

# International Distribution Model for Malangan Traditional Mask SMEs: a Glocalization Strategic

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## Abstract

This study investigates the international distribution model for SMEs producing Malangan traditional masks, with a focus on glocalization strategies. The purpose is to identify effective methods for these SMEs to penetrate global markets while preserving local cultural integrity. Employing a qualitative approach, the research gathers data through interviews with SME owners and industry experts, as well as an analysis of existing distribution channels. The findings reveal that a combination of digital marketing, strategic partnerships, and cultural adaptation is critical for successful international distribution. This model not only enhances market reach but also ensures the preservation of cultural heritage. The study provides valuable insights for SMEs in the traditional crafts sector seeking to expand globally, balancing global market demands with local cultural significance.

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## 1. Introduction

The Traditional Malangan mask originating from Malang, Indonesia, is a significant cultural heritage that has withstood the test of time (Pratiwi et al., 2022). The Traditional Malangan mask has significant cultural importance to the people of Malang, Indonesia, as it is a traditional mask carving art that is deeply rooted in local heritage (Idris et al., 2023). In fact, The Traditional Malangan mask is rooted in traditional performing arts, not only serving as a symbol of local identity and culture, but also attracting domestic and international tourists due to its beauty and uniqueness (figure 1).



**Figure 1.** Traditional Malangan Mask

Source: <https://kebudayaan.kemdikbud.go.id/bpnbyogyakarta/topeng-malangan/>

Historically, The Traditional Malangan mask is an integral part of Malang's rich cultural heritage, which includes historical buildings, events, and cultural sites that reflect the Dutch colonial influence in the region (Yulianto & Estikowati, 2022). The historical origins of Traditional Malangan mask can be traced back to its deep-rooted relationship with the local community and its social system (Christiana et al., 2023). The Traditional Malangan mask, a performance art form prevalent in certain regions, reflects the social mechanisms and cultural values of its people, serving to enliven celebrations and strengthen bonds within the community. In addition, the local wisdom of traditional Malangan mask, another unique cultural aspect in Malang, offers valuable insights into the history and traditions of the region, emphasizing religious, moral, and aesthetic values (Zurinani et al., 2020). These cultural artifacts not only showcase the rich heritage of Malang but also serve as an educational tool to learn about the local history and norms of the people in the region.

The uniqueness and beauty of traditional Malangan masks has indeed captivated both domestic and international tourists, contributing to the growth of tourism in the region. The tourism sector in Malang City has been growing, with a focus on diversifying towards cultural and heritage tourism (Astari et al., 2023). Moreover, the presence of iconic cultural elements such as Panji masks in the region has attracted attention, prompting efforts to promote these attractions internationally (Supriono & Sudarmiati, 2023). In addition, the potential natural beauty of villages such as Malasari has been recognized, leading to community-based initiatives to develop tourism awareness and infrastructure, such as mapping tourism potential and forming tourism awareness groups (Fajrin & Nawangsari, 2023). Despite challenges such as the impact of the COVID-19 pandemic on the number of tourists and local income (Rina, 2023), overall sustainability and growth potential in tourism villages such as Kampung Kajoetangan, Kampung Budaya Polowijen, Kampung Satrio Turonggo Jati and other thematic villages remain promising (figure 2), emphasizing the need for coordinated efforts to improve visitor experience and ensure long-term success especially distributing malangan masks to international markets. Some examples of cultural products that have been successfully marketed globally include: (1) Matryoshka Dolls i.e. These traditional Russian wooden dolls have become one of the most popular cultural products in the world. (2) Kimono i.e. This traditional Japanese dress has become a famous symbol of Japanese culture; (3) Aboriginal paintings: Australian Aboriginal art has been internationally recognized for its unique beauty and meaning. These case studies show that cultural products have great potential to be marketed globally. With the right marketing strategy, traditional Malangan mask SMEs can follow in the footsteps of these products and achieve success in the international market.



**Figure 2.** Traditional Malangan Mask Activities on Thematic Villages  
Source: <https://images.app.goo.gl/Jr2hh5RQbSUtKfxF8>

The development and preservation of the art of Traditional Malangan Mask is influenced by various factors such as time, environment, and technological advances, demonstrating the dynamic nature of traditional art in response to changing contexts (Deffinika et al., 2022). For example, with technological advances, mask-making techniques that were once done manually

can now be done with the help of machines, however, this sometimes raises concerns about the loss of authenticity of the mask. In addition, modernization and globalization also change people's tastes and interests, so traditional art products such as Traditional Malangan Mask must compete with various forms of modern art and entertainment. Referring to the theory of cultural globalization, as explained by Anthony (1990), globalization is the intensification of social relations connecting distant locations so that local events are shaped by global events and vice versa. This can be seen in how Traditional Malangan Mask adapts to the changing tastes of society due to the influence of global culture. Robertson (1992) concept of "glocalization" is also relevant here, showing that local elements such as mask art can adapt to global elements, creating new cultural forms that combine local and global aspects. Efforts to maintain and promote cultural heritage, such as Traditional Malangan Mask, play an important role in preserving the identity and traditions of the community, contributing to the landscape of the region.

Efforts to maintain and promote cultural heritage, such as Traditional Malangan Mask, play an important role in preserving the identity and traditions of the community, contributing to the overall cultural landscape of Malang (Insani et al., 2022). Cultural heritage in the form of Topeng plays an important role in preserving artistic heritage and represents national identity, reflecting the cultural purity of the country (Herabudin et al., 2022). In various regions of Indonesia for example, Rumah Topeng and Boneka Setia Darma in Bali displays a collection of masks and puppets, contributing to the preservation and education of mask and puppetry arts (Mulia et al., 2022). Furthermore, the Cirebon Mask Dance, another form of mask art, symbolizes the manifestation of the supporting community and has aesthetic and symbolic meanings in performing arts (Parwata et al., 2023). To maintain the appeal of Malangan masks to tourists, continuous efforts in cultural preservation, community engagement, and improved tourism management are essential Saumantri (2022), including embracing SMEs as craftsmen of Malangan masks.

SMEs play an important role in maintaining the sustainability of this art, as they not only produce masks but also innovate and adapt to market needs. In the context of cultural marketing theory, SMEs producing Traditional Malangan Mask can utilize elements of local culture as a focal point in their marketing strategy, attracting consumers who value cultural values and traditions. Douglas Holt (2004) in Cultural Marketing Theory emphasizes the importance of integrating local cultural elements to create an emotional bond with consumers, which can increase product appeal and sales. In addition, John Dunning's (1988) international business theory through the "Eclectic Paradigm" (Ownership, Location, Internalization) provides a framework for MSMEs to plan for international expansion. By utilizing ownership advantages, such as traditional manufacturing techniques and product quality, choosing strategic locations for distribution, and controlling international operations, SMEs can improve their competitiveness in the global market. SMEs, particularly those involved in the craftsmanship of Traditional Malangan Mask, do play an important role in maintaining the cultural heritage and economic viability of the art form (Budiarto et al., 2023; Prasetyo & Ellitan, 2023). Through SMEs, Traditional Malangan Mask can continue to be produced by maintaining its quality and uniqueness, while still meeting the tastes and needs of today's consumers.

The important role of SMEs in maintaining the sustainability of Traditional Malangan Mask is also evident from the various initiatives involving local communities. For example, training and workshops on mask-making techniques are often held to empower the community, especially the younger generation, to become interested and involved in the preservation of this art. In addition, various festivals and cultural exhibitions have also become venues to promote Traditional Malangan Mask to a wider audience (figure 3). Through these activities, it is hoped that people can appreciate and love their own cultural heritage more. Research on Batik Blimbing Malang SMEs highlights the importance of sales promotion strategies in maintaining business continuity, showcasing the proactive measures taken by these companies to ensure sustainability (Hernanik et al., 2022). In addition, community service programs aimed at empowering SMEs in the craft industry, such as Az Zahra Creation, emphasize the importance of improving business management skills and financial capabilities to enhance the sector's resilience and growth (Prastyabudi et al., 2022). By supporting and strengthening the business management of SMEs, particularly in traditional crafts such as Traditional Malangan Mask making, this initiative

contributes to preserving cultural heritage while driving economic development in the community.

Not only at the local level, efforts to promote Traditional Malangan Mask are also made by traditional malangan masks SMEs to the international level. The potential international market for cultural products such as Traditional Malangan Mask is significant, especially in countries with a strong interest in arts and culture. The rich cultural heritage of Malang, Indonesia, including traditional masks such as Traditional Malangan Mask and Panji Mask, offers a unique and authentic experience for tourists (Sidyawati et al., 2022; Sakaria & Kurniawan, 2022). Utilizing technologies such as Augmented Reality (AR) to preserve and promote these cultural assets can enhance the educational experience and attract a wider audience, both local and international (Sidyawati et al., 2021; Pramono et al., 2020). In addition, the creative development of local art forms such as ceramic art in Malang adds economic value while enriching the cultural landscape, presenting opportunities for global market penetration and appreciation of indigenous artistic expressions (Isa & Nusantari, 2020). By capitalizing on these cultural products and innovative approaches, Malang can tap into the global market demand for authentic and immersive cultural experiences. Therefore, an effective and efficient distribution strategy is needed to bring Traditional Malangan Mask to the global market. Some strategies that can be done include utilizing e-commerce platforms, participating in international exhibitions, and collaborating with overseas partners who have extensive distribution networks.

The issue at hand is that the distribution of Traditional Malangan Mask as a souvenir is mainly limited to local popularity, with challenges in global exposure and distribution. While the Malang region boasts a rich cultural heritage such as Panji Mask and Traditional Malangan Mask (Restiatun, et.al 2023; Andrianto & Fianto, 2022), global distribution of these cultural artifacts remains limited. Efforts to promote tourism through cultural villages such as 'Kampung Wisata Topeng' have faced obstacles in maintaining visitor interest and engagement (Andrianto & Fianto, 2022) and (Mardhiah, 2022). In addition, the importance of product quality and emotional value in souvenir purchases by domestic tourists during the Covid-19 pandemic highlights the need to improve the attractiveness and marketability of Traditional Malangan Mask on a global scale (Idris et al., 2023). Improving packaging design and marketing strategies, as seen in the case of Sanan village's Tempe chips industry, has the potential to increase the visibility and desirability of Traditional Malangan Mask as a souvenir beyond local borders into the global market. It is in accordance with the SME Internationalization Theory that SMEs, such as Traditional Malangan Mask producers, can expand their market reach to the international level by using appropriate strategies, such as cultural adaptation in marketing and gradual expansion. The important thing is understanding the potential of the international market, utilizing technology, and being internationally oriented from the start, all of which can help SMEs take advantage of the opportunities that exist in the global market.

The international distribution model plays an important role in the success of industries, especially in the creative, retail, and industrial sectors. Research shows that factors such as technology adoption, efficient stock transfer operations, and strategic distribution networks significantly impact competitiveness in the global market (Mirzania et al., 2022), (F. Liu et al., 2023; Wong et al., 2018). Studies emphasize the importance of integrating methodologies such as Six Sigma, factor analysis, and optimization modeling to improve product delivery services and reduce customer dissatisfaction in retail chains (F. Liu et al., 2023). In addition, decentralizing distribution networks, appointing distributors in different locations, and considering local industry clusters can improve service quality and customer satisfaction, especially in regions such as India where operating margins are lower (Syed et al., 2020). Understanding and implementing an effective international distribution model is critical for organizations to meet customer demands, ensure product availability, and achieve a competitive advantage in the global market. This research seeks to build an international distribution model that can be applied by Malangan Mask SMEs with various limitations through a qualitative approach that emphasizes Glocalization Strategic. The urgency of this research lies in the contribution of traditional malangan masks in the Gross Regional Domestic Product (GRDP) of Greater Malang. This is in line with research showing that cultural products play an important role in the tourism industry. These cultural products can attract tourists, increase their stay, and encourage them to spend more money. For

example, research by UNWTO (2017) found that cultural tourism accounts for 40% of total global tourism expenditure.

## 2. Methods

### Research Design

This research uses a qualitative approach with descriptive analysis methods (Yin, 2016). A qualitative approach was chosen to gain an in-depth understanding of the dynamics of SMEs producing Traditional Malangan Masks and their strategies in distributing products to international markets. A qualitative approach allows researchers to explore the views, experiences and perceptions of SME actors (Miles & Huberman, 1994), as well as other stakeholders involved in the preservation and marketing of the Traditional Malangan Masks. Participants in this research consisted of:

1. Malangan Mask Craftsmen: SMEs involved in the production of Traditional Malangan Masks.
2. Cultural Expert: Academics and practitioners who have in-depth knowledge of Malangan art and culture.
3. Tourism Agent: Party involved in the promotion and management of cultural tourism in Malang City.
4. Distributors and Sellers: Parties involved in the distribution and sale of Traditional Malangan Masks, both in local and international markets.

Data collection technique

1. Data collection was carried out through in-depth interviews with selected participants. This interview was designed to reveal the experiences, challenges and strategies used by SMEs in the production and marketing of Traditional Malangan Masks. Some of the techniques used in data collection include:
  2. Semi-Structured Interview: Using a flexible interview guide to allow for more in-depth exploration of topics (Patton, 2022).
  3. Participatory Observation: Researchers conducted direct observations at the production location to understand the process of making Traditional Malangan Masks and interactions in the workplace (Spradley, 2016).
  4. Documentation: Collecting relevant documents such as historical records, annual reports, and relevant promotional materials (Creswell & Creswell, 2017).

Data Collection Procedures

1. Interview Preparation: Identify and contact participants, explain the purpose of the research, and schedule interviews.
2. Conducting the Interview: Conduct the interview in a location convenient for the participant, record the interview (with permission), and note down important points.
3. Interim Data Analysis: Conducted interview transcription and initial analysis to identify key emerging themes.

The collected data will be analyzed using thematic analysis techniques to identify main patterns and relevant insights. Thematic analysis steps include:

1. Transcription: Transcribe the interview results verbatim.
2. Initial Reading: Read the entire transcript to understand the context and content of the interview.
3. Initial Coding: Identifying and marking segments of data that are relevant to the study.
4. Theme Creation: Grouping the identified codes into broader themes.
5. Theme Review: Re-checking the themes that have been formed to ensure suitability and consistency.
6. Theme Definition and Naming: Determine the operational definition of each theme and give it an appropriate name.
7. Report Preparation: Integrate identified themes into a research report, supplemented with quotes and examples from interview data.

### Validity and Reliability

1. To ensure the validity and reliability of the data, several steps were taken including:
2. Source Triangulation: Using multiple data sources to verify the information obtained.
3. Member Check: Ask participants to review and confirm initial findings from their interviews.
4. Peer Debriefing: Discussing findings and analysis process with peers to gain additional input and perspective.
5. Audit Trail: Records every step of the research process to ensure transparency and can be reviewed by other parties.

## 3. Results and Discussion

### 3.1. Results

#### a. Historical Context of traditional malangan masks

Traditional Malangan Masks is one of the distinctive cultural arts of Malang City that has rich and deep historical roots. From interviews with various parties involved in the production, promotion and study of Traditional Malangan Masks, several main themes were found that explain the historical context of this art. According to some senior Traditional Malangan Maskcraftsmen, the art dates back to the Singosari and Majapahit kingdoms. One craftsman revealed, *“Traditional Malangan Masks have existed since the time of our ancestors, passed down from generation to generation. Initially, these masks were used in traditional ceremonies and religious rituals.”* The cultural expert added that the Traditional Malangan Mask underwent various changes over time. *“During the royal period, masks were used in dance and theater performances as a medium of communication between humans and gods. Then, during the colonial period, this art experienced a decline but rose again in the independence era as a symbol of local cultural identity,”* explained an academic from one of the campuses in Malang.

The Traditional Malangan Masks is not only a performing art, but also full of symbolism. Mask artisans emphasize that each character in the mask has its own meaning. *“For example, the Panji mask symbolizes honesty and purity, while the Klana mask depicts greed and power,”* says a senior craftsman. Cultural experts reinforce this by stating, *“The characters in Traditional Malangan Masks reflect the moral and ethical values that the audience wants to convey. It is our ancestors’ way of teaching virtue through art.”*

From interviews with tourism agents and distributors, it is known that Traditional Malangan Masks have an important role in the social and cultural life of the people of Malang. *“Traditional Malangan Mask is not just entertainment, but also an educational tool and a medium to strengthen social relations. Mask performances are usually held on important occasions such as weddings, circumcisions, and other traditional ceremonies,”* said a tourism agent. Distributors and sellers also note that Traditional Malangan Mask has now become one of the main tourist attractions in Malang. *“Many tourists, both local and foreign, are interested in watching traditional malangan masks performances. This not only increases cultural awareness, but also has a positive impact on the local economy,”* said a mask seller at a local art market.

Far from being a magnet of attraction, interviews with craftsmen and cultural experts recognize the challenges in preserving Traditional Malangan Masks *“One of the biggest challenges is the lack of regeneration of young craftsmen. Many young people are not interested in continuing this tradition because it is considered less economically promising,”* said one craftsman. However, they also see great opportunities with support from the government and increased interest from the tourism sector. *“With cultural preservation programs and tourism promotion, we are optimistic that traditional malangan masks will continue to live and thrive,”* said a cultural expert.

Overall, interviews with various resource persons show that Traditional Malangan Mask is not just a historical relic, but also an integral part of the cultural identity of the Malang community that continues to evolve and adapt to the times. Through a combination of tradition and innovation, the art of Traditional Malangan Masks is expected to survive and become a local pride and globally recognized cultural heritage.

## **b. Market Analysis**

An analysis of the market for Traditional Malangan Masks reveals that while there is strong demand in the domestic market, international interest is also starting to grow. Based on interviews with various sources, this analysis will be divided into several sections:

### **1) Domestic Demand**

According to craftsmen and distributors, domestic demand for Traditional Malangan Masks remains high, especially in the East Java area. A craftsman from Malang stated, *"Many local communities still use these masks for various traditional and cultural events, such as dance performances, religious ceremonies, and cultural festivals."* This was reinforced by a local distributor who added, *"Our products are in high demand by collectors and art lovers in various cities in Indonesia, such as Jakarta, Surabaya, and Yogyakarta."*

### **2) International Interest**

International interest in Traditional Malangan Masks is also showing a positive trend. Tourism agents reveal that many foreign tourists are interested in traditional malangan masks as a unique souvenir and cultural symbol. *"Tourists from Europe and the United States often buy masks as souvenirs. They are attracted to the uniqueness and high artistic value of these masks,"* said a tourism agent. Distributors selling products to international markets have also noted an increase in demand from countries such as Japan, Australia, and some European countries. *"We are seeing an increase in demand from overseas, especially from countries with a high interest in Asian art and culture,"* said a distributor.

### **3) SWOT Analysis**

#### **Strengths**

- a. **Unique Cultural Product:** Traditional Malangan Masks Is a unique cultural product with high artistic and historical value. A cultural expert mentioned, *"The uniqueness and diversity of characters in the Traditional Malangan Masks make it very attractive to art and culture lovers."*
- b. **Craft Quality:** The skill and expertise of local artisans in making these masks results in a product of high quality. *"Each mask is made with detail and dedication, reflecting the craftsmanship that has been passed down through generations,"* said an artisan.

#### **Weaknesses**

- a. **Limited Production Capacity:** Many artisans still use traditional methods with limited production capacity. *"We still use traditional ways of making masks, so we can't produce much,"* said a craftsman.
- b. **Regeneration of Craftsmen:** The lack of regeneration of young artisans is a big challenge. *"Young people are less interested in continuing this craft because it is considered less economically profitable,"* said a cultural expert.

#### **Opportunities**

- a. **Global Interest in Cultural Tourism:** The increasing global interest in cultural tourism opens up great opportunities to introduce and sell Traditional Malangan Mask to the international market. Tourism agents mentioned, *"With the right promotion, traditional malangan masks can become one of the main attractions for cultural tourists."*
- b. **Government Support and Cultural Preservation Programs** Support from the government and various cultural preservation programs can help improve the production and marketing of Traditional Malangan Masks. *"There are several government programs that support the preservation of local culture, including training and marketing assistance,"* explains a distributor.

#### **Threats**

- a. **Imitation Products:** The rise of imitation products of inferior materials and quality can damage the image and market of the original Traditional Malangan Masks. *"We often find imitation masks sold at low prices, which of course threatens the sustainability of the original product,"* said a distributor.
- b. **Changes in Consumer Interest:** Changes in consumer trends and interests can affect the demand for Traditional Malangan Masks. *"Changing consumer trends can be a threat if we can't adapt quickly,"* said a tourism agent.

#### 4) Market Potential

Based on interviews, the market potential for Traditional Malangan Masks is huge, especially in regions that have a high interest in cultural tourism. Potential regions include:

- a. East Asia: Countries such as Japan and South Korea show high interest in traditional cultural products.
- b. Europe: Countries such as Germany, France and the Netherlands, which have a growing art market, are potential targets for marketing Traditional Malangan Masks.
- c. North America: The United States and Canada with their diverse populations and high interest in international arts and culture are also promising markets.

Overall, interviews with various interviewees show that although Traditional Malangan Masks face some challenges, there are many opportunities to increase production and marketing in both domestic and international markets. With the right strategy, Traditional Malangan Masks have great potential to become a globally recognized flagship cultural product.

#### c. Developing the International Distribution Model

To develop an effective distribution model for Traditional Malangan Masks, this research analyzes key elements that can improve supply chain efficiency, marketing strategies, sales channels, and regulatory compliance. Based on interviews with artisans, cultural experts, tourism agents, and distributors and sellers, the following are the results of the descriptive and thematic analysis of each key element in this distribution model.

##### 1) Supply Chain Management: Optimizing Production and Logistics to Meet International Demand

Interviews with artisans and distributors revealed that an effective supply chain is essential to meet growing international demand. *"We need to increase our production capacity without compromising on quality. This can be achieved by using modern technology in the production process and improving our logistics system,"* said a craftsman.

Distributors added the importance of efficiency in logistics to ensure products arrive on time and in good condition. *"Logistics optimization, including proper packaging and efficient shipping, is crucial to maintaining the quality of the masks during the international shipping process,"* said a distributor with experience in exporting cultural products.

##### 2) Marketing Strategies: Developing a Strong Brand Identity, Attractive Packaging, and Engaging Promotional Campaigns

Cultural experts and tourism agents agree that developing a strong brand identity and engaging promotional campaigns are essential to attract the attention of the global market. *"Traditional malangan masks have a strong story and cultural value. This should be reflected in our brand identity and marketing strategy,"* said a cultural expert.

Tourism agents also highlighted the importance of attractive packaging to enhance product appeal. *"Creative and informative packaging can add value to the product in the eyes of international consumers. We also need to develop evocative promotional campaigns, using social media and cultural influencers to reach a wider audience,"* explained a tourism agent.

##### 3) Sales Channels: Leveraging E-Commerce, Participating in International Trade Fairs, and Collaborating with Travel Agencies

To reach a wider market, utilizing diverse sales channels is essential. Distributors and tourism agents emphasize the importance of e-commerce as a key platform. *"E-commerce allows us to reach consumers in different parts of the world without geographical restrictions. Platforms such as Amazon, Etsy, and our own online stores can be key sales channels,"* said a distributor.

In addition, participation in international trade shows is recognized as an effective strategy to introduce traditional malangan masks to potential buyers. *"Exhibitions such as the Tokyo International Gift Show and Ambiente in Germany provide great opportunities to introduce our products to the international market,"* added a tourism agent.



Collaboration with travel agents was also identified as a strategic opportunity. *“Travel agents can help promote traditional malangan masks to tourists interested in art and culture, both through cultural tour packages and direct sales at tourist destinations,”* said a tourism agent.

4) Regulatory Considerations: Ensuring Compliance with Export Regulations and International Trade Laws

Compliance with export regulations and international trade laws is a crucial aspect of the distribution model. Distributors emphasize the importance of understanding and complying with applicable regulations in destination markets. *“We must ensure that all our products meet the quality standards and legal requirements of the destination country. This includes export licensing, product certification, and packaging regulations,”* said an experienced distributor.

Cultural experts also add that it is important to preserve the cultural aspects of the export process. *“In addition to complying with regulations, it is important for us to ensure that the cultural values attached to Traditional Malangan Mask are maintained and respected at every stage of distribution,”* explained a cultural expert.

The development of a distribution model for Traditional Malangan Mask requires a comprehensive and holistic approach. By optimizing supply chain management, developing a strong marketing strategy, utilizing various sales channels, and ensuring regulatory compliance, Traditional Malangan Mask can be effectively marketed in the international market. Support from various parties, including the government, the artisan community, and the tourism sector, is crucial to achieving this success. The thematic analysis of the results of data collection can be summarized in the following table:

**Table 1.** The Thematic Analysis

Theme	Subtheme	Sub subtheme	Code	Narrative	Remarks	Respondent
Historical Context	Origins and Evolution	Origins	Ancient Kingdoms	Traditional Malangan Mask originate from the Singosari and Majapahit kingdoms, used in ceremonies and religious rituals.	Respondent 1	Cultural Expert
		Historical Artifacts	Artifacts	Historical evidence of masks can be found in various artifacts and temple reliefs in East Java.	Respondent 2	Cultural Expert
		Transmission	Generational Craftsmanship	This craft is passed down from generation to generation in our family.	Respondent 3	Artisan
		Community Workshops	Workshops	Communities used to hold joint workshops to make and learn about mask-making.	Respondent 4	Artisan
		Cultural Significance	Rituals and Ceremonies	Traditional Malangan Masks are used in various	Respondent 1	Cultural Expert

			traditional ceremonies and religious rituals, such as harvest and wedding ceremonies.		
Social Functions	Social		Mask performances are an important part of community celebrations, providing entertainment as well as moral messages.	Respondent 2	Cultural Expert
Symbolism and Meaning	Symbolism	Characters and Stories	Each character in Malangan masks has deep mythological meaning and stories.	Respondent 1	Cultural Expert
Moral Lessons	Morality		These masks are not only entertainment but also a means to convey moral and ethical teachings to the audience.	Respondent 5	Artisan
Evolution	Colonial Influence		During the colonial period, this art underwent adaptation but also became a symbol of cultural resistance.	Respondent 2	Cultural Expert
Opportunities and Challenges	Modern Revitalization	Revitalization	After independence, there were efforts to revitalize Malangan masks as part of local cultural pride.	Respondent 2	Cultural Expert
Challenges	Lack of Interest Among Youth		The younger generation is less interested in continuing this tradition, making it difficult to sustain.	Respondent 3	Artisan
Economic Pressures	Economics		Economic pressures make	Respondent 4	Artisan

				many artisans turn to other more profitable jobs.			
Market Analysis	Domestic Demand	Domestic Market	Strong Local Demand	Many locals still use these masks for various traditional and cultural events.	Respondent 5	Artisan	
		Urban Art Collectors	Collectors	Our products are in high demand among collectors and art enthusiasts in various cities in Indonesia.	Respondent 6	Distributor	
International Interest	International Market	International Market	Growing Global Interest	Tourists from Europe and the United States often buy masks as souvenirs.	Respondent 7	Travel Agent	
		Cultural Enthusiasts	Enthusiasts	We see increasing demand from abroad, especially from countries with a high interest in Asian arts and culture.	Respondent 6	Distributor	
SWOT Analysis	Unique and Authentic	Authentic	Authentic	The uniqueness and diversity of characters in Traditional Malangan Mask make them very appealing to art and culture lovers.	Respondent 1	Cultural Expert	
		High Craftsmanship Quality	Quality	Each mask is made with detail and dedication, reflecting the skills passed down through generations.	Respondent 8	Artisan	
		Limited Production Capacity	Limited	Limited	We still use traditional methods in making masks, so our production volume cannot be high.	Respondent 4	Artisan
		Lack of Young Artisans	Regeneration	Regeneration	Young people are less interested in	Respondent 1	Cultural Expert

			continuing this craft because it is considered less economically rewarding.		
	Global Cultural Tourism	Support	With proper promotion, Traditional Malangan Mask can become one of the main attractions for cultural tourists.	Respondent 7	Travel Agent
	Government and Cultural Programs	Support	There are several government programs that support the preservation of local culture, including training and marketing assistance.	Respondent 9	Distributor
	Imitation Products	Imitation Products	We often find imitation masks being sold at low prices, which of course threatens the sustainability of the original products.	Respondent 6	Distributor
	Changing Consumer Trends	Trends	Changing consumer trends can be a threat if we cannot adapt quickly.	Respondent 10	Travel Agent
Potential Markets	Potential Markets	High Cultural Interest Regions	Countries like Japan and South Korea show high interest in traditional cultural products.	Respondent 11	Distributor
	Europe	Europe	Countries like Germany, France, and the Netherlands, which have a growing art market, are potential targets for marketing	Respondent 10	Travel Agent

				Traditional Malangan Mask .		
		North America	North America	The United States and Canada, with their diverse populations and high interest in international arts and culture, are also promising markets.	Respondent 9	Distributor
Developing the Distribution Model	Supply Chain Management	Production	Optimizing Production	We need to increase our production capacity without sacrificing quality.	Respondent 5	Artisan
		Using Modern Technology	Technology	This can be achieved by using modern technology in the production process and improving our logistics system.	Respondent 3	Artisan
		Logistics Optimization	Efficient Packaging	Logistics optimization, including proper packaging and efficient delivery, is very important.	Respondent 11	Distributor
		Timely Delivery	Delivery	Timely and well-conditioned delivery is very important to maintain the quality of the masks.	Respondent 6	Distributor
Marketing Strategies	Branding	Developing Strong Brand Identity		Traditional Malangan Masks have strong stories and cultural values. This should be reflected in the brand identity.	Respondent 2	Cultural Expert
		Creative and Informative Packaging	Packaging Design	Creative and informative packaging can add value to the product in the eyes of	Respondent 7	Travel Agent

			international consumers.		
	Engaging Promotional Campaigns	Social Media Promotion	We need to develop engaging promotional campaigns using social media and influencers.	Respondent 10	Travel Agent
Sales Channels	E-Commerce	Leveraging E-Commerce	E-commerce allows us to reach consumers around the world without geographical limitations.	Respondent 9	Distributor
	Participating in International Trade Fairs	Introducing Products	Fairs like the Tokyo International Gift Show and Ambiente in Germany provide great opportunities.	Respondent 10	Travel Agent
	Collaborating with Travel Agencies	Cultural Tourism Packages	Travel agencies can help promote Traditional Malangan Mask to tourists interested in arts and culture.	Respondent 12	Travel Agent
Regulatory Considerations	Compliance	Ensuring Compliance	We must ensure that all our products meet quality standards and legal requirements in the destination countries.	Respondent 11	Distributor
	Cultural Preservation	Cultural Integrity	It is important for us to ensure that the cultural values inherent in Traditional Malangan Mask are maintained.	Respondent 2	Cultural Expert

Source: Data Processed (2024)

### 3.2. Discussion: Historical Context

Through the results of the research there are various important themes that can be analyzed. The discovery that Traditional Malangan Masks dates back to the Singosari and Majapahit kingdoms, and was used in religious ceremonies and rituals, underscores the importance of

historical context in understanding this cultural product. The theory of cultural sustainability and traditional heritage (Harrison, 1999), explains how cultural artifacts such as the Traditional Malangan Masks become symbols of identity and social continuity. Traditional Malangan Masks artisans possess the knowledge and skills essential for the sustainability of this traditional craft, demonstrating a strong sense of ownership and commitment to preserving the Traditional Malangan Masks (Pratiwi et al., 2022; Herabudin et al., 2022). Traditional Malangan Masks, originating from Malang, Indonesia, is a significant cultural heritage that has survived over time, influenced by various factors such as technological advances and environmental changes (Mulia et al., 2022). Efforts to promote and develop Traditional Malangan Masks tourism, such as in the Topeng Tourism Village, have faced challenges that require a deeper understanding of cultural concepts, improved facilities, and effective community-engaged tourism management (Sidyawati et al., 2022). In addition, initiatives to increase tourism, such as in Polowijen cultural village have been undertaken to boost the local economy and attract local and international visitors, emphasizing the importance of preserving and promoting these cultural treasures. These crafts, which are passed down generationally within families and communities that often hold workshops together, demonstrate a communal model of cultural and knowledge transmission. The concept of community of practice Lave & Wenger (1991); Wenger (1999) emphasizes that learning and skills are passed on through social interaction and active participation in the community.

### **Cultural Significance**

The use of Traditional Malangan Masks in various traditional ceremonies and religious rituals, such as harvest and wedding ceremonies, reflects its significant cultural and social functions. Based on the theory of functionalism in anthropology (Malinowski, 1944), each cultural element has a specific function in fulfilling the social and spiritual needs of the community. Cultural elements play an important role in meeting the social and spiritual needs of a community by providing avenues for expression, connection and fulfillment. From the perspective of social capital, community cultural development aims to accumulate community capital, enhance residents' community awareness, and foster the enhancement of community identity, transforming urban communities into spiritual homes for modern residents (Liu, 2015). Primitive cultural values, such as the Fondrakö of the Nias ethnic community, continue to exist and thrive, offering philosophical teachings and socio-religious laws that ensure order and community cohesion (Zaluchu, 2023). In addition, cultural practices such as the butterfly dance in Javanese culture serve to meet both material and spiritual needs, providing a philosophy of life centered on gratitude, interconnectedness, and harmony within the community (Khudaverdiyeva, 2022). These cultural elements not only fulfill social and spiritual needs but also contribute to the overall well-being and cohesion of the community. Masked performances that provide both entertainment and moral messages reinforce this theory, demonstrating how performing arts serve as a medium for education and the dissemination of moral values.

### **Symbolism and Meaning**

The symbolism and meaning in Traditional Malangan Masks, including the characters that have mythological stories and moral teachings, are in line with the theory of cultural semiotics (Barthes, 1972). Each character and story functions as a sign that carries deep meaning about local ethics and mythology. In addition, the findings about the adaptation of this art during the colonial period, but also as a symbol of cultural resistance, can be analyzed through postcolonial theories (Bhabha, 1994). Art that adapts yet retains local elements reflects the dynamics of power and identity in colonial and postcolonial contexts. To date, Traditional Malangan Masks designs and motifs have indeed evolved over time, reflecting cultural and social changes in Malang. The traditional Malangan mask, originating from Malang, Indonesia, has been influenced by aspects of time, environment, and technological developments, including information technology (Mulia et al., 2022). Similarly, the development of transformations of traditional motifs in Lampung, such as bamboo shoots, boats, and ferns, shows how these motifs have transitioned from 3D to 2D and back to 3D media, reflecting cultural changes and increased recognition among the people of Lampung (Pratiwi et al., 2022). In addition, as is the case in the Panji mask tourism village in

Malang, which features the iconic Topeng Panji mask, aiming to attract local and foreign tourists, highlighting the importance of preserving and promoting cultural heritage through tourism development (Maria et al., 2022). These examples show how Topeng designs and motifs in various regions, including Malangan, have adapted to societal changes while maintaining their cultural significance.

### **Opportunities and Challenges**

Post-independence revitalization efforts of Traditional Malangan Masks as a form of local cultural pride show various initiatives aimed at preserving and strengthening cultural heritage. Initiatives such as historical tourism activities organized by the History Enthusiasts Community contribute to educating the public about cultural heritage (Lim et al., 2023). In addition, the conservation of living heritage at the Melaka UNESCO World Heritage Site through a community-based education model highlights the importance of local community participation in conserving living heritage (Brooks et al., 2023). Local community participation such as the rejuvenation project at Kampong Heritage Kajoetangan in Malang City showcases successful collaboration between local teams, communities and organizations to improve the heritage site and attract more tourists (Aziz et al., 2023). Other recommendations for the conservation of heritage sites, such as Fort Indrapatra in Aceh Besar, emphasize tangible and intangible initiatives to secure and maintain the heritage (Aprilia & Idialis, 2023). Finally, the application of the community-based tourism concept in the Kayutangan heritage area in Malang City demonstrates sustainable tourism development efforts that include economic, social, cultural, environmental, and political dimensions (Hardi & Fahri, 2023). However, the challenges faced by cultural traditions in the modern era are diverse and interconnected. Paul (2017) in his research found that the lack of interest of the younger generation is a major factor in traditional music not surviving (O'Callaghan, 2017) and the economic pressures faced by performing arts due to rising unit costs exemplify the struggles faced by many cultural traditions. In addition, the impact of modern culture heavily influenced by the Christian faith on the challenges faced by the Christian faith itself (B.-W. Leung, 2018) and the need for the formation of a moral culture in young people to combat distrust and mistrust (Benhamou, 2016), further highlight the complex landscape cultural traditions navigate today. These issues underscore the urgent need for a renewed focus on advocating and preserving traditional music, values, and art forms to ensure their continued relevance and survival in a rapidly changing world (Ludmila, 2023). This discussion leads to what is found in the theory of modernization and globalization (Anthony, 1990), suggesting that the process of globalization can threaten the sustainability of local cultures, but also offer opportunities for revitalization through innovation and adaptation.

### **Market Analysis**

#### **Domestic Demand**

The large number of local communities that still use masks for various traditional and cultural events shows that traditional malangan masks have a strong domestic demand. Theories on culture and identity (Hall, 1997) explain that cultural artifacts such as these masks become an integral part of a community's collective identity. Craftsmen and distributors also noted that collectors and art lovers in major cities in Indonesia are very interested in this product, which supports the theory of cultural economy (Throsby, 2001) which states that art and culture have significant economic value.

#### **International Interest**

The finding that tourists from Europe and the United States often buy masks as souvenirs and the increasing demand from countries interested in Asian arts and culture indicate a growing international market. The theory of cultural globalization (Appadurai, 1996) can explain this phenomenon, where global mobility and cultural exchange increase appreciation of traditional arts and crafts. This is also in line with previous research which shows that cultural tourism plays an important role in promoting and selling cultural products by capitalizing on the authenticity and uniqueness of cultural heritage to attract tourists and drive economic growth. Cultural tourism, identified as an important segment of international tourist arrivals, continues to grow,



with approximately 39% of all international tourists engaging in cultural experiences (Liang et al., 2022). Destinations leverage cultural resources to enhance appeal, trigger visitation, and increase profitability, emphasizing the importance of understanding tourist motivations and behaviors to tailor cultural offerings (Smitha, 2022). Cultural and creative tourism brands, rooted in culture and history, create a competitive advantage by interweaving culture and commerce, enhancing cultural identity, and strengthening brand value (Sayeh, 2022). In addition, the marketing channel process helps in understanding tourist behavior, from awareness to post-consumption evaluation, highlighting the importance of planning and marketing to attract more international visitors (Zhao, 2021).

## **SWOT Analysis**

### **Strengths**

The uniqueness and diversity of characters in traditional malangan masks, as well as the high quality of the craft, are the main strengths of this product. The theory of comparative advantage (Ricardo, 1817) can be applied here, where uniqueness and quality become decisive factors in competitiveness in the global market. The synergy between tangible and intangible cultural resources, as highlighted in the study (Vuković et al., 2023), plays an important role in creating unique tourist spaces that attract visitors. Quality, as discussed in (Dobrin et al., 2015), is essential for companies to remain competitive by adapting to market conditions and meeting consumer demands. In addition, target market criteria, as emphasized in (Pankhania & Modi, 2013), are essential to increase sales and attract customers in a highly competitive global environment. In the tourism industry, service quality is essential for customer decision-making (Mitrache & Marinescu, 2012). In addition, effective production management, as detailed in (Yue & Brychko, 2019), is essential for improving efficiency, managing the production process, and enhancing the overall competitiveness of enterprises in a fiercely competitive market economy. Uniqueness and quality are therefore integral components that contribute to competitiveness in the global market. The detail and dedication in mask making, which reflects hereditary craftsmanship, supports the dynamic capability theory (Teece et al., 1997) which states that the ability to maintain quality and continuous innovation is the key to success in the global market.

### **Weaknesses**

The declining interest of younger generations in traditional culture, as highlighted in (Cintya, 2023) specifically traditional folklore and heritage, poses challenges for other cultural products such as the creative craft of traditional masks. This lack of interest may hamper the production capacity and sustainability of such cultural artifacts, as discussed in (Rodrigues et al., 2022). Moreover, the impact of the industrial revolution 4.0 on traditional arts, including traditional masks, further exacerbates this problem by introducing foreign cultures and technological disruptions, as noted in (Fariadi & Minerva, 2023). To address these challenges, innovative approaches such as using technology to preserve traditional mask culture, as seen in (Santoso et al., 2021), and integrating traditional arts into higher education for product development, as mentioned in (Martono, 2020) can help revitalize interest and production capacity in creative craft products such as traditional masks. This reflects the challenges in cultural regeneration theory (Smith, 2006), where cultural preservation requires active participation from the younger generation. In addition, the economic pressures that make many artisans switch to other more lucrative occupations, is in accordance with rational choice theory (Becker, 1976) which suggests that individuals will choose the option that provides the greatest economic benefit.

### **Opportunities**

Global cultural tourism and support from government programs provide great opportunities to promote traditional malangan masks. Experience economy theory (Pine, 1999) states that consumers seek unique experiences, and traditional malangan masks can offer this through cultural tourism. Government programs that support cultural preservation play an important role in supporting creative industries by providing financial assistance, implementing regulations for protection, and transferring the role of cultural operators to digital platforms (Bouquillion & Ithurbe, 2023). Research on Nigeria's creative industries shows that government neglect has

hindered the development of the sector, with 75% of participants feeling insufficient support from the government (Nugroho et al., 2022). In the context of the batik industry in Java, government intervention has affected the development of industrial clusters, impacting on local development and cultural identity (Menezes & de Sousa Batista, 2024). Moreover, a study on public policy in Juazeiro do Norte highlighted the importance of government initiatives in promoting entrepreneurship in cultural and religious-based creative industries, emphasizing the need for a tailored approach for different types of tourists (Z. Liu, 2021). In addition, government policies that support creative industries through subsidies, regulations, and standardization have been instrumental in fostering innovation and growth, as seen in the UK and China (Gómez-Reyes et al., 2021).

### **Threats**

Imitation products and changing consumer trends pose a real threat. Cultural ecology theory (Hannan & Freeman, 1977) suggests that adaptation to environmental change is key to survival. Imitation of traditional mask craft products and evolving consumer trends pose a significant threat to the sustainability and cultural significance of traditional crafts. Conservation of imitative crafts is essential to prevent the loss of cultural heritage (Rix, 2022). In addition, the sustainability of traditional folk crafts, such as traditional Miao silverware, depends on the valorization of craft values by stakeholders, as market logic often undermines the importance of craft culture (Kim, 2019). Consumer evaluations of luxury brands engaged in imitation practices reveal that awareness of imitation practices impacts brand equity and consumer preferences, emphasizing the negative perception of traditional luxury brands engaged in imitation (Yang, 2015). Therefore, imitation of traditional mask craft products and shifting consumer behavior do present a real threat to the authenticity and longevity of traditional crafts. Imitation products threaten the sustainability of original products, in accordance with the theory of perfectly competitive markets. Perfect competition, as a benchmark in economic theory (Lai & Ho, 2022), emphasizes the importance of product substitution in influencing market dynamics. Research highlights that in industries with greater product substitution, firms tend to be more leveraged due to increased competition (Jana, Pitekova., Iveta, 2022). This is in line with the modern concept of product competition, where differentiation through quality is essential to prevent intense price competition and maintain prices higher than marginal cost for an extended period (Vegari, 2022). The entry of new competitors can push prices down to marginal cost, benefiting consumers in the long run, demonstrating the impact of substitute products on market equilibrium. Therefore, the presence of substitute products can indeed reduce the market share of the original product by intensifying competition and pushing prices towards marginal cost, ultimately benefiting consumers in a highly competitive market environment. Potential Markets.

Countries such as Japan, South Korea, Germany, France, the Netherlands, the United States, and Canada show high market potential for traditional malangan maks. The diffusion of innovation theory, as outlined by (Malonecio, Mary, Grace, 2023) provides a valuable framework for understanding how traditional cultural products can be accepted in different international markets. This theory explains how new ideas, processes, and technologies spread through populations or communities, emphasizing the key determinants of innovation success and the innovation life cycle. Moreover, research on the innovation diffusion process integrates concepts from various disciplines such as social science, marketing, and economics (Hidayat & Mukminin, 2022), highlighting the interdisciplinary nature of studying how innovations spread. By applying the theory of diffusion of innovations, one can analyze the factors that influence the successful adoption of traditional cultural products in diverse international markets, taking into account aspects such as communication channels, diffusion barriers, and the role of word of mouth in the process (Yu, 2022; Frei-Landau et al., 2022). Countries with high interest in traditional arts and culture can be the main targets, supporting international marketing theory (Griffith & Czinkota, 2012) that suggests market segmentation based on cultural interests and preferences.

## **Developing the Distribution Model Supply Chain Management**

Production optimization and the use of modern technology in the production process are the main themes in this study. Efficiency and effectiveness in supply chain management (SCM) play an important role in improving competitiveness in the global market. Various SCM theories such as Resource-Based View, Transaction Cost Theory, and Knowledge-Based View Theory (Yuan & Xue, 2023), provide a framework for optimizing supply chain processes. Applying blockchain technology in SCM can ensure transparency, traceability, and trust throughout the supply chain, reducing errors, fraud, and delays (Uddin et al., 2023). Decision support systems such as SCE2M-DSS offer proactive capacity planning under uncertain conditions, improving supply chain efficiency and effectiveness (Lowe, 2023). Important areas in SCM include customer focus, supplier relationships, and logistics management (Li, 2022). It is essential to streamline operations and drive competitive advantage. By integrating these theories, technologies, and critical areas, companies can achieve a more efficient, cost-effective, and competitive supply chain, ultimately improving their position in the global market. The finding that increasing production capacity without sacrificing quality and the use of modern technology can improve productivity, in line with the concepts of lean manufacturing and just-in-time production that emphasize reducing waste and increasing efficiency (Womack & Jones, 1996). Logistics optimization, including proper packaging and efficient shipping, is critical to ensuring timely delivery and maintaining mask quality. This supports logistics and transportation management theories that emphasize the importance of coordination and optimization in the supply chain to reduce costs and increase customer satisfaction (Bowersox et al., 2013).

## **Marketing Strategies**

The development of a strong brand identity with strong cultural stories and values is very important. According to branding theory (Aaker, 1991), a strong brand identity can increase the value of the product in the eyes of consumers and differentiate the product from competitors. Creative and informative packaging does significantly influence consumer perceptions, aligning with the principles of sensory marketing theory that emphasize the impact of visual elements and product narratives on increasing product appeal and value (Kulkarni & Kolli, 2022), (Dolić et al., 2022; Shahid et al., 2022). Packaging design, including color, shape, and material, can communicate quality attributes and differentiate products on store shelves, influencing purchase decisions and consumer preferences (Javeed et al., 2022). Research on food packaging cues shows that extrinsic factors such as brand name, price, and label positively influence perceived product quality, with consumer knowledge moderating this relationship (Elkhattat & Medhat, 2022). In addition, innovative packaging design in the food industry is recognized as essential for attracting consumer attention, influencing purchase intent, and reflecting brand identity, highlighting the importance of integrating creativity, functionality, and sustainability in packaging strategy. By utilizing compelling visual and narrative elements in packaging, companies can effectively engage consumers, enhance brand positioning, and drive purchase decisions.

Evocative promotional campaigns through social media and influencers align with Integrated Marketing Communication (IMC) theory, emphasizing consistency and synergy in marketing messages across multiple channels to increase campaign effectiveness. Research highlights the important role of influencers in modern marketing strategies, acting as opinion leaders with substantial social followings (Leung et al., 2022). Studies emphasize the importance of influencer characteristics, such as originality and follower size, in determining marketing effectiveness, while also noting the impact of factors such as post content and sponsor salience (Vaidya & Karnawat, 2023). In addition, the integration of social media into marketing communication channels is critical to shaping brand identity and influencing consumer behavior, underscoring the importance of IMC in leveraging social media platforms to improve brand performance and customer engagement (Wilkie et al., 2022).

## **Sales Channels**

E-commerce plays an important role in enabling SMEs to expand their reach beyond geographical boundaries, allowing them to connect with consumers around the world. Studies

highlight the benefits of e-commerce for SMEs, emphasizing its role in reducing operational costs, increasing visibility, and improving customer satisfaction (Kedah, 2023; Sudiantini et al., 2023; Jiayi, 2023). The adoption of e-commerce technology has been shown to have a positive impact on service quality and overall performance of SMEs, leading to improvements in various aspects such as secure transactions, timely delivery, and customer service (Hussam & Abdulaziz, 2022). Moreover, the implementation of e-commerce technology in SMEs has been recognized as a key factor in accelerating their operations and improving productivity, which ultimately contributes to their success in the digital marketplace (Almtiri et al., 2023). Overall, e-commerce serves as a powerful tool for SMEs to transcend geographical boundaries and enter the global consumer market, driving growth and competitiveness in the digital age. This is in line with digital marketing theory that emphasizes the importance of online platforms in expanding market reach and increasing product accessibility (Chaffey & Ellis-Chadwick, 2019). Participation in international trade shows such as the Tokyo International Gift Show and Ambiente in Germany provides a great opportunity to introduce products to international markets, supporting B2B marketing theory that emphasizes the importance of direct interaction and networking in building business relationships (Kolis & Jirinova, 2013).

Collaborating with travel agents to promote Maseng Malangan to tourists interested in arts and culture reflects an experiential marketing approach, emphasizing the creation of unique and meaningful experiences to increase consumer interest and loyalty (Hariyanti et al., 2023) and (Supriono., 2023). Experiential marketing, as seen in the context of cultural tourism in Malang, focuses on providing visitors with immersive and memorable experiences that go beyond traditional marketing strategies (Idris et al., 2023). By leveraging micro-targeting strategies, brands in the travel and tourism sector can personalize customer experiences, influencing preferences and purchase intentions, ultimately fostering loyalty through customized interactions and content (Chaudhary et al., 2022). This approach has been shown to positively impact brand preference and customer loyalty, highlighting the importance of creating personalized and engaging experiences to attract and retain consumers in competitive markets such as the tourism industry.

### **Regulatory Considerations**

Ensuring compliance with quality standards and legal requirements in destination countries is an important aspect of exporting cultural products. Regulation and compliance theory suggests that understanding and applying international regulations is key to avoiding trade barriers and ensuring smooth operations (Mendelson, 2000). In addition, maintaining the cultural integrity and values inherent in traditional malangan masks is important. This is in line with cultural preservation theory which emphasizes the importance of maintaining authenticity and cultural heritage in the context of globalization (Smith, 2006).

The international distribution model that can be synthesized from the discussion above reaps the glocalization strategic distribution model which is a powerful approach for international companies to tailor their products and services to local markets while maintaining a global presence (Holovan, et.,al, 2022). This strategy involves customizing offerings to meet the specific demands of different regions, as seen in the case of Netflix funding original Italian content to meet local preferences in Italy while also expanding globally (Sigismondi & Ciofalo, 2022). Globalization and glocalization have become essential for brands like Coca-Cola and McDonald's to succeed in foreign markets by thinking globally and acting locally (Delicermak, 2022). In Pakistan, international fast food chains such as McDonald's, KFC, and Pizza Hut effectively use glocalization strategies by incorporating local language and cultural elements in their advertisements to resonate with the target audience (Noor & Yasir, 2022). Case studies of IKEA and Home Depot in China further exemplify the importance of glocalization marketing strategies to thrive in diverse international markets (Vergassola, 2019) The images of the glocalization model for Traditional Malangan Masks are:



**Figure 3.** Glocalization Strategic of Traditional Malangan Maks SMEs  
 Source: Data Processed (2024)

## 4. Conclusion

The findings of this study highlight the necessity for a carefully crafted glocalization approach in developing an international distribution model for Malangan Traditional Mask SMEs. The research indicates that maintaining the unique cultural value of the masks, while adapting to the preferences of international markets, is essential. Key strategies include selecting appropriate distribution channels, strengthening brand identity through strong cultural narratives, and leveraging digital marketing. Addressing challenges such as regulatory compliance, logistics, and production capacity with innovative and collaborative approaches is also crucial.

By synthesizing these findings with existing theories, it is evident that a glocalization strategy, which combines cultural preservation with market adaptation, is effective for entering international markets. This research offers insights into how SMEs producing Malangan masks can harness their cultural heritage to create added value and sustainability in a global context. The study underscores that the international distribution strategy for Malangan masks must integrate a deep understanding of cultural uniqueness with product adaptation to meet international market preferences. This involves selecting the right distribution channels, enhancing brand identity through cultural storytelling, and utilizing digital marketing strategies. Overcoming challenges related to regulations, logistics, and production capacity requires innovative and collaborative approaches.

The research provides a strategic framework for Malangan Traditional Mask SMEs, highlighting the importance of modern technology and logistics optimization to boost production

capacity and efficiency. Marketing strategies focused on brand identity and cultural storytelling can increase product appeal in international markets. Sales channels such as e-commerce and participation in international trade fairs can expand market reach. Collaborations with travel agencies to promote masks as part of cultural tourism packages can add value and attract art and culture enthusiasts. Ensuring compliance with international quality standards and regulatory requirements, along with preserving cultural integrity, ensures the authenticity of the products and aligns with global consumer expectations. This comprehensive approach, integrating supply chain efficiency, marketing strength, and regulatory adherence, provides a strategic guide for SMEs to leverage their cultural assets and achieve sustainability and success in international markets.

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