women and there were no information in the market that catered to women's need. It was Mirta Kartohadiprojo who initiated the ideas to provide information to women. Thus, for approximately 35 years the Group has created Indonesia's women's service information industry.

#### **3.6.2 Mission of Femina Group**

Femina Group is one of the largest players in print media / publisher and also online media. Femina Group is Indonesia's leading Healthy and Educational Lifestyle Publisher. Currently has market domination in each one of its market. Since Femina Group publish many magazines, it applies the vertical integrated from Color house/Pre-press, modern facility to distribution channel network.

Furthermore, Femina Group also nurture off-print community development such as on-line (website), TV Programs, Radio Shows, Events and Books. It has reached the top 20% of Indonesia's demographic pyramid, which consists of over three million AB class readers.

**Femina Group keeps on growing along with the strengthening its markets share of its existing brands. Significant aspect that differentiates**

**Femina Group from other player within the industry is its commitment to long term growth of Quality and Educative Media Publishing.** Femina Group wants to bring the concept of Edutainment. As it was expressed by Baslir Djamal, Corporate Marketing Director of Femina Group, “Our group short term commitment is to sell the community not the magazine. The community is the power that cannot be offered by other media.” Femina Group wants to direct its community to the integrated and up to date information, depending on each segment of the magazine.

### **3.6.3 Women Magazine viewed by Femina Group**

According to Svida Alisjahbana in CAKRAM Magazine, within the competition the positioning is to the women magazine for modern Indonesia women. Not women who gossip and do not performed anything. Indonesian women are active who can balance work and family.

There are some licensed magazine that issued by Femina Group which have been issued based on several things. The growth of segmented magazine and tabloid is because there are readers needs and there are needs of companies that want to advertised their products in the segmented magazine.

Femina Group is open minded and is exposed to Western Culture, but still respect the Eastern Culture to understand personalities. The Group also need to review if the material can fulfill the needs of Indonesian. Other thing that needs to consider is the localize to the culture.

### **3.6.4 Business Owned by Femina Group**

Femina Group has grown from magazine publishers to wide range of business. Below are the businesses that have been developed and keep on growing.

1. Magazine (both national magazine and licensed magazine)
  - a. National Magazine
    - Femina, Cita Cinta, Gadis, Dewi, Pesona, Estetica, Ayahbunda, Fit,
    - PC Magazine

b. Licensed Magazine

Reader's Digest, CLEO, Seventeen, Parenting, Men's Health

2. Online Publishing
3. Custom Publishing
4. Books Publishing
5. Community Paper : Star Jakarta
6. Radio : U-Fm
7. Model and Talent Agency
8. Event Management
9. Creative Boutique : Pusat Kreatif Femina
10. Audio and Video Production
11. Printing House : Grafika Multi Warna
12. Distribution and Services : Akses Media Favorit

### 3.7 Cita Cinta

Cita Cinta is one of the newer generations of print media from Femina Group. Intended to target younger segment than Femina readers but older than GADIS readers. Femina Group sees the gap between the two generation and it decided as the prime mover in covering the segment.



Figure 3.1 Cita Cinta Tabloid

### 3.7.1 History of Cita Cinta

Cita Cinta was published initially as a tabloid. CAKRAM posted that Cita Cinta is always waited by active women, career women and young housewife. Even the form is tabloid, the concept is actually a magazine. The layout and the articles are similar to magazine. However, the segmentation is different, targeted young women like college student. “We realize that most of the Cita Cinta readers are college student, if we create a magazine the price will be high. We made it different with others,” explained Dewi Dewo, Editor At Large and Resarch Manager Femina Group at that time.

Cita Cinta Tabloid launched first time on March 25<sup>th</sup>, 2000. The idea was sounded by Widarti Gunawan, one of the Board of Director Femina Group. She realized that no one has cover the segment of college student, first jobber and young housewife.

The brand **Cita Cinta** was chosen by the management due to the following reasons:

- **Cita** means aspire, desire, hope.

The editor sees women at the age of 20 – 30 year old are energetic women who have aspiration, desire and hope in shaping their life.

Current women in their twenties mostly are in their last year of college (undergraduate). Some of them are in transition from college to working world, starting the career life. Others have ongoing career life and want build and expand it for the future.

- **Cinta** means love.

The editor notices that in that age, young women often deal with love (dating, single, in relationship, etc).

Even tough it is categorized as one of the newest media, the circulation reached 30,000 (thirty thousand) copies. On 2001-2002, it rocketed to 45,000 (forty thousand) copies and for 2002-2003 increased to 65,000 (sixty five) thousand copies. Based on AC Nielsen Research, the advertising income increased approximately 15.76% per year. The details, the advertising income on 2002 roughly Rp 5.4 billion, then increase to Rp 6.25 billion for 2003.



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As a newcomer, the distribution is the equivalent with Femina magazine. The distribution is controlled by Femina Group which covers big cities in Indonesia such as Jakarta, Surabaya, Yogyakarta, Bandung, Semarang, Medan, Makasar, Denpasar and Palembang with the highest readership in Jakarta about 86.4% in Jakarta. Although the concept is women magazine, it does not mean that young men do not read the tabloid. In fact, based on the population sample of AC Nielsen Research around 32.1% men also read the tabloid.



Figure 3.2 Cita Cinta Magazine

Along the years, Cita Cinta had done reader's survey. There are feedbacks that readers want to keep Cita Cinta as their reference, but it was hard since the tabloid paper is thin, easily torn off and the colors could not be printed maximally. Femina Group finally decided to change the format from tabloid into a compact magazine size (16.7cm x 22.3 cm) that make it easy to carry in bags and to be kept. Considering the input from readers and many different aspects, the editor decided to change the tabloid format of Cita Cinta into mini magazine format on 30<sup>th</sup> August 2004.

Currently Cita Cinta uses good and all glossy paper, for every page. The glossy pages support the articles and materials which has many colors such as fashion page, cosmetics advertising, etc. The current price of Cita Cinta is Rp 15,000, which is not too expensive since the main target is college student.

Furthermore, Cita Cinta always has Indonesian Young Women (and Men for special edition) Celebrity for its cover. Cita Cinta never has foreign celebrities on its cover, to emphasize that the magazine is intended for Indonesian young women. For lifestyle and fashion, generally women in the age of 20-30 have similar fashion style and look too. Furthermore, the hot and interesting topics always put in the cover to attract readers especially for career, beauty, health and sex.

### 3.7.2 Organization Structure

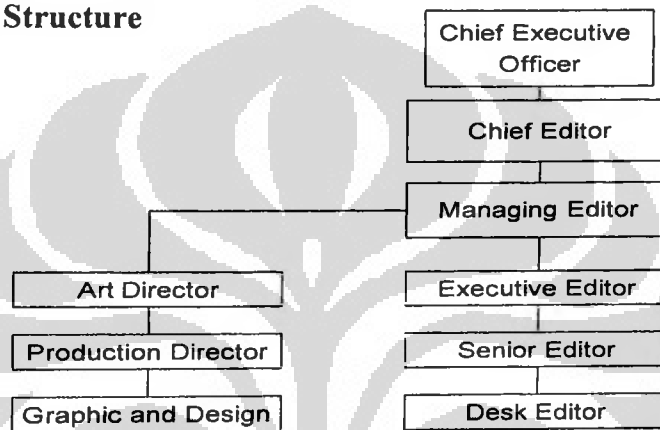


Figure 3.3 Cita Cinta's Organization Structure

### 3.7.3 Process of Cita Cinta

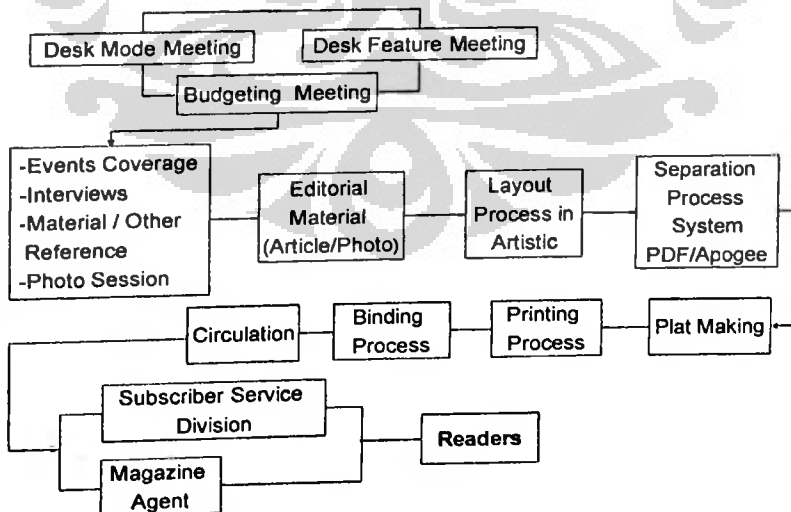


Figure 3.4 Process of Cita Cinta

The above flowchart is the process of Cita Cinta production for every 4 (four) editions.

### 3.7.4 Profile of Cita Cinta

1. Cita Cinta is a magazine for single women of 20 – 30 year old, especially for college student and first-jobber. The targeted women are those who want to be an individual, independent and modern, but also have respect for the tradition.
2. Cita Cinta is designed as solution to confirm the readers' identity.
3. Cita Cinta using intimate, simple writing style and easy to understand. The magazine is published every two weeks, which has fresh look and intimate language. The content is always fun, dazzling and useful. Cita Cinta uses daily language with words or expression that are up to date, but still emphasis on the usage of Bahasa Indonesia. When there are English words used, mostly due to the translation problems, meaning if the words translated to Bahasa Indonesia the word may have different meaning.
4. Cita Cinta's format is practical and the content is designed according to modern single women's dynamic and lifestyle. The advertisement in the magazine is more personal and exclusive, due to the handy design of the magazine.
5. Femina Group targeted Cita Cinta Readers as follows: SES A,B C+, College student and career women, single women, age of 20-30 year old, and mostly has undergraduate degree.

Based on the Cita Cinta media profile, the readers need Cita Cinta due to the following reasons:

- a. As inspiration and useful tips
- b. Complete information
- c. Offer solutions for various problems
- d. Make readers more smart, cheerful and beautiful
- e. For reference
- f. Always up-to-date with the latest trend

The top 10 articles based on the Reader's Survey 1997:

- a. *Dunia Kerja* (Working World), *Info Jajan* (Information regarding snacks)
- b. *Gaya* (Style – fashion guide that fits the budget and current trend)
- c. *Amor* (tips on healthy relationship)
- d. *Cewek Sehat* (Healthy Women – guide for healthy lifestyle and applicable sports),
- e. *Zodiac*
- f. *Shio* (Chinese Zodiac)
- g. *Seks* (Sex – guide on accurate sexuality)
- h. *CC Coba* (CC Trial – products that have been tried and always get positive response from the readers)
- i. *Jalan-Jalan* (Travelling)
- j. *Yummy* (article on food and practical food recipe).

Cita Cinta has wide range of coverage and distribution network for approximately 90,000 (ninety thousand) copies on 2008 which consists of the following area:

- a. 56% in the Jabodetabek area (Jakarta, Bogor, Depok, Tangerang and Bekasi).
- b. 11% in Bandung and West Java.
- c. 11% in Surabaya and East Java.
- d. 11% in Semarang, Yogyakarta and Central Java.
- e. 5% in Sumatera.
- f. 2% in Kalimantan.
- g. 2% in Sulawesi.
- h. 1% in Bali.
- i. 1% other.

As committed with the Femina Group, Cita Cinta never and will not have advertising placement for cigarette and alcohol drinks since 1972. WITT (*Wanita Indonesia Tanpa Tembakau* – Indonesian Women Without Tobacco) gave Femina

Group awards since the group never post cigarette advertising and do not collaborate with cigarette company as a media sponsor.

### 3.7.5 Challenges and Plans

Cita Cinta faces challenges, besides facing the increasing number of competitors, Cita Cinta still want to reach the young women who knows their goal in life and also be smart spender. Cita Cinta has to show something new and still be in the position of the readers. Cita Cinta get news or information from different sources. Some of them come from the internet, from foreign magazine, AFP, Getty Images, Factiva and many more.

Another challenge is Cita Cinta has to realize that the magazine not only read by readers in Jakarta and surrounding areas, sometimes the content is too focus in Jakarta. Cita Cinta put efforts to have be more neutral in presenting the news and different articles.

Additionally, as a magazine with continuous improvement Cita Cinta has short term plan and long term plan. As communicated by Zornia S. Devi, the Chief Editor of Cita Cinta, below are some of the short term and long term plans:

#### - Short Term Plans

- Update and refresh the magazine contents
- Possibility in adding new articles. The new changes usually apply in the birthday edition. In general, there will not be a total change at one time, it will be implemented gradually.
- Cita Cinta may come up with new layout.

#### - Long Term Plan

- Increase Cinta Cinta's readership
- Widen its coverage / circulation to be nationwide.
- Increase advertising placement in the magazine
- Build an interactive website as main media, not only as supporting tool.

### 3.7.6 Readership

Quoted from Zornia, "Based on the last readers' survey (2007), from 90% of the total readers, 50% consists of employees and 50% are college students. The remaining 10% covers others.

Based on the Nielsen Readership Study Q3-2007 and Q3-2008, readership Cita Cinta has reached 108,000 in 2007, but it decreases around 30% to 75,000 in 2008. Despite all the efforts from promotion, events, bonus, etc that has been performed by Cita Cinta. It means that Cita Cinta readers must analyze the problem that occurred. There might be problems in the STP or event in the mar

#### INTERNET DEMOGRAPHIC SUMMARY

Base: All respondent, age 10+, 9 cities, Population 2007: 41,093,000. Population 2008: 42,440,000

	2007 in ('000)	2008 in ('000)
READERSHIP CITA CINTA	108	75
NEWSPAPER CONSUMPTION	9,553	9,152
TABLOID CONSUMPTION	6,935	6,168
MAGAZINE CONSUMPTION	6,920	5,468

Source: Nielsen Readership Study Q3-2007 & Q3 2008

Figure 3.5 Readership Cita Cinta

### 3.7.7 Website

In addition to the print media, Cita Cinta also has the website. The website address is [www.citacinta.com](http://www.citacinta.com). It complements the print edition, which updated more often compared to the print media. Currently the website is taken care by one of the editorial staff. The editor has not dedicated a special staff to develop and maintain the website, but it will be one of the long term plan, as mentioned above.

The different polling and new update of the magazine are posted in the website. The posting are updated once in a week, faster than the magazine. At this time, there are five sections in the website that are loved by the readers :

- a. Opini Kita (Our Opinion) - the reader's opinion on exciting topic and place for someone to be displayed in the website also posted in the magazine itself.

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- b. Zodiac – this section is updated every week.
- c. *Dunia Kerja* (Working World)
- d. *Klub CC* (Club Cita Cinta)
- e. *Cerita Kampus CC* (Campus Story CC).



Figure 3.6 Front Page Cita Cinta's Website

### 3.7.8 Mailing List Community

Another community that is build by Cita Cinta is the mailing list, which address is [citacinta-subscribe@yahoogroups.com](mailto:citacinta-subscribe@yahoogroups.com). The member of the mailing list has reached 11,984 people per 7 December 2008 (see Figure 3.g). It means Cita Cinta's member has increased approximately 48% within a year and it keeps on growing. Mailing list member are mostly working women, since they tend to have email access in the office than college students. The mailing list is taken care and updated 2 – 3 times in a week by the editorial staff.



In addition to the mailing list, there are also activities for the mailing list member once in two months. Cita Cinta offers different activities such as talk show, workshop, book discussion, weekend gathering, etc

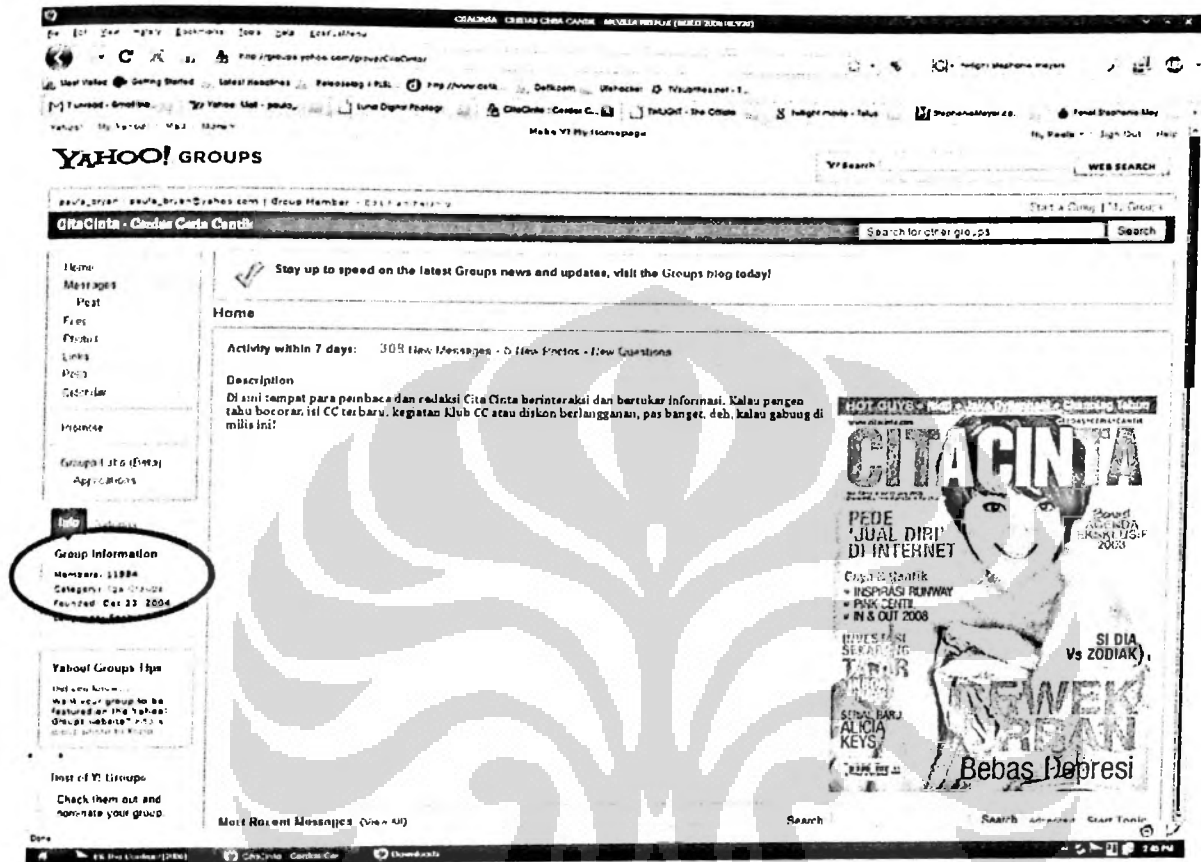


Figure 3.7 Web Page Cita Cinta's Mailing List

Based on Cita Cinta Readers Survey and mailing list members gathering, there are favorite topics which often discussed in the mailing list. The topics are “working environment” sits at the first place (27%), followed by “love” (26%), “friendship / relationship” (19%) and “beauty and style” (18%).

There is procedure for the mailing list posting. Email messages that are sent by readers will go to the moderator first, it means there is no direct posting. All email messages will be pooled in the Moderator's email. Then, Moderator shall filter the email messages and ban messages that related to sex, religion, ethnic group, race and other which are not appropriate. Zornia added, “Cita Cinta's Mailing List is a brand extension.” The activities must be monitored not to hamper the initial purpose of the mailing list.

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### 3.7.9 Klub Cita Cinta

A monthly event created by Cita Cinta's team to allow a deep interaction between the readers, the editors and different product and services. The club is an excellent way to access the community. Examples of Klub Cita Cinta Events are talk show (career/love/beauty/health), workshop (beauty class/art class), fashion show, weekend gathering (in town / out of town), outdoor activities (camping / rafting).



Figure 3.8 Flyer of Klub Cita Cinta Activity

### 3.7.10 Competitors Analysis

Cita Cinta is the first magazine in its segment. After the success of Cita Cinta, some publishers decide to get a piece of the cake by entering the market. They entered the same market with some differentiation to attract readers. Some competitors are Kartika, Chic and SPICE!, and Cosmopolitan. They are trying to cover the same segment. Even the formats of the magazines are similar to Cita Cinta's format.

The writer observes the young women magazine by reading different magazines including Spice!, CHIC, Kartika, and Cosmopolitan. Those magazines all talk about women issues with specific cluster and segment. Thus, the sense of competition is pretty high amongst the young women market. The competitor's map below shows the different age range targeted by Cita Cinta and its competitors.

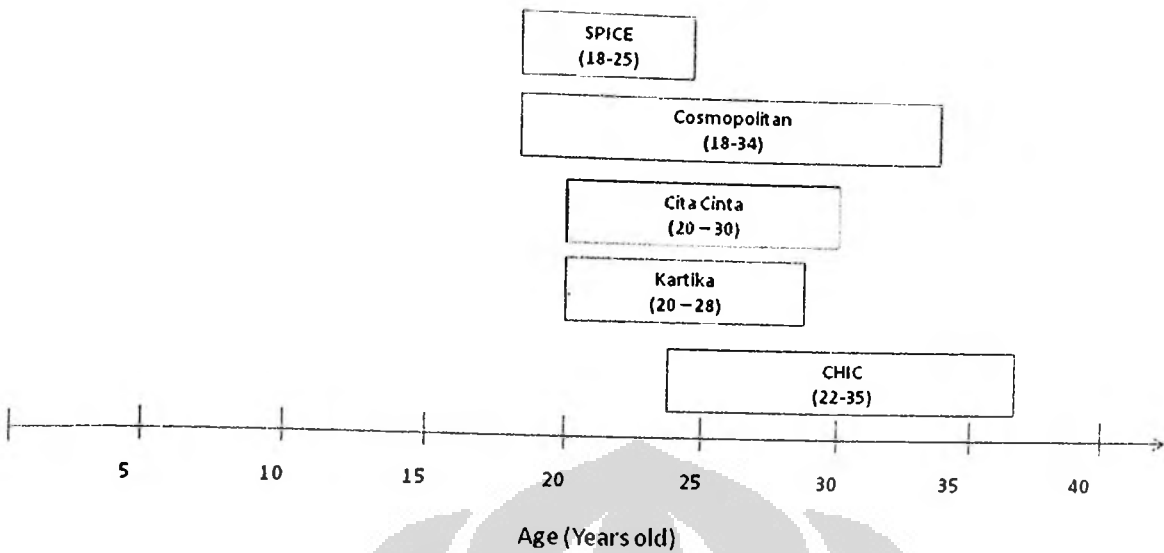


Figure 3.9 Cita Cinta Competitor Map (Age)

The map illustrates the tight competition that Cita Cinta faces. The segments spaces are very tight. It is either has the same segment or in between. The magazines above mostly sit within the range 20-30 years old readers.

**SPICE!**

SPICE! is a women magazine that is published by MRA Media Group. SPICE! declares itself as magazine for campus girls (which always appear in its cover). SPICE!’s format is like most magazines, with the size of 20.5 cm x 27.5 cm. The target readers are women within the age of 18-25 years old, single, with economic status of B to C+, college / university students or fresh graduates who just start their first job. The current normal price of SPICE! is Rp 22,000.

SPICE! features various issues including career, finance, mind, fashion, beauty, love, sex, relationship and entertainment. The motto of SPICE! is Smart-Sexy-Stylish-Successful. According to the publisher, “Smart” portrays readers

Occupation	2
or Manager	4
ervisor	18
ent	2
ior Manager	11
retary/Admin	41
ff	9
Idle Manager	1
rofessional	9
ner	97
tal	

with their lives and always keep updated; “Sexy” means readers are expected to have strong personalities, live a healthy life and pay attention to personal groom; “Stylish” means readers are brave to express themselves and know the positives and minuses; “Success” means readers are selected to be professional, punctuate and have thirst to improve themselves.

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Figure 3.10 Cover of SPICE! Magazine

In addition to the print media, apparently SPICE! wants to form community also through mailing list. SPICE!'s readers could subscribe to [SPICEmagazine@yahoogroups.com](mailto:SPICEmagazine@yahoogroups.com). Currently, there are 930 members subscribed. SPICE! magazine has a website <http://spicemagazine.multiply.com>, which does not provide more information to the print media. The website functions only as a posting or announcement of the newest edition of SPICE!.

## CHIC

CHIC is one of the women magazines that is published by Kompas Gramedia Group. The magazine is dedicated for working women between 22-35 years old who love their lives. It is a biweekly magazine with new issues on Wednesday. The issues related are fashion, beauty, work, relationship, men, money, shopping guide, business for dummy, self improvement, celebrities, green issues, health, diet, entertainment and home decoration.

CHIC's motto is "Smart". At a glance, CHIC is very similar to Cita Cinta, the appearance, the look, the layout of the magazine. The size of CHIC is 17 cm x 22cm very close to Cita Cinta's size. CHIC also uses glossy paper for all pages and the current price is Rp 16,500 if there is no bonus, when there is bonus such as pouch, bag, etc the price goes up to Rp 25,000 or more, depends on the bonus. The packaging format and size is exactly the same as Cita Cinta.

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Overall, CHIC is quite similar with Cita Cinta in issues and content. CHIC's readership has reached 55,398.



Figure 3.11 Cover of CHIC Magazine

Based on data from Nielsen Media Research Wave IV 2007, the SES for CHIC readers are A (39%), B (14%) and C (31%). CHIC readers are dominantly in the age of 20-29 years old (53%), 10-19 years old (31%), 30-39 year old (14%) and 40 years old and above (2%).

There are some differences between CHIC and Cita Cinta. First, CHIC does not discuss anything on college or universities event, as it is targeted to working women, unlike Cita Cinta. CHIC focuses more to career management, working environment, work attitudes, etc. Second, CHIC always uses foreign women celebrities for its cover, unlike Cita Cinta. Third, CHIC has the home decoration articles. CHIC also discuss money management which is important for a smart women. Observing on the articles that are published, CHIC is targeted for young working women, not toward college student.

In addition to the print media, CHIC also created community like what Cita Cinta did. CHIC has mailing list that connects the readers, sharing their experience, suggestions and solutions. Readers can subscribe to [Chic-ersTalk@vahoogroups.com](mailto:Chic-ersTalk@vahoogroups.com), with 2,200 current members. CHIC also holds events to accommodate the readers to meet and know each other personally. CHIC has a

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website, the address is [www.chic.fupei.com](http://www.chic.fupei.com). The website has features for the reader to create blog. Updated news always posted and the event calendar is also listed.

## COSMOPOLITAN INDONESIA

Cosmopolitan Indonesia is another women magazine that is published by the MRA Group. Cosmo actually complements the issues that have not been filled by SPICE! Magazine. Cosmo is a monthly magazine. The target readers for Cosmo is from 18 – 34 years old, single, career women. The SES for Cosmo is A+, A and B.



Figure 3.12 Cover of Cosmopolitan

As the tag line is Fun Fearless Female, Cosmo is a best friend to career, single and independent women. There are 7 (seven) main issues on each edition including beauty, fashion, sex and relationship, career, self improvement, health and fitness and entertainment. Cosmo is a full color magazine from the first page until the last page. The current normal price is Rp 45,000.

As most other women magazine, Cosmo has website [www.cosmopolitan.co.id](http://www.cosmopolitan.co.id) and has more than 10,000 active members. Cosmo is more into modern lifestyle women. Cosmo does not talk issues related with

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college or universities. Its tendencies is more on how women could enjoy life to the fullest and aspire to have dreams and ambitions. A Cosmopolitan woman is eager to be on the top of every aspect of her life but still have fun. Cosmopolitan often makes special edition like wedding edition, male edition or yearly edition. The magazine is packed with a lot of information and most information is adopted from Western culture that sometime might not fit Indonesian culture appropriately.

## KARTIKA

**Kartika** is published by Kartini Media Persada. The motto is “*Sahabat Wanita Muda*” (Friend of Young Women). Based on the information from the editor, **Kartika** is targeted to readers of 20 – 28 years old. The contents of the magazine are more general compared to *Cita Cinta*. **Kartika** does not have article which are specialized to college life. **Kartika** is targeted more to the young women life in general. The content of the magazine can be categorized into 6 (six) parts : top reading, beauty, shopping, fashion, entertainment and different information, such as celebrities gossip.



Figure 3.m Cover of KARTIKA Magazine

**Kartika** wants to get the younger women readers that have not been covered by the *Kartini*'s section. Unlike *Cita Cinta*, **Kartika** does not use glossy

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paper for all pages of the magazine. The glossy pages are dedicated only for fashion, beauty, food recipes, gadget information and other articles that need to portray the variety colors. While the matte pages are used for articles like quiz, information on music, movies, career, relationship, health and short stories. The matte paper can reduce the cost production and make the retail price lower compared to Cita Cinta. The current price of Kartika is Rp 9,800.

Another differentiation of Kartika to Cita Cinta, is how Kartika always features the “Secret Story” on every edition. This is real story that is submitted by the readers. However, the lack of promotion makes Kartika rather hard to get compared to other women magazine. Based on the writer’s observation through surveys and interview, only a few of them know about Kartika magazine exists in the market.

Another way for Kartika to gather the readers community is through internet. Kartika uses Friendster (a online community network to update its readers). Kartika’s web address is <http://profiles.friendster.com/majalahkartika>. The editor could be contacted through [majalahkartika@yahoo.com](mailto:majalahkartika@yahoo.com). Kartika does not really use internet as one way to communicate, it shows that it does not have company email address, but still use free provider, yahoo for this case. It might still develop towards better communication with readers by using internet and email.



## CHAPTER 4

### ANALYSIS

In the fourth chapter, the author will analyze marketing mix of Cita Cinta compatibility with the market situation. The analysis is based on the observation interviews, survey and analysis study.

The analysis will cover the STP and each marketing mix aspect from product, price, place and promotion of Cita Cinta. Those will be based on the surveys and interviews that have been conducted with media readers. The result is analyzed with reference to the theories.

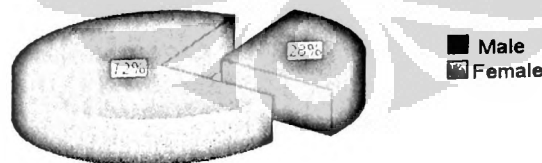
#### 4.1 READER'S SURVEY

The author performed survey to women and men who are either in college (Universitas Atmajaya, Universitas Indonesia and IBII) or working in private companies. There were 120 (one hundred twenty) questioners given out. However, the valid data came from 97 (ninety seven) respondents. Hence, the valid questioners are 97. The analysis uses the descriptive statistic and shows the percentage of variety answer of the respondents.

#### 4.2 SEGMENTATION

##### 4.2.1 Demographic Segmentation

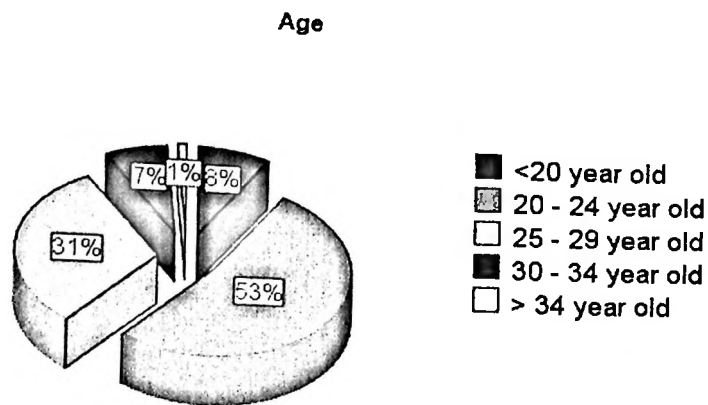
##### 4.2.1.1 Gender



**Figure 4.1 Gender**

From the total of valid survey 97, 28% (27) of the respondents are male and the remaining are 72% female.

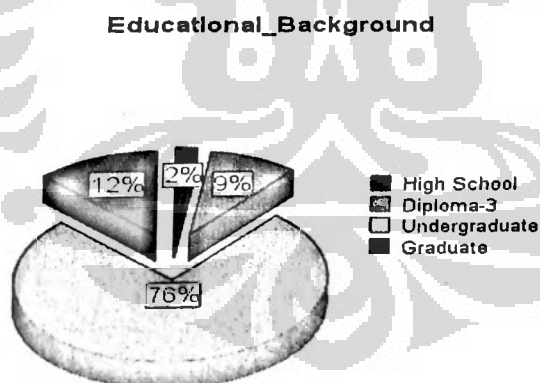
#### 4.2.1.2 Age



**Figure 4.2 Age**

From the total valid survey for age of readers are 8% is below 20 year old, 53% is 20-24 year old, 31% is 25-29 year old, 7% is 30-34 year old and 1% is above 34 year old. Age is one of the factor to measure the demographic segmentation. Cita Cinta's readers are segmented to the 20-30 year old readers, generally the juniors or seniors of college students and the first jobber, as quoted from Zornia S.Devi, the Chief Editor of Cita Cinta.

#### 4.2.1.3 Educational Background



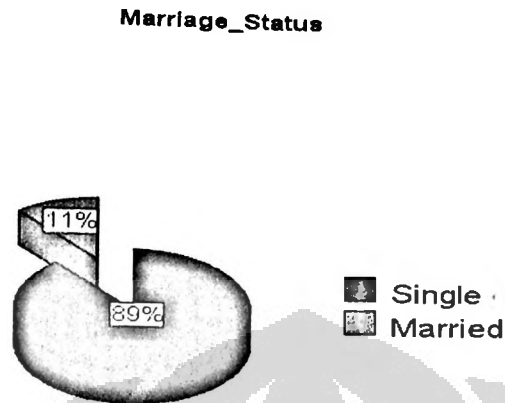
**Figure 4.3 Educational Background**

As shown by the chart, Cita Cinta readers mostly have undergraduate educational background. Most readers are educated, mainly have achieved the Undergraduate level which is 75% of the valid data followed by respondents who have Graduate degree. While the 9% is Diploma-3 graduates and 2% is high school graduates. Realizing this situation, Cita Cinta must realize that its readers are mostly educated and Cita Cinta must be able to keep updating itself.

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The undergraduate and graduate educated are critical people who keeps on searching for information

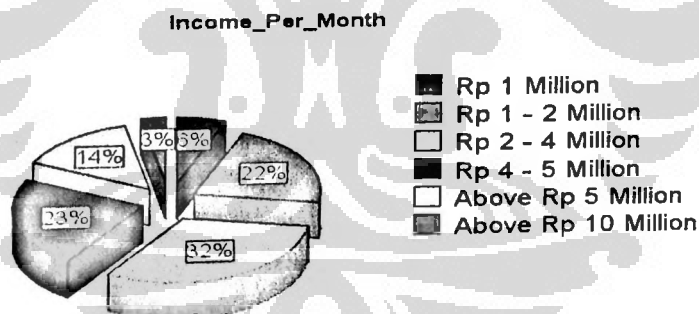
#### 4.2.1.4 Marriage Status



**Figure 4.4 Marriage Status**

Majority of the respondents are single which is 89%, the remaining 11% is married.

#### 4.2.1.5 Income Per Month



**Figure 4.5 Income Per Month**

The respondents have income per month mostly around Rp 2-4 million, 32% of the total respondents, followed by respondents who have income Rp 4-5 million (23%). The third are respondents who have income Rp 1-2 Million (22%), followed by respondents who have monthly income above Rp 5 Million (14%). Respondents who have monthly income of Rp 1 Million is 6%, the smallest percentage, 3% falls to the respondents who have income more than Rp 10 Million.

		Income_Per_Month					Total	
		Rp 1 Mio	Rp 1-2 Mio	Rp 2-4 Mio	Rp 4-5 Mio	>Rp 5 Mio		
Gender	Male	3	4	7	5	6	2	27
	Female	3	17	24	17	8	1	70
	Total	6	21	31	22	14	3	97

Figure 4.6 Income Per Month by Gender

From the above table, it shows that female captured the 77% of the 31 males and female respondents who have income of Rp 2-4 Million. Cita Cinta is targeted to women with Social Economic Status of A, B and C (more to the B and C). The survey has indicated that the respondents are in the SES A and B, followed by C and A+, based on the data from Nielsen Media Research – Media Index 2003 (see Attachment 1).

#### 4.2.1.6 Expense Per Month

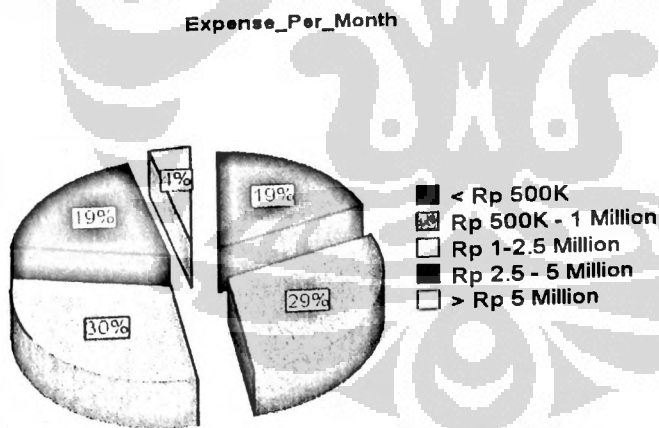


Figure 4.7 Expense Per month

Expense per month of the respondents is mostly in the range of Rp 500.000 (five hundred thousand rupiah) to Rp 2.500.000 (two and half million rupiah). Most of the respondents seated at the expense range of Rp 1 Million to Rp 2.5 Million (30%), the second one is the expense range for Rp 500 thousand to Rp 1 Million (29%).

Income\_Per\_Month \* Expense\_Per\_Month Crosstabulation

Count		Expense_Per_Month					Total
		< 500K	500K - 1Mio	1 - 2.5 Mio	2.5 - 5 Mio	> 5 Mio	
Income_Per_Month	1 Mio	5	1	0	0	0	6
	1-2 Mio	11	8	2	0	0	21
	2-4 Mio	1	14	15	1	0	31
	4-5 Mio	1	5	9	7	0	22
	> 5 Mio	0	0	3	9	2	14
	> 10 Mio	0	0	0	1	2	3
Total		18	28	29	18	4	97

Figure 4.8 Income and Expense per Month

Above is the table to show the cross value between respondents monthly income and monthly expense.

#### 4.2.1.7 Magazine Expense Per Month



Figure 4.9 Magazine Expense per Month

The respondents are not spending much money for magazine expense, as illustrated above 47% of the respondents only spend less than Rp 50,000 for magazine. The second ones are the ones who spend Rp 50,000 – 100,000 per month for magazine.

## 2.1.8 Occupation

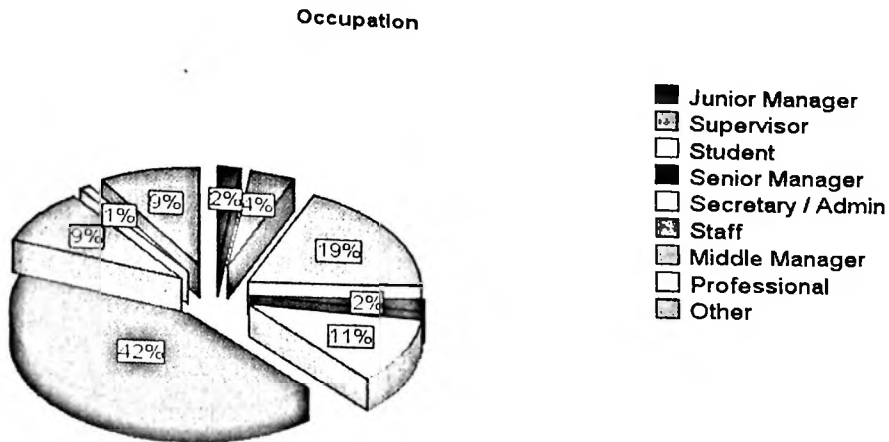


Figure 4.10 Occupation

The occupation of survey respondents are varied, the most are Staff (42%), followed by Student (19%), Secretary or Admin (11%), Middle Manager (9%), Supervisor (4%), Junior Manager (2%), Senior Manager (2%) Professional (1%) and Other (2%).

## 4.2.2 Geographic Segmentation

Live in Jakarta

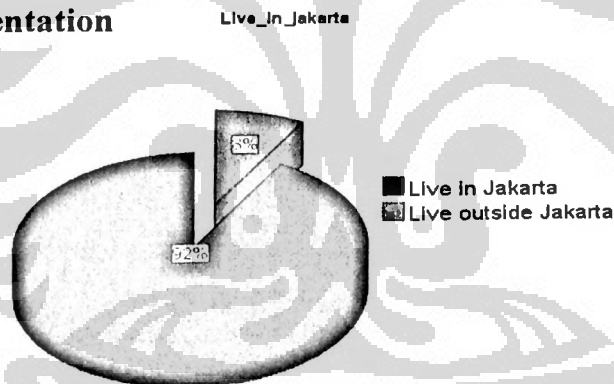


Figure 4.11 Live in Jakarta

From the total valid survey for readers 92% live in Jakarta, while 8% live outside Jakarta, commute from the surrounding satellite cities such as Bekasi, Bogor, Depok, Tangerang. Other area of Cita Cinta circulation include Semarang and Central Java, Surabaya and East Java, Bali, Sumatera and others.

### 3.3 MARKETING MIX

#### Marketing Mix of Cita Cinta : Product, Price, Promotion and Place

##### 4.3.1 Product

##### 4.3.1.1 Format

###### Compact\_format\_Easy\_to\_Carry\_or\_File

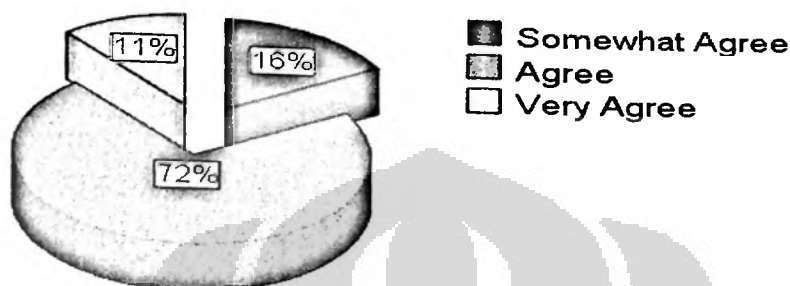


Figure 4.12 Format

The format of mini magazine is agreed by 72% of the respondents due to easiness to carry or to keep. While the 11% state very agree and the 16% is somewhat agree. All the response are more to the agree statement.

Some respondents said that the mini magazine format makes it easy to carry in bags and easy to read when you are in public transportation. Cita Cinta magazine does not take much space to bring and keep due to its compact format. It seems that Cita Cinta has become the trendsetter of mini magazine, which has been followed by other young women magazine.

##### 4.3.1.2 Cover

###### Appealing Cover of Cita Cinta

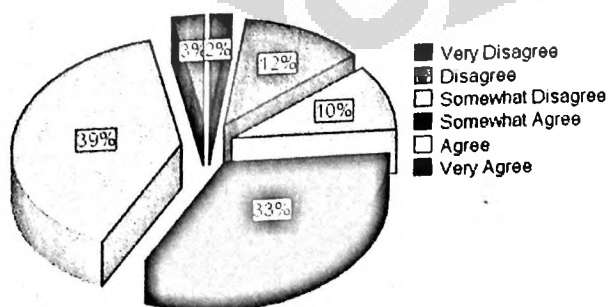


Figure 4.13 Appealing Cover of Cita Cinta

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The appealing and excellent cover generally attracts people to read / buy a magazine. According to the survey, 39% of the respondents agree that Cita Cinta's cover is appealing and makes them to read the content of the magazine. The 33% somewhat agree, 12% disagree, 10% somewhat disagree, 3% very agree and 2% very disagree. Sometime, the model in the cover holds a significant role in deciding the sales of a certain magazine edition.

#### 4.3.1.3 Headline

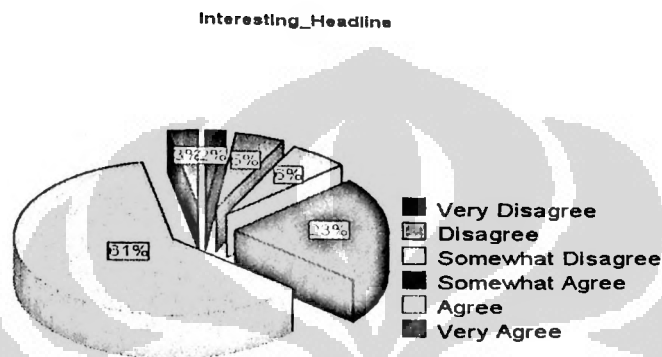


Figure 4.14 Interesting Headline

Most of the respondents think that Cita Cinta's headline is interesting. They admit Cita Cinta's headline makes them wonder and have interest to buy or to read the magazine and find the information regarding the headline. The survey shows that 2% very disagree, 5% disagree, 6% somewhat disagree, 22% somewhat agree, 61% agree and 3% very agree. Headline is one of the important aspects to attract readers to buy aside from the cover.

#### 4.3.1.4 Layout, Photo and Picture

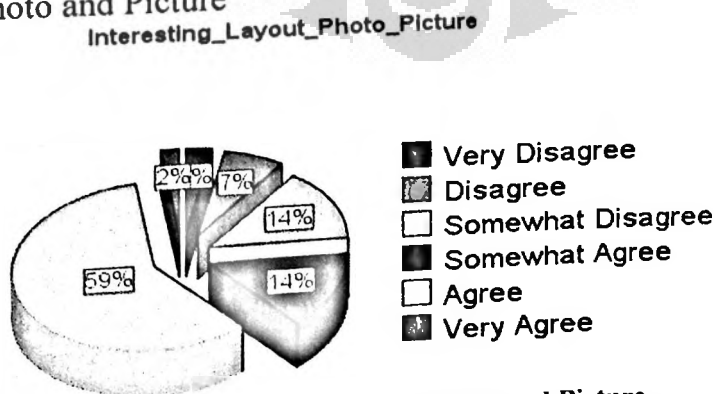


Figure 4.15 Interesting Layout, Photo and Picture



The above chart shows that 59% agree that Cita Cinta has interesting ayou, photos and picture. The remaining 2% is very agree, 3% very disagree, 1% disagree, 14% somewhat disagree, and 14% somewhat agree.

#### 4.3.1.5 Article Theme

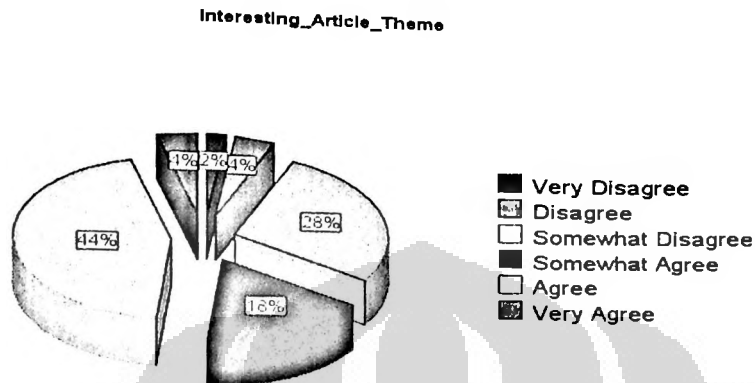


Figure 4.16 Article Theme

When asked wheter Cita Cinta has interesting articles the response are: 2% Very Disagree, 4% Disagree, 28% Somewhat Disagree, 18% Sonewhat Agree, 44% Agree, and 4% Very Agree.

#### 4.3.1.6 Writing Style

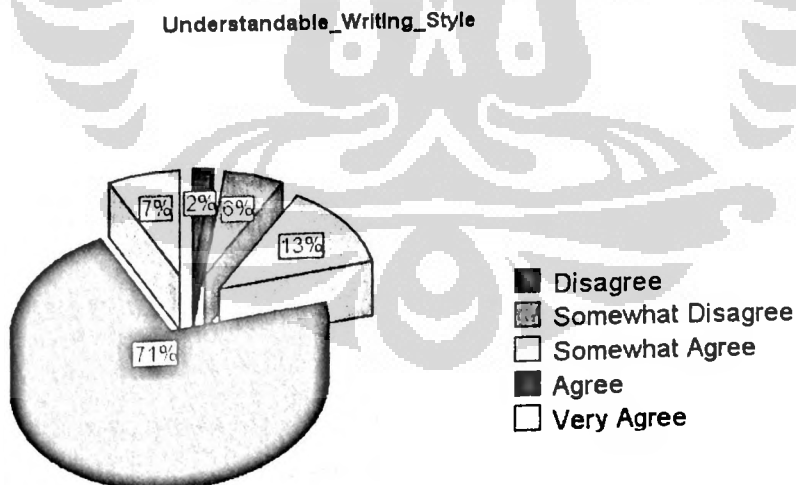


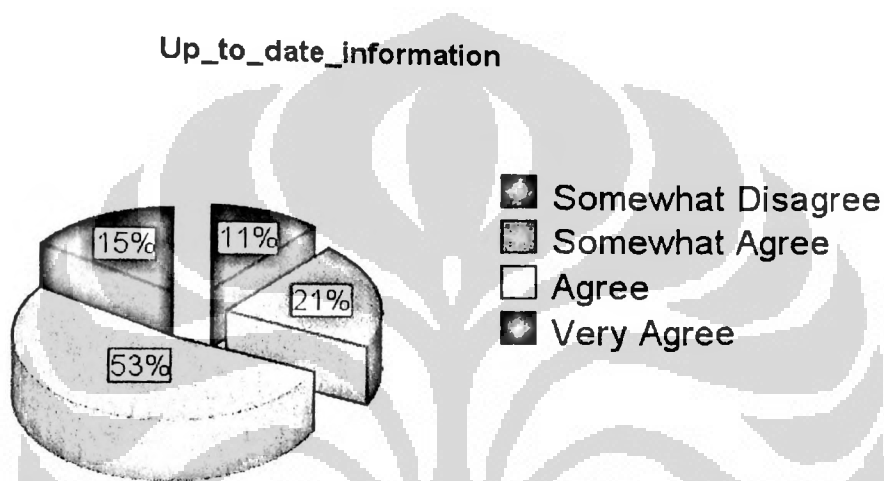
Figure 4.17 Writing Style

Majority of the respondents agree that Cita Cinta has understandable writing style. The survey shows that 2% disagree, 6% somewhat disagree, 14% somewhat agree, 71% agree and 7% very agree. This is one competitive

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advantage of Cita Cinta since the language is mostly suited to the young women, many new and up to date phrases are used. Some respondents commented that the writing language is warm and friendly, invites the readers to read until the end of each article. Cita Cinta always try to present the good Bahasa Indonesia, even tough sometime uses foreign phrase for word that does not have the exact translation.

#### 4.3.1.7 Information



**Figure 4.18** Up to date Information

Apparently the respondents think that Cita Cinta has up to date information, based on the survey result. It shows that 53% agree with the statement; while the 16% choose very agree. Cita Cinta always present the most update issues on events, especially local events such as social activities, environmental issues, travel spot, newest gadget, different work fields which purpose to inform and educate readers. Thus, the factor that women need information can be related to the theory Hierarchy of Needs (Maslow). Cita Cinta fulfill three out of five needs : social needs, ego needs and actualization needs. Looking from the social needs, Cita Cinta provide a form of information exchange through the print media, interaction between editor and readers, also the connection between readers mainly through the mailing list. Women nowadays want to actualize herself in social and working environment.

Furthermore, according to the survey result it shows that Cita Cinta has provide the wants of readers. Some examples are by held events on beauty class, smart investment for women, etc. Cita Cinta see the readers who want more and more fresh information to follow the fast pace environment.

#### 4.3.1.8 Content of Cita Cinta fits *Cerdas Ceria Cantik*

Content\_of\_CC\_fits\_Cerdas\_Ceria\_Cantik

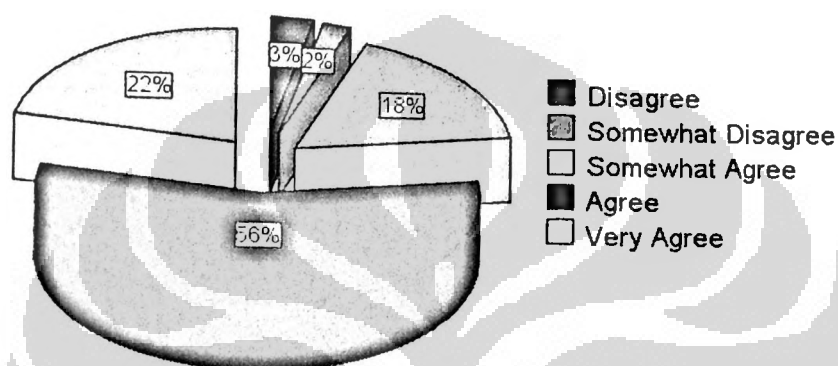


Figure 4.19 Content of Cita Cinta fits Cerdas Ceria Cantik

Based on the respondents choice, 56% agrees that Cita Cinta's content fits Cerdas Ceria Cantik. Since the readers are between 20-30 years old, this is the time when women are active, from college in transition to work. While for the working women, generally they just started the career (first jobber). There are respondents that add comments emphasizing that Cita Cinta differs than other women magazine, since Cita Cinta not only stressing on celebrities news but also care of different aspects that support women's activities such as campus events, job fair, tips on working environment, interview, etc. Cita Cinta cares on women to be smart and know what they want to focus in life.

According to the respondents who do not agree with Cita Cinta's motto, the content is too general and theoretical. Most people have already known the information, even if she / he does not read Cita Cinta.

#### 4.3.1.9 Cita Cinta's information Smart and Inspiring

Smart\_and\_Inspiring\_Information

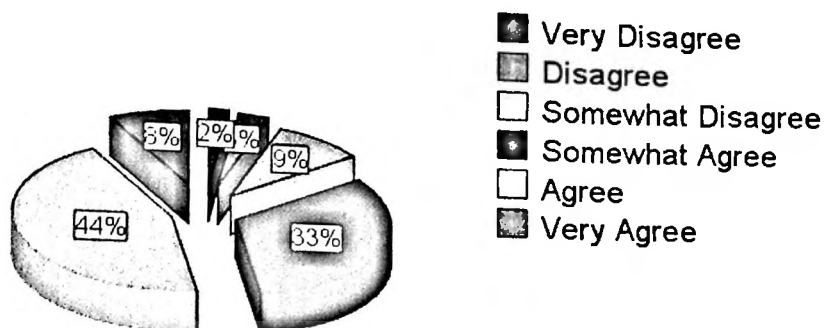


Figure 4.20 Cita Cinta's Information Smart and Inspiring

Most of respondents agree (44%) that Cita Cinta's information is smart and inspiring. Cita Cinta is able to provide quality information that make the readers want to know more to add her (his) knowledge in different aspects

#### 4.3.1.10 Cita Cinta's Information Useful as Reference

Information\_useful\_as\_reference

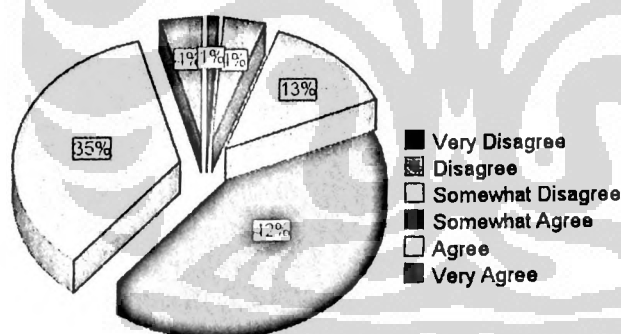


Figure 4.21 Cita Cinta's Information Useful as Reference

Apparently the majority of 42% of the respondents stated somewhat agree regarding the usefulness of information as reference. The 35% agrees on the information could be use as reference. There are comments that some of the information is quite general and most people have already known, while others are new. For example, information on disease such as breast cancer for health reference, sex articles for education reference, food / restaurant for gathering reference, etc.

## 4.3.2 Other Format of Product

### 4.3.2.1 Website

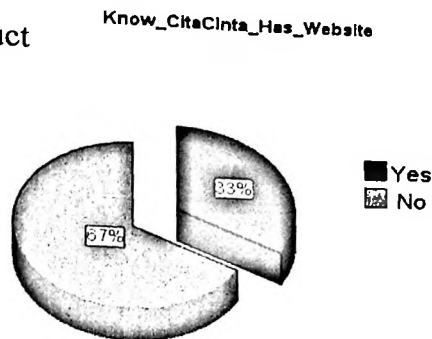


Figure 4.22 Know About Cita Cinta's Website

Based on the survey only 33% readers know that Cita Cinta has a website and the other 67% do not know about Cita Cinta's website. Most of the readers thought that the website is only a complement to update light news or just as preview to the magazine. The website has not serve as an interactive media between editor and readers. The current website has not been used effectively, Cita Cinta still has potential to develop more and use the website as a valuable resource in creating brand awareness and marketing tool.

With reference to Belch and Belch (2007), website is the place where the providers make information available to users of the internet. Internet marketing has several objectives which are to create awareness, create image, create strong brand, generate interest, publicize information, and motivate trial. Cita Cinta has to maximize this tool to increase the brand awareness and involve more readers.

### 4.3.2.2 Mailing List

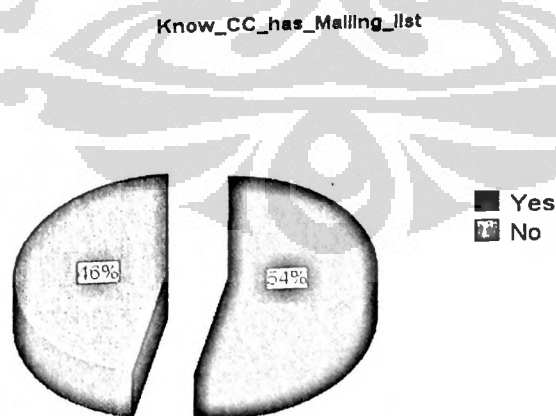


Figure 4.23 Know Cita Cinta has Mailing List

Based on the survey 54% readers know that Cita Cinta has mailing list, while the remaining 46% does not know. The mailing list becomes an extension of the printed media. In the mailing list there are active postings, news, job

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vacancy, discussions on career, love life, beauty, etc. Cita Cinta has created a community through the mailing list. The current mailing list members is around 12,000, which is really big virtual community compared to similar magazine which reach only 1,000 members. Cita Cinta should be able to use it effectively to strengthen its readers and the brand itself.

### 4.3.3 Price

#### 4.3.3.1 Price of Cita Cinta

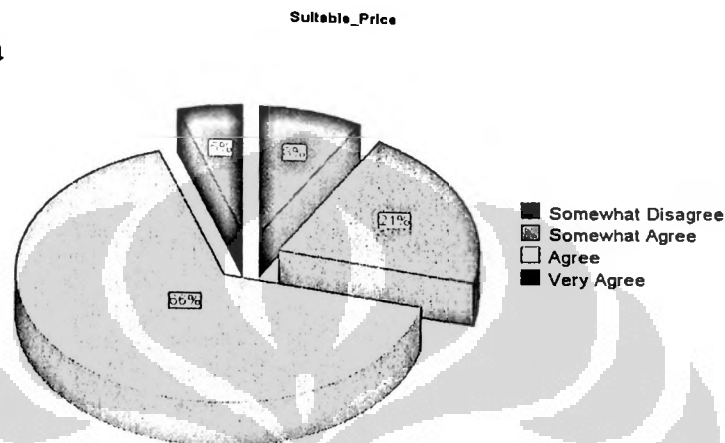


Figure 4.24 Price of Cita Cinta

From the valid data, 66% agrees that Cita Cinta has suitable price that match their income. While 21% choose somewhat agree, followed by 8% somewhat disagree and only 5 % who are very agree. In the past, Cita Cinta's price was less than Rp 10,000 and the format was still tabloid. Cita Cinta's change its format to increase its quality but still able to press the cost and come out with the price of Rp 15,000. Cita Cinta's price is lower compare to the similar women magazine, but the content is comparable and even better. The readers agrees that Cita Cinta with the economical price able to compete with different magazines and serve qualified content. One of the competitive advantage for Cita Cinta to be kept.

### 4.3.3.2 Competitor's Price

As a comparison, below is the mapping of Cita Cinta and its competitor for its price and targeted age of readers. Cita Cinta is one of the most economical price compared to others. Cita Cinta's price is more than Kartika, due to the full color page that is being used.

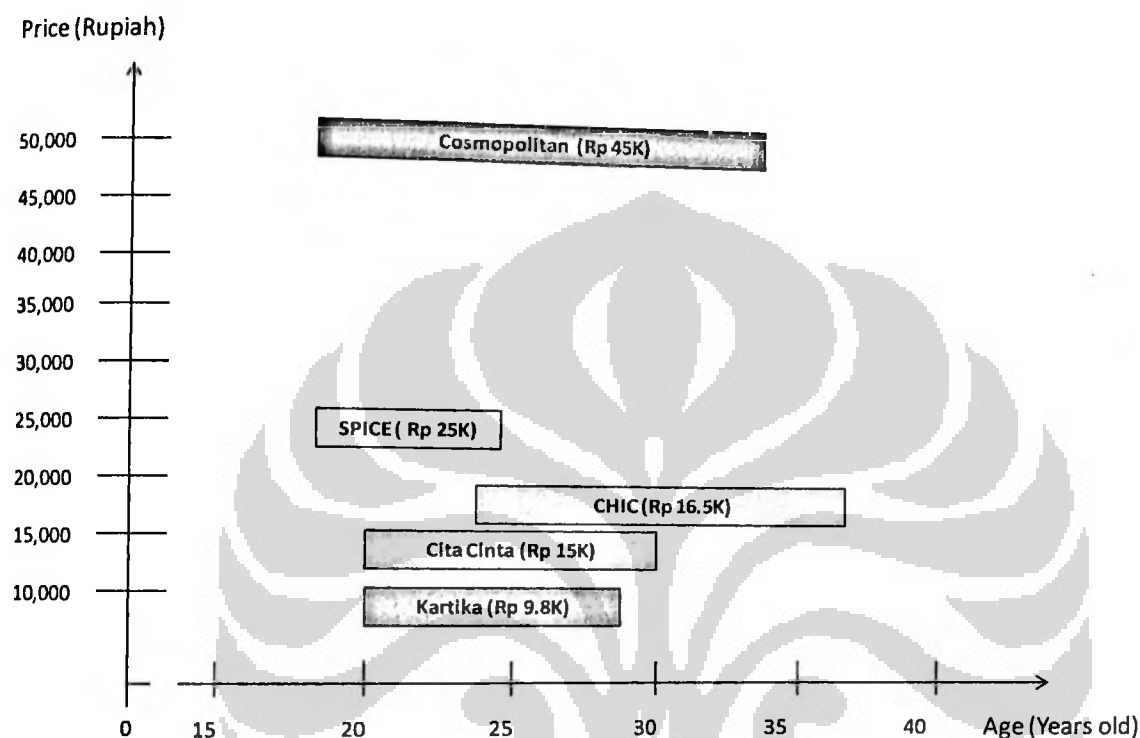


Figure 4.25 Competitor's Price and Age

### 4.3.4 Promotion

One outstanding point of Cita Cinta's promotion is its persistency not to posts its logo together with cigarettes or alcoholic beverage. Thus, it might increase the advertisement spending as Cita Cinta sometime has to create its own separate banner that does not include the cigarette logo. According to data from Nielsen Media Research and Media Scene, Cita Cinta has spend Rp 11 Billion (2007) and Rp 12 Billion (2008).

Cita Cinta always held routine promotion action, once in a month. There are different ways of promotion, Cita Cinta uses mainly 3 (three) ways:

- Promotion in Campus  
Become media partner, routine promotion, posting poster event, cooperate with the student's organization (*koperasi*), sampling in campuses.
- Promotion in Office  
Mostly give free magazine as sample in offices around Kuningan, Sudirman and Gatot Subroto area.
- Promotion in Mall  
Malls are seen as place that could gather people. By holding events in malls, Cita Cinta could reach target readers all together. Usually Cita Cinta open a booth that serve readers who want to subscribe Cita Cinta. This is one way to gain new readers and subscribers. Some malls that had been targeted as promotion location are Blok M Plaza, Bintaro Plaza, Kelapa Gading Mall, Taman Anggrek Mall and Plaza Semanggi.

The promotion programs are usually bundled with the Club CC events in which Cita Cinta and the media partner giving out goodie bags fills with products from Cita Cinta and the sponsors. The different events include:

- Beauty Events e.g with The Face Shop Cosmetics, The Body Shop, Caring Cosmetics, etc.
- Blind Date.
- Book Discussion.
- Career Seminar, e.g. in Atmajaya University Job Fair, Create Your Look of Success with FreshLook, Career Days, etc.
- Fashion Show
- Health Talk Show , e.g. Sex and The single Girl.
- *Nonton Bareng* (watch new movie in theatres held by editor for readers).



- Outdoor Activities, e.g. Outbound, camping, rafting
- Roadshow of Investment.
- Sampling, distribute free Cita Cinta in events such as Java Jazz. Also sampling in campus, offices and malls. The sampling location target is the location with high traffic of people.
- Sponsoring Social Activity such as Blood Donation, Bicycle Day Universitas Indonesia, Youth Global Warming Conference.
- Weekend gathering (in town or out of town events)

#### 4.3.4.1 Event of Cita Cinta is Interesting and Useful

Some readers mentioned that by participating in the different events they get new skills, expand horizon, get new knowledge and new friends. According to the survey the scoring whether the events of Cita Cinta is interesting and useful is as follow:

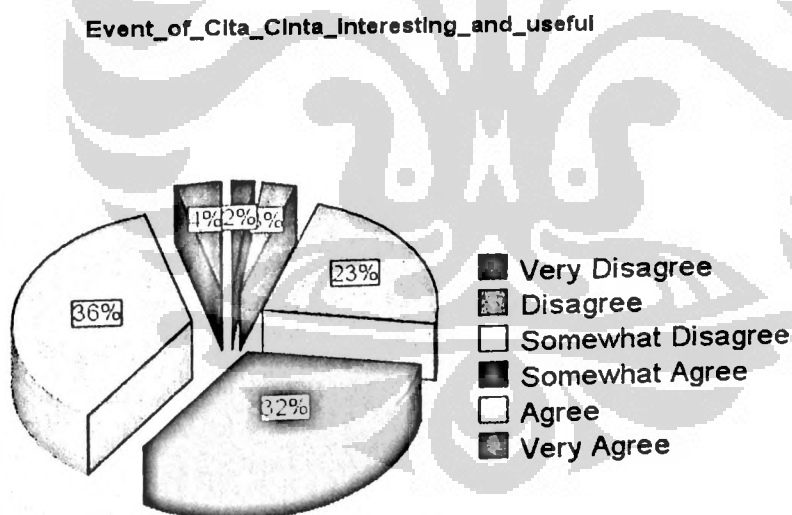


Figure 4.26 Event of Cita Cinta Interesting and Useful

The 36% agree that events of Cita Cinta is interesting and useful, follows by the 32% somewhat agree, 23% somewhat disagree, 4% very agree, 2% very disagree and 1% disagree. It looks that Cita Cinta has collaborated good works internally and externally with different partners, both in media and other

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advertising partners. Events like job fair, blood donation, environmental related activities could involve not only women but also men.

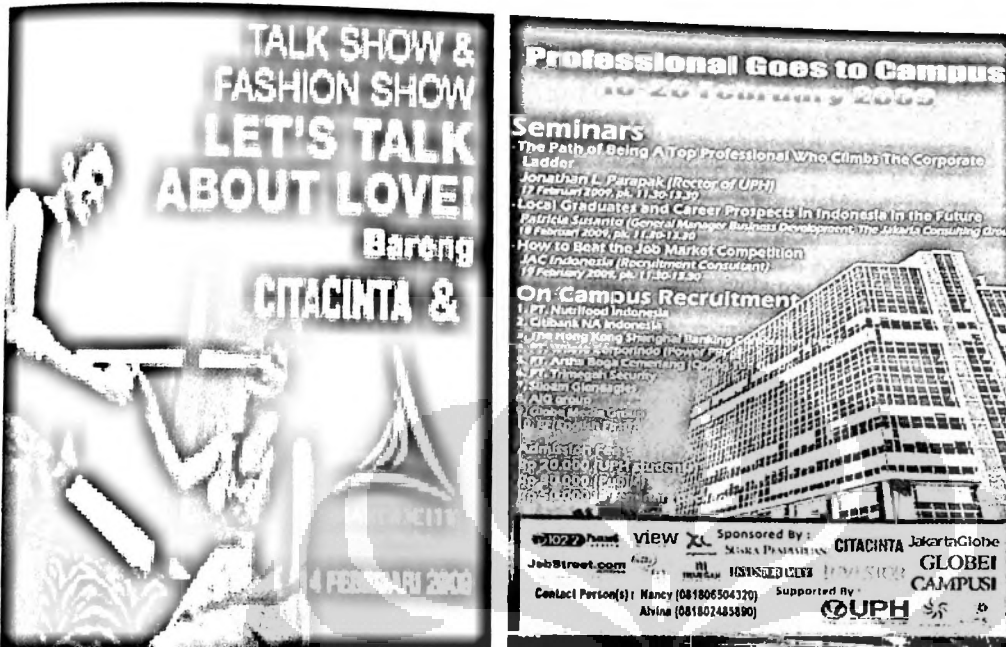


Figure 4.27 Events held by Cita Cinta

4.3.5 Place

Points of Distribution Cita Cinta

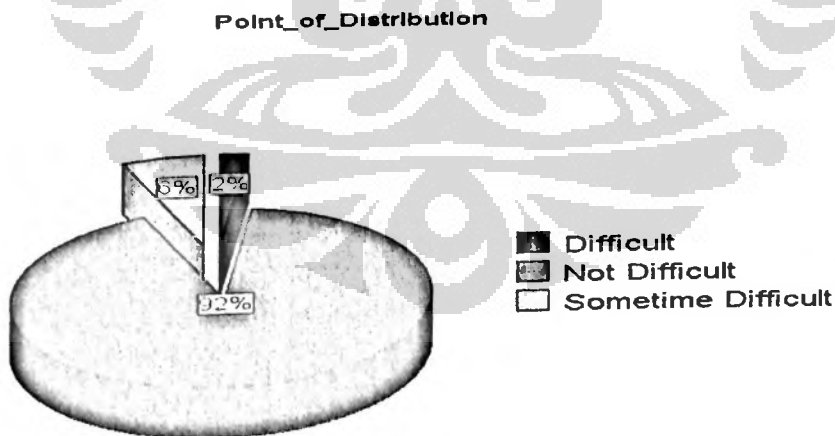


Chart 4.28 Point of Distribution

From the total valid survey for readers only 2% have difficulty in finding the place to buy Cita Cinta, 92% does not have difficulty in getting Cita Cinta and the 6% sometime have difficulty in finding CC usually for edition that has bonus.

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Place and distribution are significant points in executing the marketing mix (4Ps – Product, Price, Promotion and Place). Femina Group as Cita Cinta’s publisher must be able to have distribution channels, coverage and transportation. Since Cita Cinta’s distribution is handled by the group’s armada, almost no problems found in distributing Cita Cinta either in big bookstores or magazine stalls around the neighborhood.

#### 4.4 OTHER INFORMATION/ CONSIDERATION

##### 4.4.1 Pass on Rate

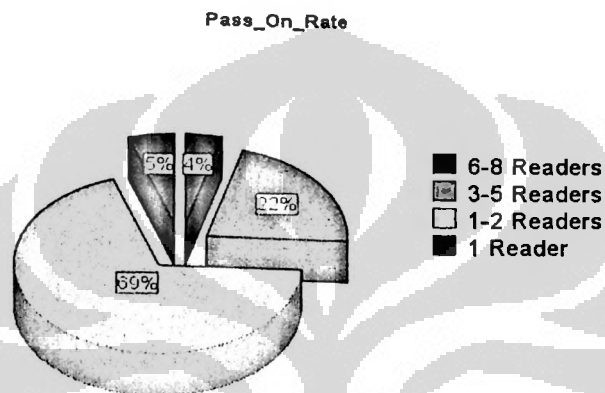


Figure 4.29 Pass On Rate

From the total valid survey for readers 4% share with 6-8 readers, 21% share with 3-5 readers, 57% share with 1-2 readers and 5% share only with 1 reader.

##### 4.4.2 Interest to Subscribe Cita Cinta



Figure 4.30 Interest to Subscribe

From the total valid survey for interest to subscribe to Cita Cinta is 23% interested to subscribe while the other 77% is not interested to subscribe.

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Cita Cinta must put more effort to attract readers to subscribe. Some ways that have been implemented are when a readers signs up for one year subscription aside getting discount on Cita Cinta's price, there are prizes such as cosmetic packages, free subscribe other magazines of Femina Group, tote bag and wallet, document keeper, tumbler, organizer, etc. These prizes could attract readers to subscribe and become a loyal reader of Cita Cinta.

#### 4.4.3 Length of Time Reading Cita Cinta

Reading\_CitaCinta\_For\_How\_Long

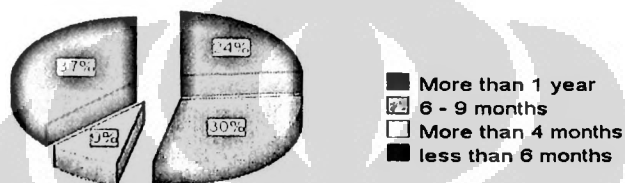


Figure 4.31 Length of Time Reading Cita Cinta

The chart shows that only 24% has read Cita Cinta more than 1 year, 30% has read 6-9 months, 9% has read more than 4 months and the biggest portion is 37% has read less than 6 months. It seems that many new readers in the market, Cita Cinta should grab more readers by implementing different promotions, increase brand awareness amongst the new readers.

#### 4.4.4 Other Women Magazine Read

Other\_Women\_Magazine\_Read

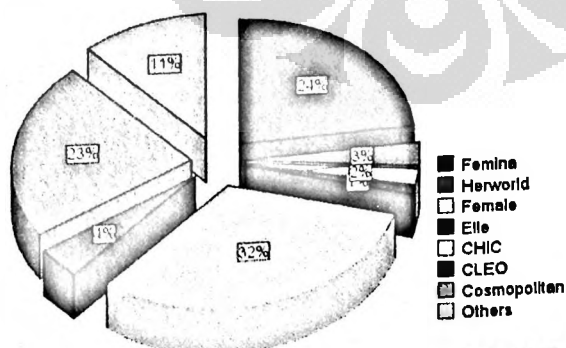


Figure 4.32 Other Women Magazine Read

From the survey, the author sees that readers also read different women magazine, which could be strong competitors or complement of Cita cinta.

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The different magazines are ranked from the biggest percentage: CHIC 32%, Femina 24%, Cosmopolitan 23%, Others (including SPICE, Kartika and GoGirl), Her World 3%, Female 2% and Elle 1%. Femina and CLEO are also magazines from Femina Group.

#### 4.4.5 Main Source of Information for Women in Jakarta

Main\_source\_of\_information\_for\_women\_in\_Jakarta

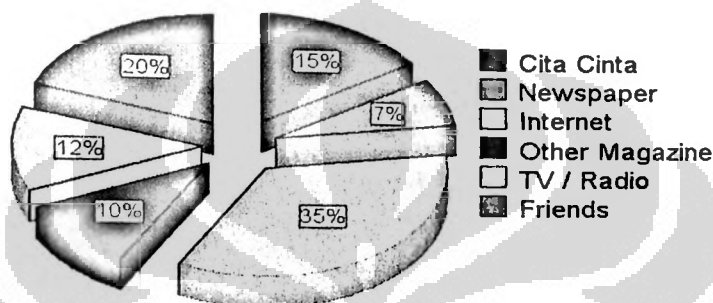


Figure 4.33 Main Source of Information for Women In Jakarta

Respondents who mainly live in Jakarta see the dynamic lifestyle and information. As illustrated by the chart, the responses are dominated by Internet (35%) as the main source for women in Jakarta follows by friends (20%), Cita Cinta (15%), TV/radio (12%), other magazine (10%) and newspaper (7%). Cita Cinta is admitted as one of main source of information for women in Jakarta, due to its information relating to new events, hot issues in Indonesia especially for activities in Jakarta. It shows that Cita Cinta is up to date and goes along with the current state.

#### 4.4.6 Factor in Buying Magazine

Factor\_in\_buying\_magazine

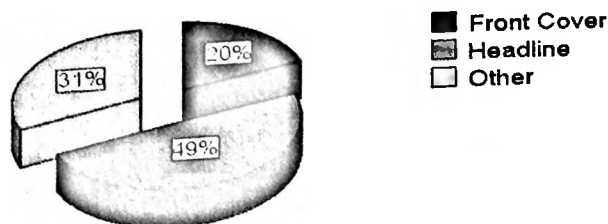
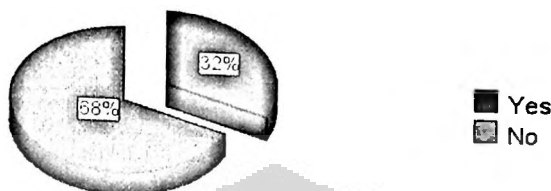


Figure 4.34 Factor in Buying Magazine

For the survey that has been conducted, 49% buy magazine because of its headline, 31% because of other factor and 20% buy magazine because of the attractive front cover.

**4.4.7 Magazine Subscription** Subscribe\_Magazine



**Figure 4.35** Subscribe Magazine

From 97 respondents, only 32% subscribe magazine, while others buy magazine one by one, it depends on the headline, the cover, special issues, bonus and other things. Looking from the gender factor, the survey shows that the number for magazine subscription of women is higher than man.

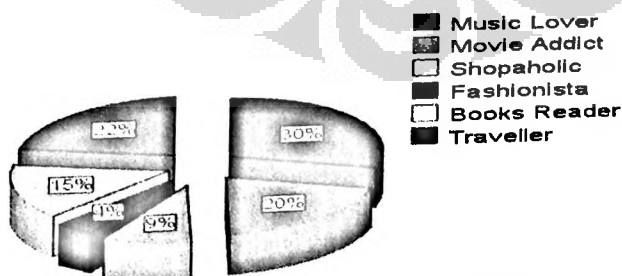
**Gender \* Subscribe\_to\_magazine Crosstabulation**

Count		Subscribe to magazine		Total
		Yes	No	
Gender	Male	10	17	27
	Female	21	49	70
Total		31	66	97

**Figure 4.36** Subscribe Magazine by Gender

**4.4.8 Characteristic of Respondent**

**Characteristic\_of\_Respondents**



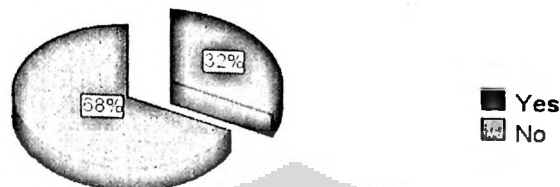
**Figure 4.37** Characteristic of Respondents

The top three characteristic of respondent is dominated by music lover 30%, followed by the traveler 22% and movie addict 20%. These are points that should be considered by Cita Cinta. It can adds more information on these points.

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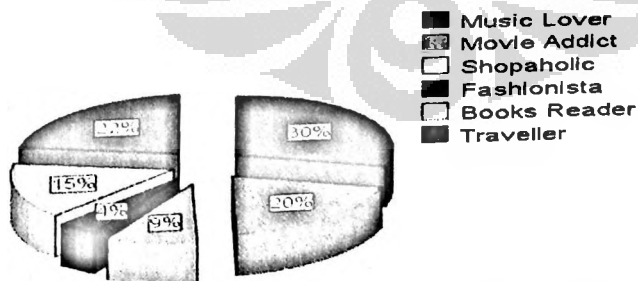
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Cita Cinta should post more information on music concert or newest album of different artist. Another option is to give more facts or guideline on arranging travel.

#### 4.4.9 Number of Cellular Phone Owned by Respondents

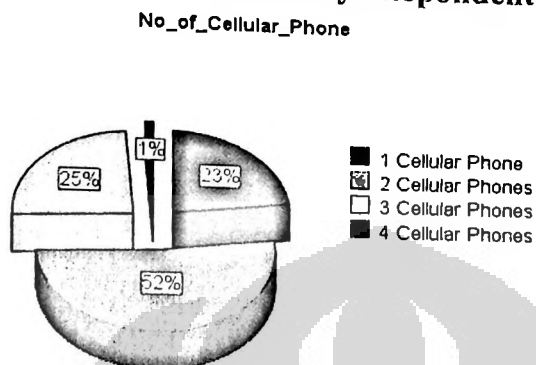


Figure 4.38 Number of Cellular Phone Owned by Respondents

Based on the survey, it is clear that all the respondents have cellular phones. Starting from the biggest one: 52% respondents have 2 cellular phones, 25% has 3 cellular phones, 23% has 1 cellular phone and only 1% has 4 cellular phones. The ownership of cellular phone create opportunity for Cita Cinta to use cellular phone as a promotion media, e.g. inform readers / subscribers regarding an event through short message service (SMS).

#### 4.4.10 Entertainment Activities Within The Month

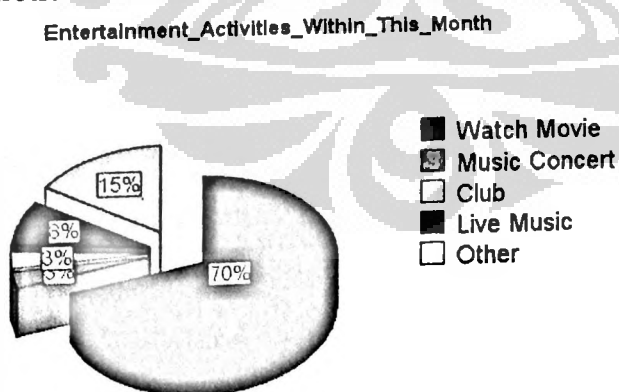


Figure 4.39 Entertainment Activities Within This Month

Looking from the results, it is clear that 70% of the respondents spend their leisure time to watch movie. Followed by 15% that choose other activities such as goes to museum, outbound, camping, etc. Some of the respondents (8%)



like to enjoy live music, while the others choose club (3%) and music concert (4%).

#### 4.4.11 Number of Eating in Restaurant In A Week

Number\_of\_eating\_in\_restaurant\_in\_a\_week

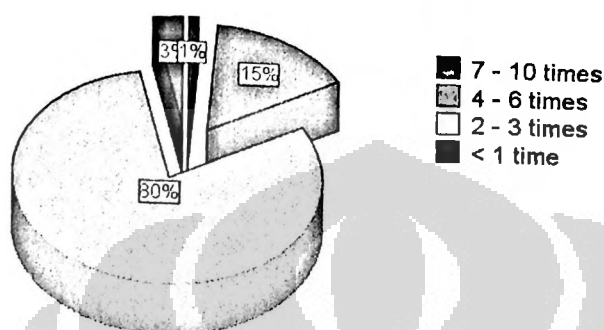


Figure 4.40 Number of Eating in Restaurant in A Week

Based on the survey, 80% of the respondents answered 2-3 times a week, they go out to the restaurant. This could be a consideration point for Cita Cinta to include more food / restaurant articles. There are possibilities to cooperate with different restaurants maybe give special discount for Cita Cinta readers and / or subscribers. Another idea is to give out restaurant voucher for quiz prize, etc.

### 4.5 INTERVIEW WITH CITA CINTA'S READERS

The author has conducted in-depth interviews with three Cita Cinta readers, which were interviewed at different times. The author wants to get in-depth opinion regarding Cita Cinta. The author interviewed three readers: Felice Kasita, Sherly Benedicta and Tita Soendari. These names are given by the editor and they are subscribers of Cita Cinta who are actively involved in the mailing list and / or participated in different Cita Cinta's off air activities.

#### 4.5.1 Interview with Felice Kasita

Felice, a single, 25 year old staff who works in a financial company in Jakarta, has read CC from the year of 2004. At first, she was interested to read Cita Cinta due to the little exposure of celebrities' gossip and TV series (sinetron),

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not like Bintang (tabloid which focuses mainly on gossips and celebrities' life). Then a few months later, she decided to subscribe Cita Cinta since she will get the issue faster than if have to buy per issue, more convenient and when there are bonus, the price per edition will not be affected. Those are some advantages of being a subscriber.

A reason that keeps her reading Cita Cinta is the fact that the articles have **fully loaded information**. She added that the main difference of Cita Cinta, considered as competitive advantage, compared to other women magazines are there are **various articles**, not all about celebrities, fashion, beauty and entertainment, but also **update news** (*Buka Mata and Isyu* article), technology (*Technofreak* article) and environment issues (*GreenT* article). Cita Cinta is always up to date with the latest news and trend. She taught that those current issues are important information to be smart and update. She also agrees with Cita Cinta's motto "Cerdas Ceria Cantik" as the magazine provides different articles that **educate the readers** such as career, money management and still care on the personal care (beauty).

According to Felice, CHIC could be one of the strong competitor against Cita Cinta. Besides the similar look, Felice sees CHIC is portrayed as a more "mature" magazine and deeper discussion on each topic. The layout is more "clean" meaning not too colorful and many advertisements compared to Cita Cinta. The emphasis of CHIC is more toward the working environment and career management.

After several years, Felice noticed that there are changes within Cita Cinta's content. She said that Cita Cinta changed from time to time to adjust with the readers' needs and wants. She added that the new articles of Cita Cinta are very "fresh" and that what makes Cita Cinta fuller (with information and content) compared to similar magazines. Felice used the information as her input (e.g. information from *Psiko* and *Dunia Kerja* article) in facing her daily activities. She likes the *Dunia Kerja* article since it shows different working fields such as non profit organization, not only regular offices. She finda the information on new books, music and film are very useful. The fashion article *Contek Gaya* and *Catwalk* are two fashion articles that she can uses and apply for her wardrobe for

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work and hangout. While for beauty tips, she said it does not really apply for her style. One article that she dislikes is *Mars vs Venus*, an article that discusses an issues and there are two sides of opinion between women and men. She thinks the discussion of the issues is too subjective does not have clear purpose.

Additionally, she suggested that Cita Cinta adds real life short / funny stories that are contributed by the readers. She thinks it will balance the news and the entire serious article in Cita Cinta. Felice mentioned that Cita Cinta actually has one article on short story named *Suka-Suka* but it does not appear consistently in every edition.

Another comment is on Cita Cinta's layout. Overall, she likes the placement of the different articles and information. However, the advertisement placement sometimes seems to bother her. "It will be nicer if Cita Cinta rearrange the advertisement placement, so not many articles section are cut-off by the advertisement," she commented.

When asked about Cita Cinta's event, Felice answered that she had participated in one event on make-up class. At that time, Cita Cinta cooperated with Face Shop Cosmetic and Felice said that the overall event was really good. The event gives her additional insight on beauty products and make up tricks. Felice recommended that Cita Cinta should hold a hiking or live in event in the future. She is sure many Cita Cinta readers are adventurous and love the nature.

Cita Cinta is known as women magazine who often give free sample of product or different type of bonus. She commented that the beauty products samples do not really useful for her as she did not want to change beauty products that she already use. Other than that, she thinks the bonuses are useful (such as organizer, notes, document file, etc.). She adds that readers would love bonus of bookstore voucher.

Beside the print media, Cita Cinta also has website and mailing list. For Felice, she seldom visits the website and does not join the mailing list as she does not always connect to the internet.

#### 4.5.2 Interview with Sherly Benedicta

Other interview is conducted with Sherly Benedicta. She is a single, 24 year old secretary who works in a telecommunication provider company. Sherly had read Cita Cinta from when she was in college (2004). She enjoy reading Cita Cinta, especially for the **fashion section** such as *Contek Gaya* (Style Copy), *Razia Gaya* (Style Raid), *My Way*, *Gaya dan Cantik* (Style and Beauty) and *Hias Rias*. Those sections really gave her different inspirations on fashions.

Cita Cinta portrays **excellent fashion style** which is applicable for daily life and special events (such as parties or weddings). Those styles really match her personality. One of the benefits from reading the fashion, according to Sherly, is to be able to compose different style of fashion without spending so much money.

Cita Cinta could show various and stylish looks with **economical budget and be a smart spender**. "By posting the prices of items like dresses and accessories, also information on the store, is such a valuable information for me," said Sherly. The fashion combination and beauty tips add her confidence when she was in college and in work (now). Sherly added that the makeover articles *Tampil Beda* is really good compared to other magazine, since the make-up artist always emphasizes the positive physical factor and correct negative ones.

Sherly also likes the article on money management or investment topic. Cita Cinta indicates that a woman has to have the knowledge to able to face different challenges. She added that tips for office environment from *Dunia Kerja* (Working World) and *Tips Karier* (Career Tips) are helpful for her. However, the article that she does not like is *Psiko* (Psychology), since mostly the issue is too personal and not relevant with her life.

In comparison with *Cosmopolitan*, which sometimes she read, Cita Cinta is more **"polite" since it follows the eastern tradition**. She commented on the *Seks* (Sex) article, which is more to the **educational side** in Cita Cinta. While for *Cosmopolitan*, since it is a licensed magazine from United States, the style is more open and vulgar. She has to filter the information, so she does not get the wrong information. When asked on Cita Cinta's event, she answered that she has not participated in Cita Cinta's event, so cannot give any comment.

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Overall, Sherly thinks that Cita Cinta is able to show that a woman could be smart, cheerful and beautiful at a time.

#### 4.5.3 Interview with Tita Soendari

Another opportunity is the author able to conduct interview with one of the active readers and mailing list member, Tita Soendari. She is a 26 year old, married and works as accounting staff in IT Company. She has started to read Cita Cinta from year 2000, when Cita Cinta was still in tabloid format. Tita said that the first time she saw the **cover of the tabloid and the headlines**, Cita Cinta really attracted her attention. She noticed that Cita Cinta's (tabloid) cover was different compare to the popular tabloid such as Nova, Citra and Bintang. She actually still keep the Cita Cinta tabloid that she bought for the first time.

When read it for the first time, she found a **new perception**, new style since on year 2000 she just graduated from high school and was in transition to enter the college life. She found the different information was very useful, especially about the campus life and how to face and adapt to the new situation. She have read Cita Cinta from year 2000, but started to subscribe on 2005 when she started to work. Compared to the initial issue, Cita Cinta presently is packaged with new attractive cover and excellent layout.

Tita sees Cita Cinta's information is **very update on most issues**. The news are quite detail when readers follow the issues continuously. Cita Cinta covers articles on style, life, beauty, relationship, campus life, celebrities' updates, just name it. Complete information is available within one magazine, either for single or young married women.

There are several differentiations of Cita Cinta compares to other magazine, according to Tita: the price, **update news** on local occurrence is 80%, the articles are good for **references** and **the community outside the print media**.

Cita Cinta's **price is very reasonable** according to Tita. She mentioned that other magazines with similar information are more expensive mostly above Rp 20,000 (twenty thousand rupiah) or Rp 30,000 (thirty thousand rupiah) while Cita Cinta's price is Rp 15,000. "The lower price does not mean low quality or

less information, Cita Cinta can compete with other magazines and has existed for 8 years,” added Tita.

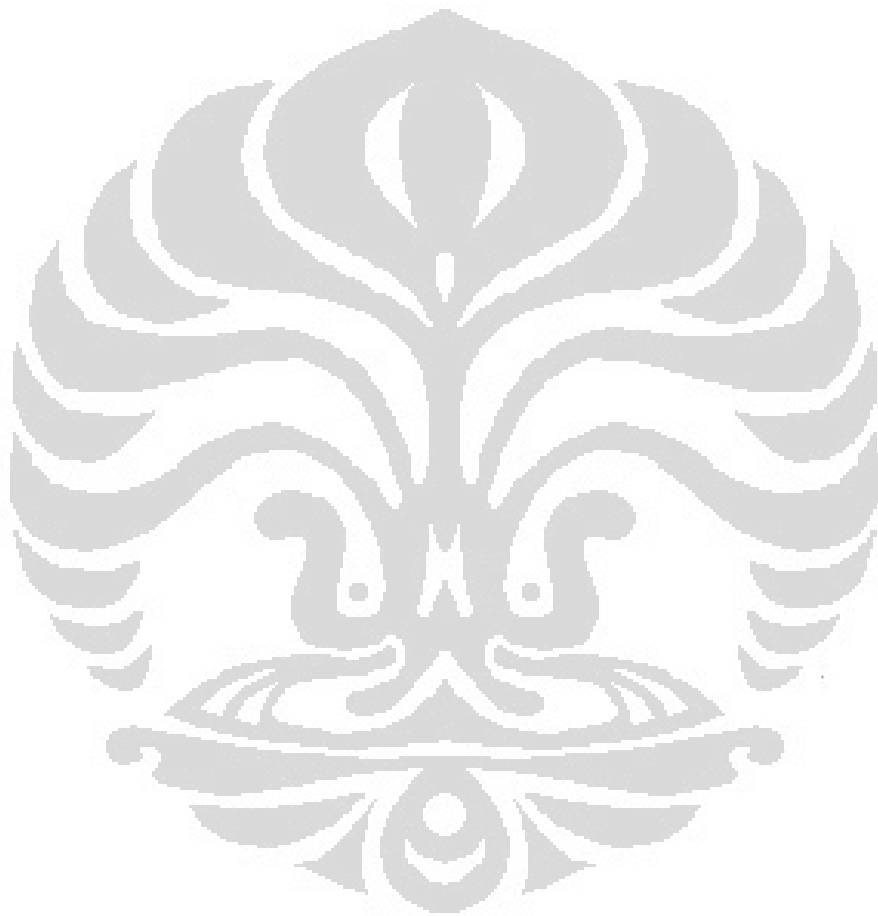
When asked about articles, Tita said that she likes most of the articles, but for the second time the *Mars vs Venus* came up as article that she does not like. She said that there is no clear objectives of the articles and the opinions are subjective. She suggested changing the article to short story or fiction section that submitted by the readers. Additionally, she added that the bonus / product samples (e.g. shampoo, lotion, document keeper, etc) that Cita Cinta gave were useful.

As for mailing list, Tita has joined the Cita Cinta mailing list and activities that were held by Club Cita Cinta (events from the editors). She gains different advantages by joining as active members both in World Wide Web and meeting readers on different events. The events always have different themes and variations, such as health seminar, beauty class, handicraft workshop. She has new friends and some of them have been her best buddies because of joining the mailing list and the events. The mailing list has additional information that cannot be obtained from the magazine (e.g information on job vacancy, new events). Moreover, she noticed that there were **interactions from the editor and readers**. There are some take and give, not like most magazines are only one way information from the editor to the readers. She emphasizes that Cita Cinta editors really care on what the reader wants and try to accommodate when possible. The editors are opened to suggestions and critics, so Cita Cinta could improve continuously.

When asked about Cita Cinta’s competitor, she mentioned Cosmopolitan. She said that Cosmopolitan has also full and “heavy”/complete information. She said the information are good but as a reader she has to filter so much information that does not suit her personalities, maybe due to the different style and presentation by Cosmopolitan.

All in all, Felice, Sherly and Tita agree on Cita Cinta’s view on young women nowadays especially in facing needs of meaningful information. Cita Cinta is one media that is full of updated information, both educating and

entertaining. Cita Cinta makes young women smart (*Cerdas*), cheerful (*Ceria*) and beautiful (*Cantik*).



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## CHAPTER 5

### CONCLUSION AND RECOMMENDATION

#### CONCLUSION

Cita Cinta has been around the market for 9 (nine) years and still stand in its original concept, serve as modern young women's information media. Cita Cinta has access to college women in mostly in junior/senior years and young career women. The concept of Cita Cinta is still loved by their loyal subscribers. However, to gain new readers Cita Cinta must face competitors in the same segment with different concepts and style. Thus, Cita Cinta needs to keep reinforcing its position. More and more new magazines appear to give more choices to readers. Cita Cinta has to maintain its original concept while keep adjusting to the readers want and needs, also renew its integrated marketing communication strategy by maximizing the use of internet / interactive marketing that shall increase the communication with feedback.

#### 5.1 Marketing Mix

##### 5.1.1 Product

Cita Cinta as a magazine is unique because it has been designed to serve segmented modern young women readers. The readers are independent and smart. Cita Cinta has performed continuous improvement to goes along with the readers' needs and wants. New articles and new layout added and revised to give fresh look. Cita Cinta is really customized based on the segment. Respondents agree that the magazine format, the cover arrangement, and the headline that are designed to attract readers' attention at the first glance. The content mostly fulfilled the motto of *Cerdas Ceria Cantik* with current information and variety issues that educates critical young women.



### 5.1.1.1 Profile of Cita Cinta Readers

The result of the surveys concludes the following profile of readers :

- Cita Cinta readers are mostly single, between 20 -29 years old and have undergraduate level of education, with income per month of Rp 2-4 million (SES AB).
- About 90% of the readers live in Jakarta.
- Each edition of Cita Cinta is passed mostly to 2 (two) other readers.
- Only 23% of the readers have interest to subscribe, while other still prefer to buy magazine at the bookstore or magazine stall. Some decide to subscribe due to the bonus offered.
- They also like to read daily newspaper (e.g. Kompas and Media Indonesia) and tabloid (e.g. Nova and Bola).
- The respondents' main factor in buying magazine because its headline.
- They do not buy magazine frequently, only to seek information or when there are interesting articles to read.
- There is 35% of respondent thinks that Internet is main source of information for women in Jakarta. Internet is also considered as the most up to date source of information.

### 5.2.1.2 Profile of the Cita Cinta Magazine

#### Strengths

- The most noticeable strength of Cita Cinta is its coverage both college life and career life, while, the competitors only focus either on college life or working life.
- The format of mini magazine is loved due to its practicality.
- Based on the survey, 56% of respondents agree that the content goes along with the motto of Cerdas Ceria Cantik. It incorporates the education, beauty and lifestyle for young modern Indonesian women.
- The article on current issues of Buka Mata and Isyu is always up-to-date both local and global news.

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### Weaknesses

- Mars and Venus is the most unfavorable article based on the survey. There are 19 (nineteen) respondents mentioned they do not like Mars and Venus and prefer fiction to replace the article. Some of them admit that they do not even want to read that particular article due to unclear objective and subjective opinion.
- The advertisement placements sometime disturb the magazine content, cut-off in the middle of the article and bother the readers or taking half page from the article.

### 5.1.2 Price

The price of Rp 15,000 is reasonable to attract college student and first jobber, quite competitive compared to other women magazine. Usually there is price adjustment for special edition such as New Year edition, birthday edition. The special edition often attached with bonus (such as organizer, cosmetic pouch, lunch bag, document keeper, etc) and the magazine price usually higher, the maximum price is about Rp 20,000, still in reasonable range of price. According to the survey, 66% agrees on Rp 15,000 for Cita Cinta and 47% respondents spend less than Rp 50.000 per month for magazine. It means that Cita Cinta is still in the coverage of most people magazine spending capabilities.

### 5.2.3 Place

For place or point of distribution, Cita Cinta has its own distribution armada to make sure the magazines are well distributed. In fact, respondents agree that Cita Cinta is easy to find in bookstores or in small magazine stalls or kiosk. The coverage has covered Java Island, Bali, Sumatera, Kalimantan and others. The domination is still in Java Island area. As Cita Cinta is using the distribution as the other print media of Femina Group, it has advantages over the new competitors who might still trying to find the best distribution method. For distribution outside Java Island, Cita Cinta works with Major Circulation Agent which also partner of Femina group.

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#### 5.2.4 Promotion

Lastly for promotion, Cita Cinta has conducted different method of promotion such as advertising, sales promotion, publicity / public relations. Cita Cinta has become media partner, posts advertising in local newspaper; cooperate with offices or colleges, held different event, etc. An alternative method of promotion that has been started but has not given full focus by Cita Cinta is through interactive internet marketing.

Cita Cinta is considered as one of the main source of information for young women in Jakarta. As Cita Cinta emphasize on the idea of continuous education accompanied by lifestyle and entertainment. The market responds to Cita Cinta according to the concept from the editor and gives feedback either through email or reader's survey. Adjustments are made based on the needs and wants of readers. Cita Cinta still has potential to develop and improve continuously, especially with the increasing education level of women, which also increase women's income. Cita Cinta must see the opportunities to gain more young Indonesian women reader through the motto *Cerdas Ceria Cantik*.

All in all, the ideal marketing mix from Cita Cinta has matched the market expectation. Furthermore, the respondents see the concept differentiation as competitive advantage, which makes Cita Cinta unique and the pioneer in its segment starting from the motto, size, cover, headlines, articles and the content.

### 5.2.5 Limitation of the Study

The study has some limitations. First, small number of valid data. The author uses data from 97 (ninety seven) respondents due time restraint, which is small number compared to Cita Cinta's circulation of 90,000 copies. The data came from students from 3 universities: Universitas Indonesia, Universitas Katolik Atmajaya and Institut Bisnis Indonesia (IbiI) and employees from different private offices. Future study must include bigger number of respondents. The impact of the result may have lesser influence compared to official study that might be executed by formal research organization.

Second limitation is in the questionnaire. The questionnaire should explore more questions that emphasize the input for the website and mailing list. The following are issue for website and mailing list that could be added in the questionnaire:

- Reasons in accessing the [www.citacinta.com](http://www.citacinta.com)
- How often the reader access [www.citacinta.com](http://www.citacinta.com)
- Time spent in [www.citacinta.com](http://www.citacinta.com)
- Forward information from [www.citacinta.com](http://www.citacinta.com)
- Information that need to be added in the website (e.g. search engine, national issues, celebrities gossips, quiz, job vacancy, discussion forum, new product info).:
- Reasons to join the mailing list
- Reasons not to join the mailing list
- Information that is hoped to acquired from mailing list
- Involvement in Cita Cinta's mailing list topic
- Interest to join mailing list gathering and what kind of gathering
- Influence of the mailing list to daily life

## RECOMMENDATION

Cita Cinta will need to implement fresh strategies to face the competitor and one effective way to anticipate the new and growing competition. The traditional promotions have been executed appropriately such as advertising, sales promotion and public relations. However, the traditional approach is not enough. Cita Cinta has to stress the unique way of communicating the message of *Cerdas, Ceria, Cantik* for young Indonesian women and the number one player in its segment.

### 5.4 Integrated Marketing Communication (IMC)

Cita Cinta has applied the IMC through connecting Cita Cinta with U-Fm (Jakarta and Bandung), [www.citacinta.com](http://www.citacinta.com) and off air activities, such as media partner and sponsorship for different events in college / universities mostly deal with job fair or career development seminar.

Compared to the competitors such as CHIC, Kartika and SPICE!, Cita Cinta has the largest mailing list members and has its own formal website. In comparison to Cita Cinta, Cosmopolitan also has a website but it is not updated regularly, even the job vacancy for 2008 is still posted in the website. The online edition is one month behind the print magazine. It means for website content and update Cita Cinta has benefit over the other.

#### 5.4.1 Non Personal Communication Channels.

##### 5.4.1.1 Mailing List

Based on the fact that the mailing list member of Cita Cinta has reached 12,000 members, a significant number of members. It is an opportunity to use the mailing list more extensively as a communication media from editor to readers and the other way around. Cita Cinta is able to utilize the mailing list as a forum, to create dialogue between readers and the editor and also for marketing campaign. The mailing list functions as a media to communicate and sharing real experiences.

Some examples including personal experiences with different vendors such as credit card, insurance, cosmetics, electronics, gadget, etc. Other examples are members who ask on bus route to reach a certain place, range salary of a certain position, health issue (e.g. LASIK, sickness, doctor recommendation), wedding plan, religious activities, etc. Cita Cinta Mailing list member gain variety information from personal tips until professional advice beyond the information from the magazine itself. Based on the observation on mailing list, there are approximately 70 - 100 emails in Cita Cinta's mailing list per day.

It is suggested that the editor can organize the email or create own mailing list. The email postings are mixed up, sometimes it is a bit difficult to find the right information immediately. Organizing the email postings by category would be useful for the members to get the information needed and will save time.

#### 5.4.1.2 Website

Currently, Cita Cinta's website is functioned as informational posting and updated every Friday. Cita Cinta has not use the internet marketing actively. Actually there are a lot of potential that could be obtained from a website. Website could be designed as a place to communicate interactively, two ways from readers to editor and from editor to readers. Most of the readers are connected to the internet most of the time. The author suggests redeveloping the website and integrating the mailing list into the website.

Based on the observation in the mailing list emails on the month of January 2009, the mailing members have raised ideas to create chatroom. The idea gets excellent response. A member initiated to create informal chatroom by using Yahoo Messenger application. The purpose is to be able to communicate directly and get instant reply. Furthermore, the chatroom can accommodate the time and distant difference between members, especially for those who reside outside the Jabodetabek area.

The reader must be a member of the website to enjoy the full features of the website. The main target is single women, between age 20-30 years old, either

in college or working. Readers want something that make them smart and knowledgeable

The following items are the features suggestion for the new website:

- Latest update on the newest national and world issue, if possible provide the links too.
- Bulletin Board  
For readers to communicate with Cita Cinta editors, they can post questions, feedback, critics, etc.
- Posting based on category  
For offline communication, all the posting must be categorized into different groups, so it shall ease the readers to find a particular topic. For example there should be grouping for career, relationship, beauty, online shopping, etc. The readers can find the issues faster. The current mailing list posting are mixed up between career, sharing, selling stuffs, job vacancy, etc.
- Formalize the online chatting facility embedded within the website. The readers that have joined can see who is online and can chat directly. Readers do not have to wait, like email. Faster response and feedback. Chat application shall eliminate the back and forth emails and the lag time to get the prompt answer.
- Video clip coverage on Cita Cinta events
- To show the attractiveness of different events, so new readers are interested to join future events.
- Link to educational events, scholarship, courses, or job fair events.
- Promote new events through website (i.e. chat with celebrities using web cam for his / her new movie premiere, or new album release, etc). In order to join the chat conference, readers have to be Cita Cinta subscribers first, then she has the chance to join the chat conference.
- Use the website as promoting new items.  
For example: subscribers of Cita Cinta can download reduction price voucher for certain cosmetics.

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- Cooperates with different fashion and accessories vendors, which has been used by Cita Cinta for fashion items, to create the online shops integrated in Cita Cinta website. It shall attract more readers to see the new clothing, accessories with easy access.
- Create website format that is designed for readers who access the website with mobile phone.

Cita Cinta should go toward the website development for the future, as the numbers of readers are growing too. A committed staff should take care of the website for update or answering the questions. Thus, when Cita Cinta promotes other event, it shall create brand awareness. Furthermore, when the website is established and active, readers will frequently visit the websites. In the long run, it creates opportunity to post different advertisement such as toiletries, cellular phone, electronics gadget, etc, meaning in the long run it shall increase Cita Cinta's advertising revenue.

#### **5.4.1.3 Text Messaging or Short Messages Service (SMS)**

One of the popular marketing methods is the SMS subscription. This is another idea for Cita Cinta to apply the IMC. Based on the respondents' response, all of them have cellular phones and it creates opportunity for Cita Cinta to design SMS subscription, which could be used for:

- Career or love life tips
- For polling or quiz participations.
- Inform events to Cita Cinta's subscribers such as music concert, live show, etc.
- Cooperate with different vendors such as toiletries producers, restaurants, bookstore, beauty salon, etc, that give special rate for Cita Cinta's subscriber when they show the sms.

#### **5.5 New Article and Bonus**

The respondents of the survey and the readers that have been interviewed came up with new articles for future Cita Cinta.

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The suggested new articles include:

- Foreign language (English, French, etc.) – to make Cita Cinta readers smarter (as it is also Cita Cinta's motto – Cerdas, Ceria, Cantik (smart, cheerful and beautiful)).
- Investment or money management – to make women more aware of their money and the future.
- Automotive maintenance and tips – women must be smart in taking care of the vehicle
- Food recipe
- Short Story or Real Funny Story
- Men of the Month
- Job Vacancy – especially for the fresh graduate

The suggested bonuses are the following:

- Recipe booklet
- Wedding preparation booklet
- T-shirt
- Bags
- Compact mirror
- Wallet

Cita Cinta has implement the integrated marketing communication with combination on all from advertising, direct marketing, sales promotion, publicity and personal selling, yet still less emphasize on the interactive / internet marketing. The recommendations above are emphasized to the use of internet and make effective implementation on the website and the mailing list.

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## Attachment 1 – Demography Population by Social Economic Status

# DEMOGRAPHY

## POPULATION

### BY SOCIAL ECONOMIC STATUS

(GREATER JAKARTA, BANDUNG, SEMARANG, GREATER SURABAYA, MEDAN,  
MAKASSAR, GREATER YOGYAKARTA, DENPASAR, PALEMBANG)

2003 - 2007

		2003	2004	2005	2006	2007
POPULATION (15+)		28,977	33,217	34,239	35,343	36,335
		100.0	100.0	100.0	100.0	100.0
		2003-2005		2006-2007		
		2003	2005	2006	2007	
A1	2,251 & over	3,001 & over	1,951	6.7	2,568	7.7
		2,407	7.0	1,674	4.7	2,433
		6.7				6.7
A2	1,751 - 2,250	2,001 - 3,000	1,925	6.6	2,714	8.2
		2,404	7.0	2,884	8.2	4,141
		11.4				11.4
B	1,251 - 1,750	1,501 - 2,000	3,900	13.5	5,056	15.2
		4,950	14.5	4,545	12.9	5,813
		16.0				16.0
C1	801 - 1,250	1,001 - 1,500	6,818	23.5	8,669	26.1
		9,281	27.1	7,896	22.3	9,165
		25.2				25.2
C2	601 - 800	701 - 1,000	5,298	18.3	6,193	18.6
		6,472	18.9	9,791	27.7	8,730
		24.0				24.0
D	401 - 600	501 - 700	5,836	20.1	5,368	16.2
		6,078	17.8	5,291	15.0	3,925
		10.8				10.8
E	400 & below	500 & below	3,250	11.2	2,649	8.0
		2,647	7.7	3,263	9.2	2,128
		5.9				5.9

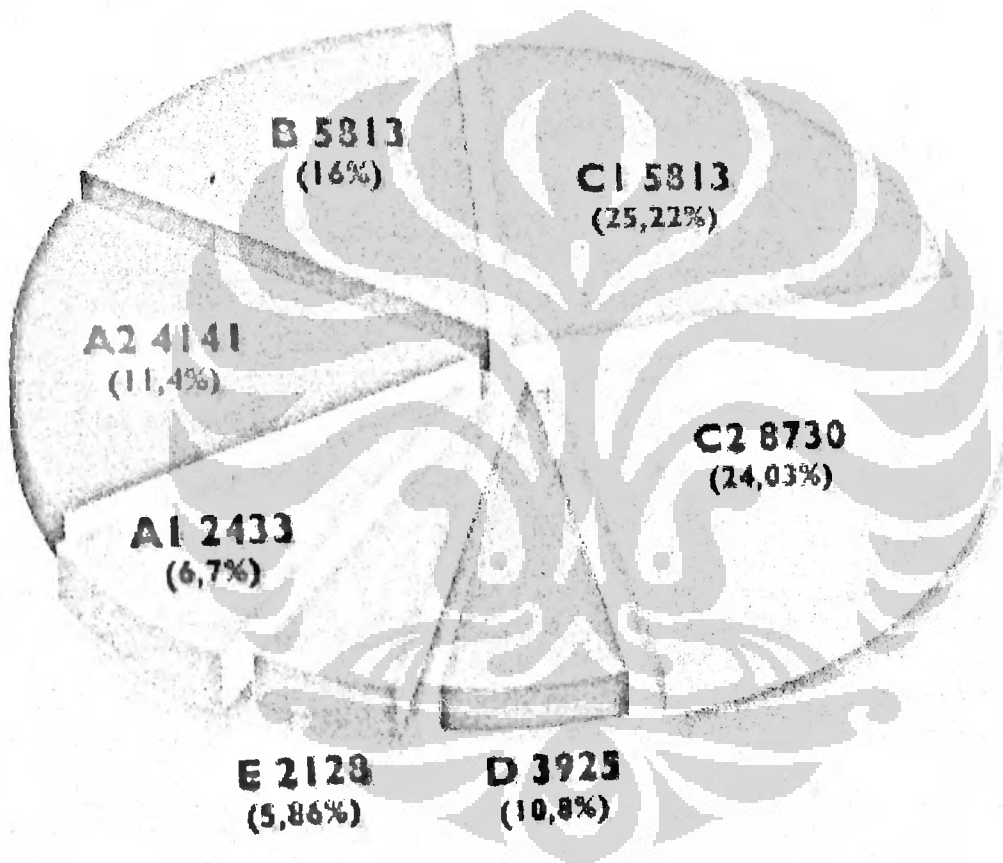
<sup>\*)</sup> 6 Cities : Greater Jakarta, Bandung, Semarang, Greater Surabaya, Medan, Makassar.

Sources : Nielsen Media Research - MEDIA INDEX 2003.  
Nielsen Media Research - MEDIA INDEX Wave IV 2004, 2005, 2006, 2007.

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**Attachment 2 – Demography Population by Sex and Age – Pie Chart**

**DEMOGRAPHY**  
**POPULATION**  
 BY SOCIAL ECONOMIC STATUS  
 (GREATER JAKARTA, BANDUNG, SEMARANG, GREATER SURABAYA, MEDAN,  
 MAKASSAR, GREAT B YOGYAKARTA, DENPASAR, PALIEMBANG)  
 2007



Sources : Nielsen Media Research - MEDIA INDEX Wave IV 2007.

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### Attachment 3 – Demography Population by Sex and Age

## DEMOGRAPHY

### POPULATION BY SEX AND AGE

INDONESIA  
2003 - 2007

Year	2003	2004	2005	2006	2007					
Male	106,982,0	50.1	109,492,0	50.5	109,801,7	50.1	111,278,6	50.1	112,627,1	50.1
Female	103,638,1	49.9	107,989,6	49.5	109,000,0	49.9	109,069,2	49.9	112,277,8	49.9

Year	2003	2004	2005	2006	2007					
Male	106,982,0	50.1	109,492,0	50.5	109,801,7	50.1	111,278,6	50.1	112,627,1	50.1
Female	103,638,1	49.9	107,989,6	49.5	109,000,0	49.9	109,069,2	49.9	112,277,8	49.9

#### By AGE

Age Group	2003	2004	2005	2006	2007					
0-4	20,240.4	9.5	20,208.0	9.4	20,349.5	9.3	20,441.3	9.2	20,508.9	9.1
5-9	20,092.0	9.7	20,266.5	9.4	19,030.1	9.0	19,827.0	9.0	20,010.6	8.9
10-14	21,555.0	10.1	21,661.6	10.0	21,801.8	9.9	21,392.2	9.6	20,888.9	9.3
15-19	21,117.5	9.9	21,093.9	9.7	21,064.7	9.6	21,188.5	9.5	21,318.0	9.5
20-24	20,644.0	9.7	20,847.7	9.6	21,041.5	9.4	21,020.0	9.5	20,999.7	9.3
25-29	19,502.6	9.1	19,722.4	9.1	19,862.4	9.1	20,087.6	9.0	20,336.2	9.0
30-34	17,984.5	8.4	18,246.1	8.4	18,502.0	8.4	18,844.4	8.5	19,105.0	8.5
35-39	16,046.7	7.5	16,388.2	7.6	16,720.0	7.6	17,053.6	7.7	17,390.1	7.7
40-44	13,931.2	6.5	14,330.7	6.6	14,717.7	6.7	15,093.1	6.8	15,457.6	6.9
45-49	11,333.6	5.3	11,837.1	5.5	12,318.5	5.6	12,772.6	5.8	13,211.0	5.9
50-54	8,612.3	4.0	9,040.9	4.2	9,495.2	4.3	9,971.3	4.5	10,465.7	4.7
55-59	6,534.0	3.1	6,803.5	3.1	7,039.5	3.2	7,436.0	3.3	7,798.3	3.5
60-64	5,196.4	2.4	5,322.6	2.5	5,459.4	2.5	5,618.4	2.5	5,818.6	2.6
65-69	4,156.1	1.9	4,285.2	2.0	4,454.6	2.0	4,505.1	2.0	4,553.2	2.0
70-74	2,763.2	1.3	2,912.2	1.3	3,110.2	1.4	3,236.2	1.5	3,381.2	1.5
75+	3,241.0	1.5	3,306.0	1.5	3,377.6	1.5	3,484.0	1.6	3,563.0	1.6

Source: Indonesia Population Projection 2000-2025, National Development Planning Agency (Bappenas), National Bureau of Statistic (BPS), and United Nations Population Fund (UNFPA), Jakarta 2005.

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## Attachment 4 –Media Penetration All Adults

**MEDIA PENETRATION****ALL ADULTS**

(GREATER JAKARTA, BANDUNG, SEMARANG, GREATER SURABAYA,  
MEDAN, MAKASSAR, GREATER YOGYAKARTA, DENPASAR, PALEMBANG)  
2003 - 2007

MEDIA	2003	2004	2005	2006	2007
<b>POPULATION 15+</b>	28,977	35,247	44,229	55,249	66,835
	1000	1000	1000	1000	1000
<b>NEWSPAPER</b>					
DAILY	8,636	10,265	8,978	8,862	8,982
WEEKLY	163	522	413	391	349
	29.8	30.9	26.2	25.1	24.7
	0.6	1.6	1.2	1.1	1.0
<b>MAGAZINE</b>					
WEEKLY	1,926	1,087	1,230	1,256	1,150
10 DAILY	701	853	783	685	582
FORTNIGHTLY	3,725	3,347	2,172	2,355	2,323
MONTHLY	3,999	4,400	3,822	4,632	4,249
	6.6	5.7	3.6	3.6	3.2
	2.4	2.6	2.3	1.9	1.6
	12.9	10.1	6.3	6.7	6.4
	13.8	13.2	11.2	13.1	11.7
<b>TABLOID</b>					
YESTERDAY	4,417	7,204	5,644	6,040	6,044
	15.2	21.7	16.5	17.1	16.6
<b>CINEMA</b>					
PAST WEEK	429	534	397	456	631
	1.5	1.6	1.2	1.3	1.7
<b>TELEVISION</b>					
YESTERDAY	25,565	30,149	31,270	32,568	33,321
	88.2	90.8	91.3	92.1	91.7
<b>RADIO</b>					
YESTERDAY	12,778	16,043	14,971	15,442	16,072
	44.1	48.3	43.72	43.69	44.23
<b>INTERNET</b>					
YESTERDAY	n/a	551	661	776	896
PAST WEEK	n/a	812	707	1,079	1,351
PAST MONTH	n/a	718	539	765	868
IN THE PAST 12 MONTHS	n/a	3,026	2,722	3,636	4,396
		1.66	1.93	2.2	2.47
		2.44	2.06	3.05	3.72
		2.16	1.57	2.16	2.39
		9.11	7.95	10.29	12.1

\*J Greater Jakarta, Bandung, Semarang, Greater Surabaya, Medan, Makassar

Source: Nielsen Media Research - Media Index Wave IV 2004, Wave IV 2005, Wave IV 2006, Wave IV 2007

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## Attachment 5 –Media Penetration Females

# MEDIA PENETRATION

## FEMALES

(GREATER JAKARTA, BANDUNG, SEMARANG, GREATER SURABAYA,  
MEDAN, MAKASSAR, GREATER YOGYAKARTA, DENPASAR,  
PALEMBANG)  
2003 - 2007

POPULATION 1	14,410	100.0	16,547	100.0	17,048	100.0	17,585	100.0	18,149	100.0
NEWSPAPER										
DAILY	3,128	21.7	3,889	23.5	3,356	19.9	3,199	18.2	3,245	17.9
WEEKLY	84	0.6	231	1.4	169	1.0	200	1.1	117	0.6
MAGAZINE										
WEEKLY	966	6.7	1,103	6.7	718	4.2	616	3.5	625	3.4
10 DAILY	1,789	12.4	591	3.6	526	3.1	470	2.7	418	2.3
FORTNIGHTLY	462	3.2	1,294	10.8	1,233	7.2	1,200	6.8	1,176	6.5
MONTHLY	1,900	13.2	2,202	13.3	1,857	10.9	2,217	12.6	2,149	11.8
TRILOID										
YESTERDAY	2,385	16.6	3,510	21.2	2,663	15.6	2,776	15.8	2,671	14.7
CINEMA										
PAST WEEK	164	1.1	285	1.7	220	1.3	251	1.4	325	1.8
TELEVISION										
YESTERDAY	12,746	88.5	15,040	90.9	15,631	91.7	16,175	92.0	16,678	91.9
RADIO										
YESTERDAY	6,141	42.6	7,562	45.7	7,295	42.8	7,595	43.2	7,912	43.6
ACTIVITY										
YESTERDAY	n/a	n/a	275	1.7	232	1.4	311	1.8	329	1.8
PAST WEEK	n/a	n/a	349	2.1	292	1.7	458	2.6	594	3.3
PAST MONTH	n/a	n/a	262	1.6	201	1.2	310	1.8	365	2.0
IN THE PAST 12 MONTHS	n/a	n/a	1,300	7.9	1,101	6.5	1,528	8.7	1,810	10.0

1 Greater Jakarta, Bandung, Semarang, Greater Surabaya, Medan, Makassar.

Source: Nielsen Media Research - Media Index 2003  
Nielsen Media Research - Media Index Wave IV 2004, Wave IV 2005, Wave IV 2006, Wave IV 2007

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## Attachment 6 – Magazine Advertising Expenditures

## MAGAZINE ADVERTISING EXPENDITURES

### LEADING EARNERS

#### 2003 - 2007

MEDIA CITY	2003		2004		2005		2006		2007	
	Mill-Rp	%	Mill-Rp	%	Mill-Rp	%	Mill-Rp	%	Mill-Rp	%
<b>ANY MAGAZINE</b>	681,732	100.0	847,724	100.0	899,561	100.0	920,189	100.0	1,009,736	100.0
TEMPO	52,557	7.7	58,467	6.9	66,139	7.4	68,980	7.5	103,911	10.2
EMMA	69,311	10.2	67,668	8.0	86,032	9.7	74,580	8.1	91,118	9.0
COSMOPOLITAN	36,858	5.4	44,672	5.3	45,747	5.1	44,707	5.2	50,651	5.0
KARTINI	22,747	3.3	25,059	3.0	25,051	2.8	24,537	2.7	28,459	2.8
ANANDA	18,895	2.8	13,508	1.7	24,176	2.7	26,983	2.9	27,787	2.8
ANGKA YES	20,923	3.1	20,829	2.5	21,857	2.5	23,206	2.5	27,258	2.7
<b>SWA SEMBADA</b>	15,116	2.2	17,636	2.1	22,017	2.5	24,697	2.7	27,097	2.7
OSWI	18,398	2.7	19,751	2.3	23,195	2.6	27,526	3.0	26,546	2.6
GADIS	19,249	2.8	18,652	2.2	19,763	2.2	23,158	2.5	26,545	2.6
RAHAPS BAZAAR	9,320	1.4	13,764	1.6	13,928	1.6	17,607	1.9	23,216	2.3
GATRA	16,005	2.3	20,549	2.4	17,699	2.0	21,591	2.3	21,495	2.1
BUSINESS WEEK	10,354	1.6	12,924	1.5	16,765	1.9	20,341	2.2	19,957	2.0
<b>MISTERI</b>	7,392	1.1	9,129	1.1	19,349	2.2	21,959	2.4	17,958	1.8
CIKAP	8,359	1.3	13,467	1.6	16,019	1.9	15,120	1.7	17,763	1.8
INDONESIA TAHUN TERBUKA	7,738	1.1	12,444	1.5	14,951	1.7	14,773	1.6	17,652	1.7
FORUM MAGAZINE (FHM)	n/a	n/a	4,477	0.5	10,360	1.2	11,943	1.3	14,165	1.4
HAI	10,152	1.5	11,808	1.4	13,376	1.5	12,988	1.4	15,003	1.5
<b>CINA CINA</b>	3,860	0.6	9,514	1.1	11,030	1.2	11,043	1.2	12,004	1.2
MEN'S HEALTH	3,674	0.6	7,342	0.9	8,770	0.9	8,649	0.9	12,502	1.2
INFO KOMPUTER	9,353	1.4	10,367	1.2	10,005	1.1	10,653	1.2	11,329	1.1
CHIP	n/a	n/a	8,160	1.0	8,551	1.0	11,587	1.3	11,276	1.1
KAWANRI	8,626	1.3	10,368	1.2	11,284	1.3	9,398	1.0	10,068	1.0
HERALD	9,317	1.4	11,768	1.4	10,442	1.2	8,637	0.9	10,357	1.0
<b>TEMPO ENGLISH</b>	4,192	0.6	3,800	0.5	4,145	0.5	4,844	0.5	9,359	0.9
INSPIRE	9,177	1.4	10,075	1.2	9,754	1.1	9,762	1.1	9,402	0.9
PARENTS GUIDE	4,016	0.6	11,628	1.4	10,597	1.2	11,062	1.2	9,312	0.9
WARRANTING	n/a	n/a	n/a	n/a	n/a	n/a	6,316	0.7	9,172	0.9
TATA RIAS	4,794	0.7	6,729	0.8	7,295	0.8	8,882	1.0	8,727	0.9
COSMO GRL	8,702	1.3	12,054	1.4	9,777	1.1	8,345	0.9	8,128	0.8
<b>PERKAWINAN</b>	4,265	0.6	6,547	0.8	8,190	0.9	9,414	1.0	8,972	0.9
SA-ROJA	5,055	0.7	10,472	1.2	11,046	1.2	9,752	1.1	7,999	0.8
POEMEDIA	1,670	0.2	3,887	0.5	6,304	0.7	6,689	0.7	7,641	0.8
MARKETING	n/a	n/a	2,897	0.3	3,539	0.4	4,082	0.4	3,612	0.4
BELLA DONNA	2,524	0.4	4,110	0.5	5,344	0.6	5,874	0.6	7,459	0.7
WARTA EKONOMI	1,993	0.3	6,769	0.8	8,201	0.9	8,200	0.9	7,292	0.7
<b>TARASIA</b>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	6,627	0.7
INFO RELAX CADANG	4,564	0.7	5,748	0.7	6,541	0.7	7,278	0.8	6,526	0.6
MOBIL MOTOR	3,829	0.6	4,735	0.6	5,960	0.7	7,109	0.8	6,303	0.6
INFO BANK	4,190	0.6	4,270	0.5	5,414	0.6	6,153	0.7	6,766	0.7
SEVENTEEN INDONESIA	4,898	0.7	5,544	0.7	5,333	0.6	6,654	0.7	6,159	0.6
INLUSION	3,568	0.5	4,510	0.5	5,633	0.6	4,744	0.5	6,796	0.7

All figures are based on Gross Rate Card Cost (without taking account the various discounts), and are extracted from monitored magazines and exclude non-commercial ads (exclude TV, V3 categories, and section IV)

Source: Nielsen Media Research Advertising Information Services  
Media Scene

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## Attachment 7 – Questionnaire

SURVEY CITA CINTA



Magister Manajemen  
Fakultas Ekonomi Universitas Indonesia  
Salemba - Jakarta

Dear Responden,

Nama saya Paula Budiono dan saya adalah mahasiswa Magister Manajemen Universitas Indonesia (MMUI) yang sedang menyusun thesis (karya akhir) untuk mendapatkan gelar MM. Thesis saya mengenai "Analisis STP (segmenting, targeting dan positioning) dan Strategi Alternatif Cita Cinta Untuk Tetap Bertahan Menjadi Nomor Satu di Segmennya". Tidak ada jawaban yang benar atau salah. Semua data dari questioner ini adalah rahasia dan hanya akan digunakan untuk kepentingan akademik. Saya berterima kasih untuk waktu Anda dan kesediaan Anda untuk mengisi kuesioner.

1 Apakah Anda kesulitan mendapatkan Cita Cinta?

- 1|Ya  
2|Tidak

5 Anda tertarik untuk berlangganan Cita Cinta

- 1|Ya  
2|Tidak – lbh suka beli eceran

2 Dengan berapa banyak orang Anda berbagi Cita Cinta?

- 1|6-8 orang  
2|3-5 orang  
2|1-2 orang  
4|1 orang

6 Anda mengetahui Cita Cinta mempunyai website

- 1|Ya  
2|Tidak

3 Berapa lama Anda telah membaca Cita Cinta?

- 1|lebih dari 4 bulan  
2|lebih dari 1 tahun  
3|6-9 bulan  
4|kurang dari 6 bulan

7 Anda pernah mengakses website www.citacinta.com

- 1|Ya  
2|Tidak

8 Anda tahu bahwa Cita Cinta memiliki mailing list

- 1|Ya  
2|Tidak

4 Berapa banyak Cita Cinta yang Anda baca 4 edisi terakhir, termasuk edisi yang anda baca ini?

- 1|4 majalah  
2|3 majalah  
3|2 majalah  
4|1 majalah

9 Tema setiap rubrik menarik

	Sangat Tidak Setuju	Tidak Setuju	Kurang Setuju	Agak Setuju	Setuju	Sangat Setuju
9 Tema setiap rubrik menarik	1	2	3	4	5	6
10 Cover dan Headline Majalah Cita Cinta menarik	1	2	3	4	5	6
11 Melihat dari cover dan Cita Cinta anda tertarik untuk membacanya	1	2	3	4	5	6
12 Gaya penulisan yang digunakan mudah dipahami	1	2	3	4	5	6
13 Layout, foto, dan gambar ilustrasi dalam setiap rubrik menarik	1	2	3	4	5	6
14 Bentuk Cita Cinta compact dan mudah untuk dibawa / disimpan	1	2	3	4	5	6
15 Harga Cita Cinta sesuai (tidak terlalu murah / mahal)	1	2	3	4	5	6
16 Informasi Cita Cinta "smart" dan memberi inspirasi	1	2	3	4	5	6
17 Informasi dari Cita Cinta 'up to date'	1	2	3	4	5	6
18 Informasi dari Cita Cinta dapat dijadikan referensi (hiburan, makanan, buku, film, fashion)	1	2	3	4	5	6
19 Event Cita Cinta menarik dan berguna	1	2	3	4	5	6
20 Website Cita Cinta interaktif dan menarik	1	2	3	4	5	6
21 Isi Cita Cinta sudah sesuai dengan motto Cerdas Ceria Cantik	1	2	3	4	5	6

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22 Bila tidak sesuai dengan Cerdas Ceria Cantik, apa alasannya?

23 Rubrik apa yang tidak terlalu Anda sukai? Mengapa?

24 Rubrik baru apa yang menurut anda perlu ditambahkan di Cita Cinta?

25 Bonus atau buklet apa yang Anda inginkan dari Cita Cinta?

26 Event apa yang Anda inginkan Cita Cinta adakan?

ABOUT YOU

1 Jenis Kelamin

- 1|Laki-laki
- 2|Perempuan

2 Umur

- 1|Di bawah 20 tahun
- 2|20-24 tahun
- 3|25-29 tahun
- 4|30-34 tahun
- 5|> 34 tahun

3 Apakah Anda tinggal di Jakarta?

- 1|Ya
- 2|Tidak

4 Status

- 1|Belum menikah
- 2|Menikah

5 Latar Belakang Pendidikan

- 1|SMU
- 2|D3
- 3|S1
- 4|S2

6 Pendapatan per bulan (dalam Rupiah)

- 1|1 juta
- 2|1-2 juta
- 3|2-4 juta
- 4|4-5 juta
- 5|lebih dari 5 juta
- 6|lebih dari 10 juta

7 Pengeluaran per bulan (dalam Rupiah)

- 1|kurang dari 500 ribu
- 2|500 ribu - 1 juta
- 3|1 - 2.5 juta
- 4|2.5 - 5 juta
- 5|di atas 5 juta

8 Berapa pengeluaran Anda untuk membeli majalah setiap bulan (dalam rupiah)?

- 1|Kurang dari 50 ribu
- 2|50 - 100 ribu
- 3|Di atas 100 ribu
- 4|Lainnya

9 Apa profesi Anda?

- 1|Pemilik Perusahaan
- 2|Junior Manager
- 3|Supervisor
- 4|Pelajar / Mahasiswa
- 5|Senior Manager
- 6|Sekretaris / Administrasi
- 7|Staff
- 8|Lainnya
- 9|Middle Manager
- 10|Ibu Rumah Tangga
- 11|Professional (Dokter, Pengacara,dll)

10 Anda adalah ...

- 1|Music Lover
- 2|Movie Addict
- 3|Shopaholic
- 4|Fashionista
- 5|Books Reader
- 6|Traveller

13 Handphone yang Anda miliki :

1| > 4 handphone                      2| 3-4 handphone                      3| 1-2 handphone                      4| tidak punya

14 Kegiatan Hiburan yang Anda lakukan dalam sebulan terakhir ini?

1| Menonton Film                      3| Konser musik                      5| Live Music                      7| Pertandingan Olah Raga

2| Theater                      4| Club & Bar                      6| Museum / Gallery                      8| Others : .....

15 Seberapa sering Anda makan di Resiaurant dalam seminggu?

1| > 10 kali                      2| 7 - 10 kali                      3| 4-6 kali                      4| 2-3 kali                      5| kurang dari sekali

16 Media massa yang paling sering Anda Baca

Koran : ..... Majalah: ..... Tabloid .....

17 Apakah Anda berlangganan majalah saat ini ?

1| Ya, berlangganan ..... majalah                      2| Tidak

18 Apa tujuan Anda membaca sebuah majalah?

1| Untuk mengisi waktu luang                      3| Mencari informasi

2| Mengetahui trend terbaru                      4| Lainnya

19 Apa yang membuat Anda tertarik untuk membeli sebuah majalah ?

1| Cover depan                      2| Headline di cover                      3| Lainnya

20 Media celak wanita yang sering Anda baca :

1| Femina                      3| Female                      5| Chic                      7| Cosmopolitan

2| Herworld                      4| Elle                      6| Cleo                      8| Lainnya

21 Yang manakah yang menurut Anda bisa menjadi sumber informasi utama bagi wanita di Jakarta ?

1| Cita Cinta                      3| Internet                      5| TV/Radio

2| Koran                      4| Majalah lain                      6| Teman

THANK YOU

### Attachment 8 – Table Result from Questionnaire

Pickup Point	
Easy to find	89
Difficult to find	2
Sometime Difficult	6
<b>Total</b>	<b>97</b>

Pass On Rate	
6-8 people	4
3-5 people	21
1-2 people	67
1 people	5
<b>Total</b>	<b>97</b>

Reading Cita Cinta for	
more than 1 year	9
6 - 9 months	23
> 4 months	29
< 6 months	36
<b>Total</b>	<b>97</b>

No. of Cita Cinta read the last 4 issues	
4 issues	9
3 issues	23
2 issues	29
1 issues	36
<b>Total</b>	<b>97</b>

Interest to Subscribe Cita Cinta	
Yes	22
No	75
<b>Total</b>	<b>97</b>

Know Cita Cinta Has Website	
Yes	32
No	65
<b>Total</b>	<b>97</b>

Know CC Has Mailing List	
Yes	22
No	75
<b>Total</b>	<b>97</b>

Description	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Total
Articles Theme Interesting	2	4	27	17	43	4	97
Interesting Headline	2	5	6	22	59	3	97
Appealing Cover Makes You want to Read Cita Cinta	2	12	10	32	38	3	97
Understandable Writing Style	n/a	2	6	13	69	7	97
Interesting Layout, Photo and Picture	3	7	14	14	57	2	97
Compact Format Makes it easy to carry / keep	n/a	n/a	n/a	16	70	11	97
Suitable Price of Cita Cinta	n/a	n/a	8	20	64	5	97
Information from Cita Cinta Smart and Inspiring	2	3	9	32	43	8	97
Information from Cita Cinta Up to date	n/a	n/a	11	20	51	15	97
Information from Cita Cinta could be reference (movies, restaurant, books, music)	1	4	13	41	34	4	97
Interesting and Useful Event	2	3	22	31	35	4	97
Interactive Website of Cita Cinta	9	41	33	10	4	n/a	97
Content of Cita Cinta fits <i>Cerdas Ceria Cantik</i>	n/a	3	2	17	54	21	97

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Entertainment Activities	
Watch Movie	68
Music Concert	3
Club	3
Live Music	8
Other	15
<b>Total</b>	<b>97</b>

Frequency Eating in Restaurant in a week	
> 10 times	0
7 - 10 times	1
4 - 6 times	15
2 - 3 times	78
< 1 time	3
<b>Total</b>	<b>97</b>

Respondent's Characteristic	
Music Lover	29
Movie Addict	19
Shopaholic	9
Fashionista	4
Books Reader	15
Traveller	21
<b>Total</b>	<b>97</b>

Factor in Buying Magazine	
Front Cover	19
Headline on Cover	48
Other	30
<b>Total</b>	<b>97</b>

Most Read Print Media					
Newspaper		Magazine		Tabloid	
Kompas	59	Femina	30	Nova	49
Media Indonesia	15	Cosmopolitan	31	Bintang	13
Suara Pembaruan	17	FHM	16	Bola	29
Seputar Indonesia	6	Tempo	20	Genie	6
<b>Total</b>	<b>97</b>	<b>Total</b>	<b>97</b>	<b>Total</b>	<b>97</b>

<b>Subscribe Magazine</b>	
Yes	31
No	66
<b>Total</b>	<b>97</b>

<b>Purpose of Reading Magazine</b>	
Fill Spare Time	37
Find Newest trend	11
Seek Information	42
Other	7
<b>Total</b>	<b>97</b>

<b>Other Women Magazine Read</b>	
Femina	23
Herworld	3
Female	2
Elle	1
CHIC	31
CLEO	4
Cosmopolitan	22
Other (Kartika, Spice)	11
<b>Total</b>	<b>97</b>

<b>Main Source of Information for Women in Jakarta</b>	
Cita Cinta	15
Newspaper	7
Internet	34
Other Magazine	10
TV / Radio	12
Friends	19
<b>Total</b>	<b>97</b>

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### Attachment 9 – Questions for Cita Cinta Management

1. The reason for brand “Cita Cinta”?
2. Vision and mission of Cita Cinta?
3. When is the first time Cita Cinta issued as tabloid? As magazine?
4. Organization Chart of Cita Cinta?
5. Advertising that are prohibited in Cita Cinta?
6. Latest data for circulation and readership of Cita Cinta?
7. Who are Cita Cinta’s competitors?
8. Challenges that are faced by Cita Cinta?
9. Is there any specific strategy in facing the women magazine competition?
10. Does Cita Cinta perform promotion to colleges, offices? In what way?  
How often is the frequency?
11. Based on experience, what kind of promotion that is effective to increase readers or adds subscribers?
12. How often U-Fm support or announce events that are held by Cita Cinta?
13. Short term and long term plan of Cita Cinta?
14. Are there new events that are planned by Cita Cinta ? (e.g. politics, investment, etc)
15. On average, how many participants join the Cita Cinta’s events?
16. Are members of Klub CC also mailing members? Or the two members are independent?
17. Is the advertisement revenue of Cita Cinta increasing?
18. Who are the major advertisers in Cita Cinta?
19. Where does Cita Cinta get the source of news? Other media? Internet? Journalists? Foreign magazine?
20. Who update website every week?
21. Who plan on the events of Klub Cita Cinta? Do the activities have been planned for a full year?



### Attachment 10– In Depth Interview Questions for Readers

1. When did you start reading Cita Cinta?
2. What were the reasons to start reading Cita Cinta (When it was a tabloid)?
3. What makes you keep on reading Cita Cinta?
4. What are the differentiations of Cita Cinta compare to other magazine?
5. Is the motto Cita Cinta *Cerdas Ceria Cantik* match with the content that is presented in the magazine? If no, why?
6. Who are Cita Cinta's competitors?
7. What changes that occurred in Cita Cinta?
8. Does information from Cita Cinta useful as reference or in decision making?
9. Does tips from Cita Cinta applicable in daily life or just theories?
10. What do you think on beauty tips?
11. Does the information on film, book and music useful?
12. Have you ever join Cita Cinta's event or Klub CC? How was it? Any critic?
13. Does the bonus from CC useful?
14. Does information in Cita Cinta is up to date and fully loaded?
15. Does CC website useful?
16. Information or articles that have not exist and need to be added to the future edition?
17. Suggestions for Cita Cinta?
18. Event ideas for Cita Cinta in the future?
19. Bonus / booklet that never been given by Cita Cinta?
20. Are there any articles that you do not like? Why?