

Marketing Strategy Management in Increasing the Marketability of MSME Products in Facing Market Competition

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Abstrak. Usaha mikro, kecil, dan menengah (UMKM) menjadi komponen fundamental ketahanan ekonomi yang kuat, seperti yang ditunjukkan oleh operasi mereka yang gigih selama krisis moneter Indonesia, konsekuensi dari penurunan keuangan global. Sebaliknya, banyak perusahaan skala besar telah mengalami kebangkrutan. Akibatnya, ada gelombang pemutusan hubungan kerja yang signifikan pada tahun 1998. Formulasi strategi pemasaran merupakan pendekatan penting untuk mengamankan keunggulan kompetitif yang berkelanjutan, berlaku untuk perusahaan yang berorientasi pada produk dan layanan. Strategi pemasaran dianggap sebagai elemen dasar dalam pengembangan rencana perusahaan yang komprehensif. Mengingat kompleksitas tantangan yang dihadapi oleh perusahaan, ada kebutuhan akan strategi holistik untuk berfungsi sebagai kerangka kerja yang memandu segmen organisasi dalam menjalankan operasinya. Selain itu, pentingnya strategi pemasaran digarisbawahi oleh meningkatnya persaingan yang lazim di antara bisnis pada umumnya. Penelitian ini dilatarbelakangi oleh tujuan untuk mendorong pertumbuhan UMKM di Mataram, yang ditandai dengan beragam tradisi budaya yang khas dan pasar nasional yang menjanjikan. Tujuan dari penelitian ini adalah untuk mengevaluasi pengelolaan strategi pemasaran yang bertujuan untuk meningkatkan daya jual produk UMKM tradisional di Kota Mataram. Penelitian dilakukan di lingkungan perkotaan Mataram. Metodologi yang digunakan untuk pengumpulan data meliputi dokumentasi, wawancara, dan observasi, yang merupakan bentuk penelitian deskriptif. Analisis efektivitas strategi pemasaran mengungkapkan peningkatan penjualan secara keseluruhan dari tahun ke tahun, yang berfungsi sebagai tolok ukur untuk menilai efektivitas strategi pemasaran di tengah persaingan di antara perusahaan batik.

Kata kunci: Strategi Pemasaran; Daya Jual; Produk UMKM; Persaingan Pasar.

Abstract. Micro, small, and medium enterprises (MSMEs) are fundamental components of robust economic resilience, as demonstrated by their persistent operation during Indonesia's monetary crisis, a consequence of the global financial downturn. In contrast, numerous large-scale corporations have experienced insolvency. Consequently, there was a significant wave of employment termination in 1998. Formulating a marketing strategy is critical to securing a sustainable competitive advantage for product- and service-oriented enterprises. A marketing strategy is a foundational element in developing a comprehensive corporate plan. Considering the complexity of challenges faced by enterprises, there exists a necessity for a holistic approach to serve as a framework guiding the organizational segment in executing its operations. Furthermore, the significance of marketing strategies is underscored by the intensifying competition prevalent among businesses in general. This study is motivated by fostering the growth of MSMEs within Mataram, which is characterized by a distinctive array of cultural traditions and a promising national market. This research aims to evaluate the management of marketing strategies aimed at enhancing the marketability of traditional MSME products in Mataram City. The study was carried out in the urban setting of Mataram. The methodologies employed for data collection include documentation, interviews, and observations, constituting a form of descriptive research. The analysis of the effectiveness of marketing strategies reveals a year-on-year increase in overall sales, which serves as a benchmark for assessing the efficacy of marketing strategies amid competition among batik enterprises.

Keywords: Marketing Strategy; Marketability; MSME Products; Market Competition.

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Introduction

Economic development in Indonesia cannot be separated from the existence of MSMEs (Farraz & Fathiah, 2021). Most geographical areas within Indonesia possess an economic framework underpinned by micro, small, and medium enterprises (MSMEs), which comply with the financial systems of the populace and engage in community-oriented commercial activities (Kamil, 2022). This type of business has proven to resist all disturbances, including surviving the severe economic crisis that hit Indonesia in the 1990s. Businesses in this category have a vital role in improving the economy of the community and the country. This critical role is mainly shown in aspects such as increasing employment opportunities and income equality, suppressing the rate of urbanization, and strengthening rural economic development (Krysko, 2022).

The Micro, Small, and Medium Enterprises (MSME) sector within the nation is presently encountering an arduous predicament in the context of transformations within the progressively intricate commercial landscape (Sari, 2024). The landscape of competition has concurrently intensified, propelled by the swift expansion of free trade, which inherently engenders competitive dynamics emanating from various sectors, including domestic, regional, and global arenas (Imbayani *et al.*, 2022; Ulfah *et al.*, 2021). Micro, small, and medium enterprises (MSMEs) occupy a strategically significant and essential position within the economic framework of Indonesia; however, their administration remains relatively simplistic (Sofyan, 2017). The condition of a nation characterized by a proliferation of small and medium-sized enterprises that subsequently evolve into substantial corporations will facilitate the nation's advancement (Hartono, 2016).

In alternative terms, for a nation to attain the status of a developed country, it is imperative that all local business participants, specifically micro, small, and medium enterprises (MSMEs), demonstrate optimal performance outcomes (Dwi *et al.*, 2023). In strategic management, there are two perspectives on the factors that influence the company's success.

The influencing factors are the quality of human resources and organizational structure within the Company (Ageng Prayogo *et al.*, 2023; Julia & Masyruroh, 2022). Micro, Small, and Medium Enterprises (MSMEs) are perceived as possessing the capacity for rapid decision-making due to their inherent dynamism and propensity for innovation (Pingkan & Hernita, 2024). Micro, Small, and Medium Enterprises (MSMEs) possess significant advantages in their contributions to various domains and their capacity to generate employment opportunities that can accommodate labor at comparatively minimal costs. Furthermore, MSMEs serve as a vital reservoir of competencies essential for the forthcoming advancement of industrial sectors (Putri *et al.*, 2024). As a platform, Micro, Small, and Medium Enterprises (MSMEs) are regarded as instrumental in fostering entrepreneurial acumen and managerial competencies, which have emerged as pivotal factors for the economic advancement of a nation (Aryadi & Hoesin, 2022).

Entrepreneurial orientation significantly correlates with the performance metrics of micro, small, and medium enterprises (MSMEs). Organizations with a pronounced entrepreneurial orientation are positioned to identify or leverage opportunities in competitive business adversities (Sondra & Widjaja, 2021). These abilities give them a competitive advantage and differentiate them from other companies. When companies experience threats and limitations, they still have a high fighting power to overcome their problems and are even likely to find new ideas or ways to compete (Rhizky *et al.*, 2019). On the other hand, in a conducive situation, a high entrepreneurial orientation will make companies quickly respond to seize various opportunities (Widiatmo, 2019; Sine, 2015).

The entrepreneurial methodology or disposition is pivotal in determining the decision to penetrate the product market (Fatmawati, 2016). As explained in the research of Qalati *et al.* (2021), the entrepreneurial paradigm or orientation plays a crucial role in influencing the choice to enter the product marketplace. At the same time, the research of Qalati *et al.* (2021) analysis has elucidated both external and

internal determinants that may obstruct or facilitate the advancement of small and medium-sized enterprises within the batik industry in Indonesia. The findings derived from the survey indicate that organizational performance is not significantly affected by intrinsic factors, including motivation, capability, and entrepreneurial spirit (Teruel-Sánchez *et al.*, 2021).

The formulation of a marketing strategy represents a pivotal mechanism through which enterprises that manufacture products or offer services can attain a durable competitive edge (Alfiyanto, 2020; Febriyanti *et al.*, 2022; Pratama *et al.*, 2022; Munawwaroh *et al.*, 2013). Marketing strategy is a fundamental component of formulating a holistic organizational plan. Given the organization's extensive array of challenges, a thorough plan is essential to direct the various segments of the enterprise in executing their respective operations (Arifin *et al.*, 2019). Another rationale that underscores the significance of marketing strategies is the escalating competition enterprises encounter (Saribu & Maranatha, 2020). In such circumstances, the organization has no alternative but to attempt to address the issue or withdraw from the competitive landscape. As articulated, it is imperative for corporations to enhance efficiency and customer value. The most effective strategy to safeguard market position is to engage in perpetual innovation (perpetual innovation). Organizations persist in augmenting their competitive effectiveness and corporate value as perceived by their clientele (Nasir, 2019).

The marketing domain necessitates a substantial focus on micro, small, and medium enterprises (MSMEs). Particularly in formulating marketing strategies, these entities must exhibit a degree of sophistication, ensuring that the selected marketing strategy possesses the capacity to penetrate the market (Gumilang, 2023) effectively. Furthermore, within contemporary and intensifying competitive environments, the capacity to capture and retain market share will significantly influence the sustainability of micro, small, and medium enterprises (MSMEs). Batik MSMEs will face this situation

in Mataram. A managerial contained in it urgently needs the formulation of the right marketing strategy as a top priority to face competition to develop the market. Based on the above background, the author takes the title Marketing Strategy Management in Increasing the Marketability of MSME Products in the Face of Market Competition.

Research Methodology

The research method used in this study is a qualitative descriptive method conducted in Mataram City, precisely at Micro, Small, and Medium Enterprises (MSMEs) of Woven Batik in Mataram, Lombok. Data collection techniques used include documentation, structured interviews, and systematic observation. Documentation is carried out by reviewing various secondary sources, such as sales reports and marketing materials, which aim to understand business performance and implement marketing strategies. Interviews with MSME owners and consumers provided insight into marketing strategies, consumer preferences, and challenges faced in marketing batik products. Observations were made to observe the production process and interactions between staff and consumers. Data analysis in this study used content analysis, where data obtained from documentation, interviews, and observations were analyzed to identify key themes related to marketing strategies. In addition, descriptive statistical analysis was also used to assess quantitative data, especially related to annual sales, to provide the effectiveness of the marketing strategies implemented. Data validity is maintained through the triangulation method, which compares data from various sources to ensure consistency and accuracy of the results. This study was conducted with attention to research ethics, where all participants were given complete information about the purpose of the study and kept their identities confidential. This method aims to describe the marketing strategy of UMKM Batik Tenun Mataram in-depth and accurately.

Results and Discussion

Results

Marketing Strategy of Mataram Batik Weaving

The promotional approach employed by Batik Tenun Mataram in the dissemination of its products utilizes a systematic framework of marketing strategy that initiates with market segmentation tactics (segmentation), progresses to the identification of the target market strategy (targeting), and concludes with the market positioning strategy (positioning). Furthermore, it also encompasses the development of a comprehensive marketing mix comprising four fundamental components: product, price, place, and promotion. The following is a description of the marketing strategy of Batik Weaving Mataram:

1) Market Segmentation Strategy

The initial action undertaken by Batik Tenun Mataram involves the delineation of the market. Market segmentation prioritizes the categorization of consumers within an organization, institution, or community (Mr. Iqbal, proprietor).

The criteria needed in market segmentation include:

- a) Geographic segmentation: geographically, there is no specialization.
- b) Demographic segmentation: Demographic market segmentation consists of consumers classified as young (16-30 years old) because the company wants to raise batik to young people.
- c) Psychological segmentation: the targeted consumers want to use batik as clothing or uniforms for their organizations or institutions.
- d) Behavioral segmentation: Behaviorally, there is no segmentation, but the risk profile of consumers when purchasing will be determined accordingly.

2) Target Market Determination Strategy (Targeting)

Adjustments must also be made to the target market to increase business income so sales are on target. In this case, Batik Tenun Mataram has determined the target market. Providing

high-quality batik to individuals seeking batik with contemporary characteristics is essential, particularly in supplying uniform and combinatory batik for corporations, event planners, manufacturing entities, hospitality establishments, governmental organizations, and educational institutions.

3) Market Positioning Strategy

Batik Weaving Mataram is the right solution for batik products for individuals or uniform batik for institutions and organizations with good product quality. Although the products offered by Batik Tenun Mataram are relatively more expensive than similar products offered by other companies.

4) Marketing Mix of Mataram Batik Weaving (Marketing Mix)

The efficacy of a firm's marketing endeavors is intrinsically linked to its acumen in identifying appropriate products, establishing competitive pricing, optimizing distribution networks, and executing impactful promotional strategies. The marketing mix, comprising product offerings, pricing structures, distribution channels, and promotional tactics, is meticulously formulated by Batik Tenun Mataram to ensure the attainment of consumer satisfaction and the sustainability of the business.

a) Product

The batik products fabricated by Batik Tenun Mataram are produced in accordance with consumer requests; however, the organization has the capacity to exhibit product previews prior to their completion, thereby allowing for preliminary adjustments to align with consumer preferences. The batik products created and distributed by Batik Tenun Mataram are categorized into five distinct classifications: written batik, batik hem and shirts, batik uniforms, batik printing manuals, and combination t-shirts. In addition to engaging in the production of completed batik products, the company also undertakes the creation of batik designs and motifs, all of which are executed in alignment with consumer specifications.

b) Price

Pricing constitutes a fundamental

component of corporate administration. The price is ascertained through the assessment of requisite costs (including raw material expenses, production costs, and promotional expenditures) augmented by the targeted profit margin. The established price fluctuates in accordance with the intricacies of design, the quality of materials utilized, and the complexity involved in the fabrication of the product desired by consumers. The pricing of these batik products available for purchase commences at Rp. 100,000 and ascends to Rp. 1,500,000 (the pricing is modified in relation to the quantity of purchases and the frequency of repeat orders by consumers). The expense associated with this batik product is comparatively elevated relative to that of batik products prevalent in the marketplace, attributable to the superior quality of materials, innovative design, and distinctive motifs inherent to the batik.

c) Place

Distribution channels pertain to a variety of organizational functions that endeavor to ensure the effective dissemination of products to end consumers. A significant proportion of products is marketed through pre-order mechanisms and subsequently dispatched directly to consumers. This circumstance arises due to the fact that Batik Tenun Mataram lacks a physical retail outlet for direct sales to consumers. Batik Tenun Mataram does maintain a product gallery that is integrated with the company's administrative office. Nevertheless, the company's location, which is not situated along a major thoroughfare, poses challenges for consumers attempting to access the premises.

d) Promotion

Promotional activities represent strategic undertakings undertaken by Batik Tenun Mataram to disseminate information, introduce, and shape consumer

perceptions regarding the products available for purchase. The promotional strategy for Mataram Batik Weaving initiates with the establishment of a brand that connotes superiority in relation to the craft in which it specializes, namely Batik. Furthermore, the organization engages in promotional endeavors through digital marketing avenues (utilizing websites and social media platforms), distributes electronic correspondence to corporations and institutions, sponsors various events, and partakes in collaborative fashion exhibitions. The overall sales recorded at Batik Tenun Mataram amounted to Rp. 76,600,000, in that year, the number of sales increased again.

Table 1. Sales Data for 2021-2023

Year	Total Sales
2021	25.000.000
2022	35.100.000
2023	76.600.000

Source: Primary Data processed 2023.

Results of Marketing Strategy Effectiveness Analysis

In 2021, the overall sales recorded at Batik Diajeng Solo amounted to Rp. 25,000,000, in 2022, overall sales recorded at Batik Diajeng Solo amounted to Rp. Thirty-five million one hundred thousand in that year, Batik Tenun Mataram experienced an increase in sales. In 2023, overall sales recorded at Batik Tenun Mataram amounted to Rp. 76,600,000. That year, there was another increase in sales because the pandemic had subsided, and marketing began to return to normal.

Performance of Mataram Woven Batik Products in 2021-2023

The performance of batik products in 2021-2023 has increased or grown for Mataram Batik Weaving. The following is data on the performance of batik products in Mataram Batik Weaving in 2021-2023.

Table 2. Batik Product Performance Data

Information	2021	2023	Growth
Sales	34.000.000	37.000.000	9,1%

Source: Primary Data processed 2023.

From the data in the table above, the number of sales on Mataram Batik Weaving in 2021-2023 has increased or grown by 9.1%. The total sales in 2021 amounted to Rp. 34,000,000, while in 2023, it was Rp. 37,000,000. Based on research, this increase is due to Batik Tenun Mataram expanding its marketing strategy, which was previously only through distribution channels with batik intermediaries and then focused on direct selling online. In addition, Batik Tenun Mataram began to add to its product line, initially only batik clothing for individuals, then began to penetrate uniform and combination batik for companies, event organizers, factories, hotels, government agencies, and schools. From year to year, the promotions carried out by Batik Tenun Mataram are getting more intense. Besides that, the quality of the products is improving to compete with other batik companies. From the data above, the marketing of Mataram Batik Tenun for its batik products is quite effective because it will always experience an increase in sales from 2021-2023.

Discussion

The marketing strategy implemented by Batik Tenun Mataram has proven effective in increasing the competitiveness and sales of its products. The market segmentation approach that focuses on young consumers aged 16-30 years is appropriate because it seeks to attract the younger generation's interest in batik products. This is supported by research by Arifin *et al.* (2019), which emphasizes the importance of market segmentation in increasing the competitiveness of MSMEs by understanding consumer needs. Batik Tenun Mataram has identified the right demographic group and adjusted its marketing strategy to reach them. The strategy of determining the target market that targets companies, event organizers, and government agencies is also a strategic step. According to Gumilang (2023), MSMEs need to target market segments with long-term profit potential to increase competitiveness. Batik Tenun Mataram demonstrates entrepreneurial innovation by offering high-quality batik products and positioning itself as the leading provider of batik uniform needs for various institutions.

The implementation of the marketing mix by Batik Tenun Mataram, which includes products, prices, places, and promotions, is based on research results that show that marketing strategies that are adjusted to the market are the key to the success of MSMEs (Aryadi & Hoesin, 2022). Batik Tenun Mataram products meet consumer needs in terms of quality and offer competitive prices based on production costs and raw materials used. Fatmawati (2016) stated that determining the right price based on product quality and innovation is an essential factor that influences the competitive advantage of a business.

Regarding distribution and promotion, Batik Tenun Mataram expands its market by implementing online distribution strategies and digital promotions. Research by Imbayani *et al.* (2022) emphasizes the importance of digital marketing, including social media, in expanding the market reach of MSMEs. Data on sales increases, from IDR 25,000,000 in 2021 to IDR 76,600,000 in 2023, shows that this marketing strategy has succeeded in increasing sales over the past three years. The combination of the right marketing strategy, product innovation, and the use of digital technology has strengthened Batik Tenun Mataram's position in facing market competition, as revealed by several studies related to MSME strategies in maintaining competitiveness in a changing business environment (Ageng Prayogo *et al.*, 2023; Gumilang Widiatmo, 2019).

Conclusion

Based on empirical findings derived from marketing research about its products, Batik Tenun Mataram employs a series of marketing strategies aimed at enhancing its competitive edge: Segmentation refers to the strategic focus of Mataram Batik Tenun on a specific demographic of young consumers (ages 16-30), to promote the appreciation of batik among the youth cohort. The target market for Mataram Batik Weaving's offerings encompasses consumers seeking uniform and combination batik products, including corporate entities, event organizers, manufacturing facilities,

hospitality establishments, governmental institutions, and educational organizations.

The market positioning of Mataram Batik Weaving is persistently oriented towards establishing itself as the premier alternative for batik offerings, particularly in the domain of uniform and combination batik, by ensuring the delivery of superior product quality. Concerning the marketing mix, the strategic approach of Mataram Batik Tenun involves tailoring products to align with the preferences and requirements of consumers. The pricing strategy is comparatively elevated relative to other batik products available in the market, attributable to the utilization of high-quality raw materials and innovative design concepts. At present, Batik Tenun Mataram is implementing a distribution strategy that entails direct online sales to consumers, while its promotional strategy encompasses internet marketing, sponsorship of events, and participation in fashion exhibitions. The marketing strategies employed by Batik Tenun Mataram have proven relatively effective in promoting its products, as evidenced by the observable increase in sales figures; thus, Batik Tenun Mataram continues to innovate its product offerings through various strategic initiatives aimed at enhancing marketability.

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