

## Indonesian Local Game Developer Marketing Strategy Analysis: Consumer Perspective

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**Abstract:** This research aims to analyze the marketing strategies of mobile game developer in Indonesia. This research uses mixed-methods approach with sequential-exploratory design through in-depth interviews with game users and reviewers, in the first stage, to obtain qualitative data including internal and external factors of Touchen Games (local game developer).. In the next step, the ranking and weighting was carried out using analytic hierarchy process (AHP) through pairwise comparisons. This research finds that the Touchen Games Developer is in a hold and maintain position. Intensive marketing strategy is suitable for Touchen Games, including improvement of 3D graphics quality, enrichment of game levels and filtering advertisements in order to maintain the game lifecycle and attract new consumers. This research enriches the previous literature on software marketing strategy, especially in terms of internal and external aspects as strategic considerations. The following research is expected to explore game-bearer marketing strategies from the perspective of companies, not just consumers.

**Keywords:** marketing strategy, game developer, SWOT, IFE, EFE

### INTRODUCTION

The mobile Game Developer Industry is one of the Creative Economy sub-sectors which is considered to have had a promising business cycle in the last two decades. The game development industry is supported by the sophistication of smartphone features, which began to show massive innovation since the early 2000s (Khan et.al., 2021). In Indonesia, the rampant development of the game industry using cellular as a console can be seen in the last 15 years with the start of the number of users of simple games that are downloaded for free through the Playstore and Appstore. In the last 10 years, the development of mobile applications has driven a large group of software entrepreneurs in the technology industry (Bresnahan et al., 2013). Meanwhile, Indonesia only played a role as a game application distributor at the beginning of the industrial development at the beginning of this development. During its development, Indonesian application activists have begun to show their enthusiasm to become a game application producer initiated by a local game developer "Matahari Studios" (Hudrasyah et.al., 2019).

Entering 2010, there have been several names of local mobile game developers who have penetrated the global market such as Touchten Games, Agate Studio, Digital Happines, and Ozysoft Studio. Touchten Games is one that needs special attention because it has a good market potential by being able to penetrate the top 25 overall free game application rankings in the AppStore in 2009 through a game called Sushi Chain, as well as the Infinity Sky game which is even included in the list of 10 best free iTunes applications and AppStore in 2012. Even so, the dynamism of the application industry, especially mobile games and the pressure that demands innovation on game developers demands extra efforts to survive in the salable mobile application industry circle (Nucciarelli et.al., 2017).

Touchten Games as a leading game developer in Indonesia needs to implement a heuristic marketing strategy to take advantage of advantages and fix weaknesses, as well as seize opportunities and face threats in an effort to compete on the competitive map of mobile applications. By considering the internal and external aspects that Touchten Games has from a consumer perspective, this research explores in-depth insights into the right marketing strategies for Indonesian local game developers.

## LITERATURE REVIEW

The literature on the formulation of marketing strategies in the software industry sector has been conducted several times by previous researchers (Lei, 2020; Bai, 2018; Sen, 2005). Even so, mobile games are not old products and have their own characteristics. Bresnahan (2014) argues that the mobile game application industry goes hand in hand with innovation in cellular phone products, with a separate market share. Simultaneously the uniqueness and novelty of mobile gaming products requires a different marketing strategy.

Liao and Chiu's research (2021) led to ideas about the buying behavior of mobile game players that take into account the basis of game rules, associations, or game features. Liao and Chiu's research is relevant to be considered in this research because the aspect of game features is an internal aspect of an online game product that leads to buying or using the game behavior. Liao and Chiu's research also considers other internal aspects, namely the costs that must be incurred during the download process which is also a consideration for using or not using the game. Cost and game features are also aspects offered by competing game developers to grab market share, which can also be a threat to the game development companies studied in this research (Ramirez-Correa et al., 2019).

Meanwhile, the growing number of mobile application users, including online and offline-based mobile games, has an impact on the popularity of game products and game development companies themselves. Jang and Chung's research (2021) resulted in the finding that incoming advertisements and purchases from consumers are closely related to product popularity. Jang and Chung's research (2021) is relevant as a reference because Touchten Games marketing strategy needs to consider the growth of mobile application service users and advertisements that enter the game which can be an opportunity for the development of game developer entrepreneurs, but on the one hand it becomes a nuisance for consumers.

Based on a review of the previous literature, this research seeks to develop and enrich the findings which are internal (strengths and weaknesses) and external (opportunities and threats) aspects of a game development company. The internal and external aspects explored in this research serve as a basis for measuring the appropriate alternative marketing strategies for local game developers in Indonesia, by making Touchten Games the object of research.

## RESERACH METHOD

A mixed approach with a sequential exploratory design is used in this research by considering that this research utilizes a combination of qualitative and quantitative approaches. Sequential exploratory research is carried out sequentially with the first phase taking qualitative data, then the qualitative data is analyzed quantitatively to obtain more comprehensive and objective data (Creswell, 2014).

In the first stage the researchers collected qualitative data through in-depth interviews with research informants who included users or users of 3 superior mobile game products, the latest Touchten Games releases, including Royal Garden Tales (US1), Desert Chain (US2), and First Rage (US3), as well as the mobile game reviewer (RVW). In-depth interviews were conducted to map internal (strengths and weaknesses) and external (opportunities and threats) factors.

The second stage of the research was carried out with the aim of creating an Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrix through the ranking and weighting stages by the same informants. The ranking is done by giving a rating between 1-4, where 1 indicates big weakness / big threat, 2 indicates small weakness / small threat, 3 indicates small strength / small opportunity, and 4 indicates big strength / big opportunity. Weighting is done through pairwise comparisons (pairwise comparisons) by answering the

importance level of 1-9 for each aspect, where 1 indicates that the two elements being compared are equally important and 9 indicates that one element is very important / strong compared to the other elements. The weighting can be explained by the following formula.

$$w_i = \sum_{i=1}^n a_{ij}/n$$

In the formulation  $w_i$  is a weighted value, while  $a_j/n$  is the row normality matrix. Each respondent must have consistency in making comparisons of elements. If it is known that A is the matrix of pairwise comparisons where our judgment is perfect for each comparison, then:  $a_{ij} \cdot a_{jk} = a_{ik}$  for all i, j, and k.

If  $A > B$  and  $B > C$  then logically the respondent must state that  $A > C$  is based on the numerical values provided. Acceptable assessment results are those with  $CR \leq 10\%$  (0.1). If the consistency ratio exceeds the threshold of 0.1, the response given in pairwise comparisons cannot be used as material to continue the research. AHP measures the entire consistency of the assessment using the Consistency Ratio (CR) which is formulated:

$$CR = \frac{CI}{RI}$$

In compiling the analysis carried out in this thesis, the process of pairwise comparisons and computation of consistency ratios can be done with software, namely ExpertChoice version 11. Weighting with ExpertChoice version 11 allows researchers to weight pairwise comparisons more practically, with a calculation basis that is not different from formulas that have been established by David (2016).

The multiplication result between ranking and weighting for each aspect will produce an Internal-External (IE) matrix which indicates the position of Touchten Games. IE matrix is useful for positioning a company into a matrix consisting of 9 cells by taking into account the total value of EFE and IFE. The IE matrix places the various divisions of the organization in a schematic diagram, so it is called the portfolio matrix. IE matrix with horizontal X axis is IFE value which is divided into 3 regions, namely: 1.0 - 1.9 indicating weak IFE; 2.0 - 2.99 indicates average IFE; and 3.0 - 4.0 indicate a strong IFE. IE matrix with Y vertical axis is the EFE value which is divided into 3 regions, namely 1.0 - 1.99 indicating low EFE; 2.0 - 2.99 indicates moderate EFE; and 3.0 - 4.0 indicate high IFE.

EFE Score

|            |             |           |             |        |
|------------|-------------|-----------|-------------|--------|
| <b>4.0</b> | I GROW      | II AND    | III BUILD   | HIGH   |
|            | IV HOLD     | V AND     | VI MAINTAIN | MEDIUM |
|            | VII HARVEST | VIII OR   | IX DIVEST   | LOW    |
| <b>1.0</b> | <b>4.0</b>  | IFE Score | <b>1.0</b>  |        |

Figure 1. IE Matrix

Source: (Senthilkumar et al., 2014)

Areas I, II, IV, and VII show the condition of the company "Grow and Build" (grow and built), the strategies implemented are market penetration, market development, product development, backward integration, forward integration, and horizontal integration. Areas III and V are a "Hold and maintain" strategy, the strategies adopted are market penetration and product development. Whereas Areas VI, VIII, and IX are conditions in which the company has to 'release or divest' (harvest and divest), the strategy being carried out is liquidation or divestment.

## RESEARCH RESULTS AND DISCUSSION

### Analysis of Internal and External Factors of Touchten Games

Based on the results of in-depth interviews with users of the Royal Garden Tales (US1), Desert Chain (US2), First Rage (US3), and mobile game reviewer (RVW), the strengths of the game development company Touchen Games include soft 2D graphics, the need for small storage capacity, easy game instructions, the age range of game users, local culture raised, and free games / upgrades. The weaknesses of Touchen Games include continuity of short game levels, animation reps that tend to be boring, too many advertisements, less global multiplayer coverage, and too simple 3D graphics quality.

Meanwhile, with the same respondents, Touchen Games has opportunities including increasing smart cell phone users, organizing official e-sports competitions, support from the central government, global local game influencers, and support from retail outlets (Playstore and Google Play). Besides the opportunities, there are also threats faced by Touchen Games including the growth in the number of game designers, user interest in popular global games such as PUBG and Mobile Legend, the life cycle of simple games produced by Touchen Games is short-lived, the high cost of producing quality mobile games, as well as competition with fellow local game developers.

According to research respondents, the biggest strength factor of the games produced by Touchen Games is "local culture being elevated" with a mean rating score of 4.00. Meanwhile, the smallest strength factors are "user age range" and "ease of game hints" with a mean rating score of 3.00. Meanwhile, the biggest weakness of the Touchen Games product is "short game continuity" with an average score of 1.00. "The quality of the 3D graphics is too simple" and the "repetition of animation is boring" are considered minor weakness factors.

**Table 1. Ranking of Toouchen Games Internal Factors**

| No.             | Internal factors                             | US1 | US2 | US3 | RVW | Rerata |
|-----------------|--|-----|-----|-----|-----|--------|
| <b>Strength</b> |  |     |     |     |     |        |
| 1.              | Smooth 2D graphics quality                   | 4   | 3   | 4   | 4   | 3,75   |
| 2.              | Small storage capacity requirements          | 4   | 4   | 3   | 3   | 3,50   |
| 3.              | Easy game hints                              | 4   | 3   | 3   | 4   | 3,50   |
| 4.              | Game user age range                          | 3   | 3   | 3   | 3   | 3,00   |
| 5.              | Appointed local culture                      | 4   | 4   | 4   | 4   | 4,00   |
| 6.              | Free games and upgrades                      | 3   | 3   | 3   | 3   | 3,00   |
| <b>Weakness</b> |  |     |     |     |     |        |
| 1.              | Short game level continuity                  | 1   | 1   | 1   | 1   | 1,00   |
| 2.              | Animation reps tend to be boring             | 2   | 2   | 2   | 2   | 2,00   |
| 3.              | Too many commercial interludes               | 2   | 1   | 1   | 1   | 1,25   |
| 4.              | Less global multiplayer coverage             | 1   | 2   | 1   | 1   | 1,25   |
| 5.              | The quality of the 3D graphics is too simple | 2   | 2   | 2   | 2   | 2,00   |

Source: Primary Data Processed with Expert Choice (2021)

Table 2 shows that the greatest chance of Touchen Games is "support from the central government" with a mean score of 4.00. Meanwhile, the opportunity that is considered small is "the growth of smart cell phone users" with an average score of 3.00. Meanwhile, the factor considered as the biggest threat to Touchen Games is "competition among local developers" with an average score of 1.25 and the smallest threat is "growth in the number of game designers" with an average score of 1.75.

**Table 2 Ranking of Touchen Games External Factors**

| No.                | Internal factors                          | USI | US1 | US2 | RVW | Rerata |
|--------------------|---|-----|-----|-----|-----|--------|
| <b>Opportunity</b> |   |     |     |     |     |        |
| 1.                 | Increase in smartphone users              | 3   | 3   | 3   | 3   | 3,00   |
| 2.                 | Organizing official e-sports competitions | 4   | 3   | 4   | 3   | 3,50   |
| 3.                 | Support from the Central Government       | 4   | 4   | 4   | 4   | 4,00   |
| 4.                 | Global local gaming influencer            | 3   | 4   | 4   | 3   | 3,50   |
| 5.                 | Provider support (Appstore & Google)      | 4   | 4   | 4   | 3   | 3,75   |
| <b>Threat</b>      |   |     |     |     |     |        |
| 1.                 | Growth in the number of game designers    | 2   | 2   | 2   | 1   | 1,75   |
| 2.                 | User interest in popular global games     | 1   | 1   | 1   | 2   | 1,25   |
| 3.                 | Short simple game life cycle              | 2   | 1   | 2   | 1   | 1,50   |
| 4.                 | The high cost of producing the game       | 1   | 2   | 1   | 2   | 1,50   |
| 5.                 | Competition among local developers        | 1   | 1   | 2   | 1   | 1,25   |

Source: Primary Data Processed with Expert Choice (2021)

Table 3 shows the weighting results with pairwise comparisons, where on average according to respondents the most dominant strength of Touchen Games is 'Local Culture Raised' with a mean weight of 0.236. The least dominant strength is 'small storage capacity requirement' with a mean weight of 0.011. Meanwhile, the most dominant weakness of Touchen Games according to respondents is "short level continuity" with a mean weight of 0.234 and the least dominant weakness is "less global multiplayer coverage" with a mean weight of 0.024.

**Table 3 Weighting of Touchen Games Internal Factors**

| No.             | Internal factors                             | USI   | US2   | US3   | RVW   | Rerata       |
|-----------------|--|-------|-------|-------|-------|--------------|
| <b>Strength</b> |  |       |       |       |       |              |
| 1.              | Smooth 2D graphics quality                   | 0,102 | 0,162 | 0,128 | 0,118 | <b>0,128</b> |
| 2.              | Small storage capacity requirements          | 0,003 | 0,006 | 0,007 | 0,025 | <b>0,011</b> |
| 3.              | Easy game hints                              | 0,051 | 0,078 | 0,091 | 0,042 | <b>0,066</b> |
| 4.              | Game user age range                          | 0,017 | 0,014 | 0,024 | 0,014 | <b>0,018</b> |
| 5.              | Appointed local culture                      | 0,235 | 0,202 | 0,228 | 0,277 | <b>0,236</b> |
| 6.              | Free games and upgrades                      | 0,028 | 0,076 | 0,051 | 0,018 | <b>0,043</b> |
| <b>Weakness</b> |  |       |       |       |       |              |
| 1.              | Short game level continuity                  | 0,234 | 0,212 | 0,236 | 0,254 | <b>0,234</b> |
| 2.              | Animation reps tend to be boring             | 0,047 | 0,090 | 0,096 | 0,114 | <b>0,087</b> |
| 3.              | Too many commercial interludes               | 0,092 | 0,032 | 0,024 | 0,018 | <b>0,042</b> |
| 4.              | Less global multiplayer coverage             | 0,043 | 0,014 | 0,012 | 0,026 | <b>0,024</b> |
| 5.              | The quality of the 3D graphics is too simple | 0,148 | 0,114 | 0,103 | 0,094 | <b>0,114</b> |
| <b>Total</b>    |  |       |       |       |       |              |

Source: Primary Data Processed with Expert Choice (2021)

Table 4 shows the weighting results with pairwise comparisons, where on average according to respondents the most dominant chance of Touchen Games is 'Support from the Central Government' with a mean weight of 0.149. The least dominant opportunity was 'Global Local Game Influencer' with a mean weight of 0.030. Meanwhile, the most dominant threat from Touchen Games according to respondents is "The growth in the number of game designers" with an average weight of 0.162 and the least dominant threat is "high game production costs" with an average weight of 0.054.

**Tabel 4 Pembobotan Faktor Eksternal *Touchen Games***

| No.                | Internal factors                          | USI   | US1   | US2   | RVW   | Average      |
|--------------------|---|-------|-------|-------|-------|--------------|
| <b>Opportunity</b> |   |       |       |       |       |              |
| 1.                 | Increase in smartphone users              | 0,088 | 0,321 | 0,072 | 0,302 | <b>0,196</b> |
| 2.                 | Organizing official e-sports competitions | 0,098 | 0,024 | 0,031 | 0,011 | <b>0,041</b> |
| 3.                 | Support from the Central Government       | 0,129 | 0,155 | 0,151 | 0,162 | <b>0,149</b> |
| 4.                 | Global local gaming influencer            | 0,082 | 0,016 | 0,012 | 0,008 | <b>0,030</b> |
| 5.                 | Provider support (Appstore & Google)      | 0,084 | 0,075 | 0,114 | 0,064 | <b>0,084</b> |
| <b>Threat</b>      |   |       |       |       |       |              |
| 1.                 | Growth in the number of game designers    | 0,153 | 0,086 | 0,302 | 0,106 | <b>0,162</b> |
| 2.                 | User interest in popular global games     | 0,129 | 0,134 | 0,122 | 0,134 | <b>0,130</b> |
| 3.                 | Short simple game life cycle              | 0,098 | 0,091 | 0,093 | 0,106 | <b>0,097</b> |
| 4.                 | The high cost of producing the game       | 0,076 | 0,052 | 0,054 | 0,032 | <b>0,054</b> |
| 5.                 | Competition among local developers        | 0,063 | 0,046 | 0,049 | 0,075 | <b>0,058</b> |
| <b>Total</b>       |   |       |       |       |       |              |

Source: Primary Data Processed with Expert Choice (2021)

Internal-External Analysis (IE) is carried out by multiplying the rating value by the weighted value to obtain the total weight. The total weight will determine which quadrant Touchen Games is in the IE Matrix.

**Table 5. Internal Factor Evaluation (IFE) Touchen Games**

| No.             | Internal factors                             | Average Ranking | Combination Weight | Total Weight (Rank x Weight) |
|-----------------|--|-----------------|--------------------|------------------------------|
| <b>Strength</b> |  |                 |                    |                              |
| 1.              | Smooth 2D graphics quality                   | 3,75            | 0,128              | <b>0,480</b>                 |
| 2.              | Small storage capacity requirements          | 3,50            | 0,011              | <b>0,039</b>                 |
| 3.              | Easy game hints                              | 3,50            | 0,066              | <b>0,231</b>                 |
| 4.              | Game user age range                          | 3,00            | 0,018              | <b>0,054</b>                 |
| 5.              | Appointed local culture                      | 4,00            | 0,236              | <b>0,944</b>                 |
| 6.              | Free games and upgrades                      | 3,00            | 0,043              | <b>0,129</b>                 |
| <b>Weakness</b> |  |                 |                    |                              |
| 1.              | Short game level continuity                  | 1,00            | 0,162              | <b>0,162</b>                 |
| 2.              | Animation reps tend to be boring             | 2,00            | 0,130              | <b>0,260</b>                 |
| 3.              | Too many commercial interludes               | 1,25            | 0,097              | <b>0,121</b>                 |
| 4.              | Less global multiplayer coverage             | 1,25            | 0,054              | <b>0,068</b>                 |
| 5.              | The quality of the 3D graphics is too simple | 2,00            | 0,058              | <b>0,116</b>                 |
| <b>Total</b>    |  |                 |                    | <b>2,603</b>                 |

Primary Data Processed with Expert Choice (2021)

**Tabel 6 External Factor Evaluation (EFE) Touchen Games**

| No.                | Internal factors                          | Average Ranking | Combination Weight | Total Weight (Rank x Weight) |
|--------------------|---|-----------------|--------------------|------------------------------|
| <b>Opportunity</b> |   |                 |                    |                              |
| 1.                 | Improved smart mobile users               | 3,00            | 0,128              | <b>0,196</b>                 |
| 2.                 | Organizing official e-sports competitions | 3,50            | 0,011              | <b>0,041</b>                 |
| 3.                 | Support from the Central Government       | 4,00            | 0,066              | <b>0,149</b>                 |
| 4.                 | Global local gaming influencer            | 3,50            | 0,018              | <b>0,030</b>                 |
| 5.                 | Provider support (Appstore & Google)      | 3,75            | 0,236              | <b>0,084</b>                 |

| No.           | Internal factors                       | Average Ranking | Combination Weight | Total Weight (Rank x Weight) |
|---------------|--|-----------------|--------------------|------------------------------|
| <b>Threat</b> |  |                 |                    |                              |
| 1.            | Growth in the number of game designers | 1,75            | 0,234              | <b>0,162</b>                 |
| 2.            | User interest in popular global games  | 1,25            | 0,087              | <b>0,130</b>                 |
| 3.            | Short simple game life cycle           | 1,50            | 0,042              | <b>0,097</b>                 |
| 4.            | The high cost of producing the game    | 1,50            | 0,024              | <b>0,054</b>                 |
| 5.            | Competition among local developers     | 1,25            | 0,114              | <b>0,058</b>                 |
| <b>Total</b>  |  |                 |                    | <b>2,571</b>                 |

Primary Data Processed with Expert Choice (2021)

Based on the analysis and evaluation obtained from the IFE and EFE Matrix, the total weighting has been obtained. The IFE matrix produces a total weighting of 2.603 while the EFE matrix produces a total weighting of 2.571. Based on the acquisition value of each IFE and EFE, it can be seen the position of the Touchen Games in the IE Matrix quadrant.

Based on the scores obtained from the results of the IFE and EFE analysis, it can be seen that Touchen Games is in quadrant V (Total IFE Weight 2.603 and Total EFE Weight 2.571). These results indicate that Touchen Games is in a hold and maintain condition, with strategies that need to be done are market penetration and product development. This market penetration strategy is in line with Touchen Games' main or most dominant strength as a game developer that puts forward 'Local Culture'. Product development is also related to the Touchen Games opportunity, which still needs to capture the market due to the growth of smart cell phone users.

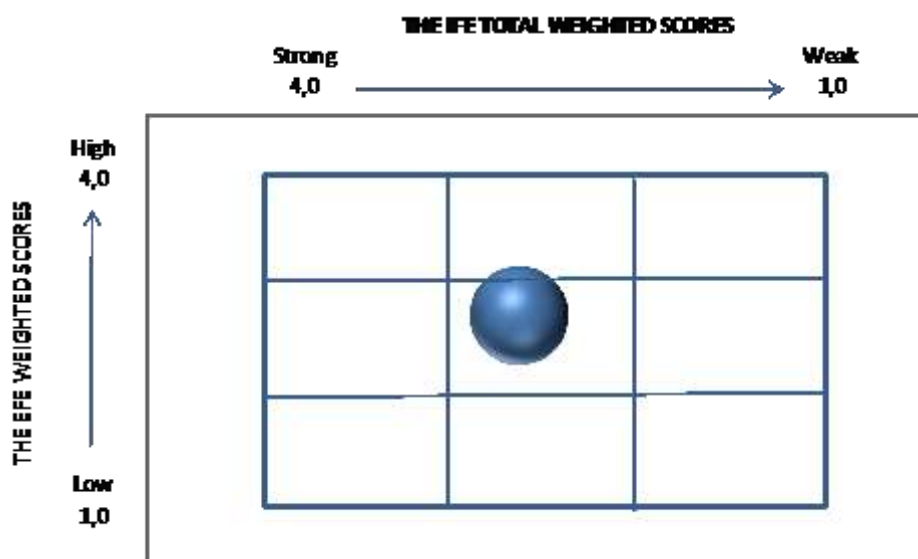


Figure 2. Internal-External Matrix (IE) of RSUPAW Salatiga

Source: Primary Data Downloaded from Data Processing with Expert Choice (2021)

### Touchten Games Marketing Strategy Implementation

According to David and David (2017; 204) the SO (Strength and Opportunity) strategy is used to capture and take advantage of existing business opportunities by maximizing the internal strength of a business. The WO (Weakness and Opportunity) strategy is aimed at improving or correcting the weaknesses of a business so that it can take advantage or take advantage of the opportunities that exist in the company. ST (Strength and Threat) strategy is used to

reduce or minimize the company's threat by utilizing or taking existing strengths. While the WT (Weakness and Threat) Strategy is used to improve the existing weaknesses in a company to minimize threats, and this strategy is a strategy to survive in the competitive map.

**Table 7 Touchen Games SWOT Matrix**

|  |  |   |
|--|--|---|
| <b>INTERNAL</b><br><br><br><br><br><br><br><b>EXTERNAL</b> | <b>Strenght (S)</b>  | <b>Weakness (W)</b>   |
|  | <ol style="list-style-type: none"> <li>1. Appointed local culture (0.944)</li> <li>2. Soft 2D graphics quality (0.480)</li> <li>3. Ease of game hints (0.231)</li> <li>4. Free games and updates (0.129)</li> <li>5. Age range of game users (0.054)</li> <li>6. Small storage capacity requirements (0.039)</li> </ol>  | <ol style="list-style-type: none"> <li>1. Dull animation reps (0,260)</li> <li>2. Short game level continuity (0.162)</li> <li>3. Too many advertisements (0.121)</li> <li>4. Simple 3D graphics quality (0.116)</li> <li>5. Multiplayer coverage is less global (0.068)</li> </ol>   |
| <b>Opportunities (O)</b>                                   | <u>SO Strategy</u> <ol style="list-style-type: none"> <li>1. Lifting local culture into the game to get support from the central government (S1, O2)</li> <li>2. Take advantage of the advantages of 2D graphics, simplicity and inexpensive games, to reach smart mobile users of all ages (S2, S3, S4, O1)</li> <li>3. Creating games that contain elements of local culture to get support from local game influencers who have gone global (S1, O5)</li> </ol> | <u>WO Strategy</u> <ol style="list-style-type: none"> <li>1. Enrich variations in animation and game levels as well as more in selecting incoming advertisements to meet the needs of gamers (W1, W3, O1)</li> <li>2. Making games with good quality 3D graphics and more in demand globally to get the interest of users and organizers of e-sports competitions (W4, W5, O1, O4)</li> </ol> |
| <b>Threats (T)</b>   | <u>ST Strategy</u> <ol style="list-style-type: none"> <li>1. Lifting local culture into the game so that it seems original and able to maintain the game's life cycle (S1, T3)</li> <li>2. Take advantage of the superior quality of 2D graphics to compete with new game designers (S2, T1)</li> </ol>  | <u>WT Strategy</u> <ol style="list-style-type: none"> <li>1. Enrich variations in animation and game levels and select incoming advertisements to compete with global game designers and game developers (W1, W3, T1, T2)</li> <li>2. Make games with quality 3D graphics and add levels to the game to extend the</li> </ol>   |

|   |   |   |
|---|---|---|
| 4. Competition among local developers (0.058) | 3. Utilizing local culture into the game in order to reach out to fellow local game developers who have been competitors (S1, T4) | product life cycle (W2, W4, T3)   |
| 5. The high cost of game production (0.054)   | 4. Take advantage of the simplicity of the game to reduce production costs (S3, T5)   | 3. Increase the variety of game animations and game levels by collaborating with fellow local developers (W1, W2, T4) |

Source: Primary Data, 2021

To find out which strategy rankings between SO, WO, ST, and WT need to be prioritized by Touchen Games, then the ranking and weighting of the same respondent is carried out for each alternative strategy. The mean ranking results and combination weights (from pairwise comparisons) are multiplied to obtain the marketing strategy alternatives that most need to be prioritized.

**Table 8 Priority for Touchen Games Strategy**

| No. | Alternative Strategies | Average Linkage Ranking | Pairwise Comparison Combination Weight | Rating x Weight | Order    |
|-----|------------------------|-------------------------|--|-----------------|----------|
| 1.  | WO                     | 2,75                    | 0,469                                  | <b>1,290</b>    | <b>1</b> |
| 2.  | SO                     | 3,50                    | 0,233                                  | <b>0,816</b>    | <b>2</b> |
| 3.  | ST                     | 2,50                    | 0,201                                  | <b>0,503</b>    | <b>3</b> |
| 4.  | WT                     | 2,25                    | 0,098                                  | <b>0,221</b>    | <b>4</b> |

Source: Primary Data Processed with Expert Choice (2021)

The multiplication result between the attractiveness ranking and weighting through pairwise comparisons shows that the WO strategy is the most prioritized strategy, with a value of 1.290. The second priority strategy is SO with a value of 0.816. The 3rd priority strategy is the ST strategy with a value of 0.201 and the last priority strategy is the WT strategy with a value of 0.221.

**CONCLUSIONS AND RECOMMENDATIONS**

Touchen Games is a local Indonesian mobile game developer who has entered the global market which still has the potential to develop, so it is necessary to implement intensive strategies in the form of market penetration, market development, and product development. This intensive strategy from the consumer's perspective needs to be implemented by enriching the variety of animations and game levels as well as selecting more incoming advertisements to maintain the interest of existing game users and extend the life cycle of games produced by Touchen Games. In addition, it is also necessary for Touchen Games to make games with good quality 3D graphics and more in demand globally to meet the increasingly massive needs of new game players and organizers of e-sports competitions.

This research provides enrichment for previous literature that has discussed the marketing strategy of electronic game products (Lei, 2020; Bai, 2018; Sen, 2005). This research offers new aspects both internally and internally in a local game development company in Indonesia to serve as a basis for formulating a marketing strategy. Exploration regarding internal and external aspects needs to be studied more in further research. In

addition, the preparation of a marketing strategy from the perspective of providers or game development companies has not been carried out in this research. Thus, this research expects an exploration of marketing strategies that originate from the perspective of game developers themselves, such as designers, managers, or the board of directors of game development companies.

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