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# Marketing Strategies in Increasing Turnover and Product Quality of MSMe KSM Berkah

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## ABSTRACT

**Purpose:** Srikandi Tempe Chips is engaged in the small food industry at this time, Srikandi Tempe Chips companies are competing in very tight competition in retaining customers. So, companies must really consider marketing strategies in order to improve product quality.

**Methodology:** The type of research used in this study is a qualitative approach, which aims to find out a good marketing strategy, which is associated with the strengths, weaknesses, opportunities and threats owned by UMKM KSM Berkah in increasing turnover and product quality.

**Findings:** From the results of this study that has been carried out, it shows that Srikandi Tempe Chips are successful in implementing marketing strategies using SWOT analysis.

**Originality/value:** This paper is original

**Paper type:** a Research Paper

**Keyword:** Marketing Strategy, MSME, Product Turnover, Quality

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## I. INTRODUCTION

The turning of the world's economic wheels cannot be separated from hard efforts in the field of marketing. We see and have even carried out the marketing process for selling the goods or services that we offer to consumers. However, sometimes the marketing process (Amirah & Supriyono, 2023) is carried out only based on habit. It often happens that a businessman is unable to compete with other businessmen with the same type of business to win the hearts of the public, so as a businessman, you must have a thorough plan for the marketing process using the right marketing strategy. (Halim, 2020)

Nowadays, there are more and more organizations in the same business world, so people will be more-free to determine their choices regarding goods to be consumed. Will they buy cheap goods of low quality or buy good-quality goods even though the price is expensive? This reality requires entrepreneurs to know more deeply "what buyers actually need or want from a production."

Increasingly tight competition between similar businesses according (Anggraeni, 2018) has caused market conditions to shift from seller's market (market power lies in the hands of sellers) to buyer's market (market power lies in the hands of buyers). In conditions like this, producers or entrepreneurs will try to find buyers by paying attention to consumer demand and tastes. (Ibrahim, Hami, & Abdulameer, 2020; Priyono, Moin, & Putri, 2020)

No business can survive if it cannot market its products well. No matter how perfect the business management is, if it is not accompanied by the ability to market goods and services, the business will experience bankruptcy (collapse). However, on the other hand, if a business is able to increase sales volume or turnover, then it has the possibility to continue its business.

In order to overcome this, the marketing strategy implemented by a business must pay attention to various environmental factors, both internal and external, which are always changing. A good marketing strategy requires knowledge about what consumers are asking for so that the company can make adjustments to these desires. (Anisah, 2020)

Nowadays, public awareness means the demand for healthy food continues to increase. In general, people want food. In essence, the need for food is a basic need for everyone. Along with the increasing health, there is a there is a cheap and easy way to get it. This could be an opportunity for people (Siraj & Hågen, 2023) who have food businesses, especially snacks, to meet people's consumption needs as snacks. So the food business is a big aspect of getting maximum profits.

Snacks are a type of food that is often consumed and can be used as souvenirs or snacks, as well as Tempe Chips, which people often consume for various events and treats. This type of Tempe Chip has also become the mainstay product of a business activity, namely the UMKM "Srikandi Tempe Chips."

## 1. Theoretical/Conceptual Framework

### a. Strategy

The term strategy comes from the Greek word *strategia* (*stratos* = military; and *ag* = lead), which means the art or science of becoming a general. This concept is relevant to situations in ancient times which were often characterized by war, where generals were needed to lead an army so that they could always win the war. (Lim et al., 2021)

In the dictionary of management terms, strategy is a careful plan of activities to achieve specific goals and are interconnected in time and size. In a company, strategy is one of the most important factors so that the company can run well. Strategy describes the direction of a business that follows a chosen environment and is a guideline for allocating an organization's business resources.

### b. Marketing

Marketing is the process of planning and implementing a concept, applying prices, promoting and distributing ideas, goods or services to create exchanges that can meet individual needs and organizational goals. This definition emphasizes diverse marketing activities, starting from deciding what products to offer, at what price, developing sales promotions and advertising campaigns and distributing the product so that it is available to consumers in the right quantity, quality and time. (Nuryadi et al., 2023)

Marketing has an important role in developing Tull and Kahle's strategy as quoted by Fandi Tjiptono, defining marketing as a fundamental tool that is planned to achieve company goals by developing sustainable competitive advantages through the markets entered and marketing programs used to serve these target markets.

### c. SWOT analysis

SWOT analysis, namely activities to identify opportunities, threats and strengths and weaknesses of the company itself, is very important for the progress and success of a business. Here are some definitions according to experts:

- 1) According to Freddy (2013), SWOT analysis is an analysis based on logic that can maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats.
- 2) According to Galavan (2014), SWOT (Strength, Weakness, Opportunity and Threat) analysis is an analysis to obtain useful or effective strategies that are applied according to the market and public conditions at that time, opportunities and threats are used to knowing the external or external environment and then the strengths and weaknesses obtained through analysis within the company or internally.
- 3) Based on the definition above, it can be concluded that SWOT analysis is a method for describing and comparing conditions and ways to evaluate a business problem and project based on external and internal factors, namely Strength, Weakness, Opportunity and Threat.

### d. SWOT Matrix

This SWOT matrix is a decision-making formulation tool to determine the strategy to be pursued based on logic to maximize strengths and opportunities, but simultaneously minimize the company's weaknesses and threats.

### e. Marketing Mix

According to Kotler & Keller, (Kotler & Keller, 2016) the definition of marketing mix is a marketing tool that is tactical and can be controlled by the company. The elements in it include the 4Ps, namely product, price, distribution place, and promotion which are then combined by the company to reach the desired target market. (Pratama & Muhlisin, 2023)

## II. METHODS

### A. Research design

This research is a qualitative research. This is in line with Endraswara's (2013:51) explanation that qualitative research is research that takes the form of data descriptions without using statistics, and in the form of words, written or spoken sentences about the characteristics of an individual, conditions or symptoms of a particular group that can be observed. (Arifin et al., 2023)

### B. Types of Data and Research Time

Based on the source, the data used by the author in this research is primary data. Primary data is data obtained directly from the field either through observation or through interviews with informants. The primary data collection method was carried out by direct interviews with micro, small, and medium scale entrepreneurs in Nganjuk City. This research was conducted in Sugihwaras Village, Bagor District, Nganjuk Regency. This research activity began with the ratification of the research proposal and research permit letter.

### C. Data Collection Techniques

#### 1. Informant

The head of KSM Berkah, Mrs. Darmiati, and owner of Srikandi Tempe Chips, is the main source for this research. This is because it builds and plays an important role in the development of the Berkah UMKM KSM.

#### 2. Document

Documents are a form of information in written form which can be said to be a second source originating from outside the source of words and actions.

### D. Data Analysis Techniques

In this research, data analysis using source triangulation is to test the credibility of the data which is done by checking data that has been obtained through several sources. Source triangulation will be carried out on customers and people who buy other Srikandi tempe chip products. (Riduwan, 2016)

## III. RESULTS AND DISCUSSION

Keripik Tempe Srikandi was inspired by the number of housewives who do not have regular jobs/are unemployed. With the desire to help the family economy, the women developed themselves in the field of tempeh chips production. In mid-2017, they began to take part in training with 9 members accompanied by resource persons from the food crops office, with a capital of Rp.10,000 per person, Rp. 90,000 was collected, so the mothers began to venture into the production of tempeh chips themselves using manual tools, namely knives.

Before marketing the tempeh chips, the women gave the name Keripik Tempe Srikandi. After the name was formed, they began to market their tempeh chips to the surrounding community such as village officials with the aim of providing input on whether Srikandi tempeh chips were marketable or not. Unexpectedly, the response was very positive, with many orders ranging from celebrations, meetings and souvenirs. And with so many orders, Keripik Tempe Srikandi finally began to take care of PIRT (Home Industry Products) so that tempeh chip products could be accepted in supermarkets and Nganjuk souvenir centers.

Since keripik tempe srikandi was accepted in supermarkets and Nganjuk souvenir centers, keripik tempe srikandi was selected to be included as a member of the Nganjuk Regency MSMEs. After 3 years of working in "home production", which was initially only to help the family economy, without realizing it was growing rapidly. The tempeh chips business is produced in one of the srikandi members' houses, which has an address in Siwalan hamlet, Sugihwaras village, Bagor sub-district, Nganjuk district.

### A. Results

#### 1. External Environment (Macro)

##### a. Economic conditions

Seeing that the current economic condition in Indonesia is getting weaker due to the impact of COVID-19, which continues to hit, Currently, the government has made efforts to ensure that MSMEs throughout Indonesia continue to move and continue to grow by providing assistance that is distributed to various cities in Indonesia as capital development and restructuring for MSMEs, which have declined due to the impact of the COVID-19 outbreak. However, this condition did not cause KSM Berkah MSMEs to experience losses.

##### b. Political

Political conditions in Indonesia, especially in the Nganjuk area, are currently still safe. This means that the current political conditions have little impact on the growth of Ksm Berkah MSMEs themselves. Because currently there are no political conditions that are detrimental or beneficial to Ksm Berkah MSMEs.

## 2. Internal Environment (Micro)

### a. Suppliers

KSM Berkah MSMEs collaborate with raw material suppliers in producing their products. Ksm Berkah MSMEs collaborate with suppliers whose goods are suitable and of good quality.

### b. Employees

In running a business, Ksm Berkah MSMEs certainly need employees who help run production, distribution and other activities. Currently, UMKM Ksm Berkah has approximately 10 employees who have joined. Every Ksm Berkah MSME employee must be ready to work to the limit. For this reason, employees must be ready to pursue targets. The attitudes and behavior of employees who each have different backgrounds sometimes create conflicts, differences in opinion, behavior and so on. For this reason, employees also influence sales of Ksm Berkah MSME products.

### c. Competitors

Ksm Berkah UMKM is located in the middle of Nganjuk city, precisely in Sugihwaras Village, Bagor District, where there is also a product that is similar to the Ksm Berkah UMKM product, namely Tempe Chips. However, for Ksm Berkah MSMEs there is no such thing as a competitor. But they consider them just business friends. Because in terms of products alone, Ksm Berkah MSMEs can be said to be of higher quality. Ksm Berkah MSMEs have business permits like PIRT. Meanwhile, other similar products rarely have this permit.

## 3. Strength, Weakness, Opportunity, Treath

### a. Strength

The strengths possessed by Ksm Berkah MSMEs include:

#### 1) Have a PIRT Permit

KSM Berkah MSME products already have a permit that can convince consumers and potential consumers that the food is suitable and safe for consumption. KSM Berkah MSMEs also source raw materials from trusted sources for high quality.

#### 2) Ksm Berkah UMKM Products

Ksm Berkah UMKM products are guaranteed to be fresh, meaning they are products that have just been produced and will soon be sold. In fact, KSM Berkah MSMEs are often unable to produce according to customer and reseller requests.

##### a. Varies

#### 3) KSM Berkah MSMEs have a variety of types and prices. Ksm Berkah UMKM only focuses on one product by providing the best quality for consumers and potential consumers.

#### 4) Flexible Prices

UMKM KSM Berkah provides prices according to the number of products ordered by consumers. The more consumers place orders, the cheaper the prices that Ksm Berkah MSMEs can provide to consumers, and vice versa. UMKM Ksm Berkah has two types of prices, namely reseller prices and retail prices.

#### 5) Strategic location

Located in Sugihwaras Village, Bagor subdistrict, Nganjuk district, this location can be said to be strategic because it is located in the middle of Nganjuk city which is easy to reach and close to the main road. Since most of Ksm Berkah's MSME consumers are also from outside the city, this of course makes it easier to deliver goods. Apart from that, this location is safe and comfortable for consumers who want to buy Ksm Berkah MSME products.

### a. Opportunity

#### 1) The level of consumer loyalty towards KSM Berkah MSMEs is quite high.

#### 2) Gain trust from consumers because MSME Ksm Berkah has a PIRT permit.

#### 3) Become the distributor of choice for resellers because it is easy for resellers to resell their products.

#### 4) Can be superior to competitors who sell similar products.

#### 5) KSM Berkah MSMEs are MSMEs that are up-to-date and technology literate. This makes KSM Berkah MSMEs more able to reach consumers effectively and efficiently.

### b. Treath

#### 1) The number of competitors producing similar products is quite large.

- 2) If raw materials soar, the selling price of the product will increase, resulting in a decrease in consumer demand.
- c. Weakness
  - 1) Lack of promotion via social media.
  - 2) Has less attractive packaging.
  - 3) It only has one flavor variant.
- d. Marketing strategy
  - 1) Determining the price according to maximum quality: here, what is meant by determining the price according to maximum quality is that when determining a price that is different from others, we dare to guarantee that the goods or products being sold can truly compete because they use good materials that have been selected from several materials.
  - 2) Choosing the right product, where product selection is very important, starts with whether many people sell the product or not, whether it is liked or sought after by many people, and of course the product we choose must be attractive. This is very important for designing strategies.
  - 3) Implement a promotional system; this is important to do because it attracts consumers and buyers to be interested in our products.
  - 4) Choosing a strategic location also affects sales power because if the location is not strategic or profitable, it will definitely have a big impact.

#### 4. Hypothesis Testing.

SWOT analysis using the SWOT matrix is an analysis of the internal and external conditions of a company which provides information about how management can match the opportunities it has and the external threats faced by the company through its strengths and weaknesses to produce four alternative strategies. The four alternative strategies consist of SO (Strength-Opportunity) strategy, WO (Weakness-Opportunity) strategy, ST (Strength-Threat) strategy and WT (Weakness Threat) strategy.

- a. SO Strategy (Strength-Opportunity)
  - 1) Increase the number of production even more. By increasing the amount of production, of course, there is great potential to increase sales.
  - 2) Helping resellers in marketing products. This method needs to be carried out by the UMKM Ksm Berkah for resellers. Because more and more products are sold, the products requested by resellers will increase as well. Of course, this also has an influence on increasing sales of Ksm Berkah MSMEs
- b. WO Strategy (Weakness-Opportunity)
  - 1) Create more attractive packaging. Indeed, one of the advantages of Ksm Berkah UMKM is that it gives consumers the freedom to resell their products, but if you create attractive and different packaging, it certainly has the potential to create a unique characteristic for Ksm Berkah UMKM products among other similar products.
  - 2) Innovate the latest flavor variants so you don't have just one variant. This really needs to be done by UMKM Ksm Berkah so that consumers and potential consumers can taste various types of flavor variants of the Srikandi tempeh chips product. If the flavor variants are increased it will help the income of UMKM Ksm Berkah products.
- c. ST Strategy (Strength-Threat)
  - 1) Maintains taste quality  
This is a very vulnerable and trivial matter for entrepreneurs in the culinary sector, of course. Sometimes, without meaning to, the taste of a product can change or even decrease. This can cause entrepreneurs to lose customers. So for this reason, KSM Berkah MSMEs must maintain the taste of the products sold to consumers.
  - 2) Always making Srikandi Tempe Chips products the choice of customers.  
To be the customer's choice, of course the products sold by Ksm Berkah MSMEs must be competitive in terms of price and taste. KSM Berkah MSMEs must strive to make their products the choice of consumers.

## B. Discussion

Based on the results of this research, it shows that marketing strategies in market segmentation, marketing budget, timing and marketing mix have been carried out quite well, which is proven by an increase in sales. Therefore, in general, the author can say that the marketing strategy implemented by MSME KSM Berkah has been effective in increasing product sales. This research reveals that an effective marketing strategy plays an important role in increasing the turnover and product quality of KSM Berkah MSMEs. Through the implementation of digital marketing and the utilization of social media, these MSMEs have successfully expanded

their market reach and increased product visibility. The results of the analysis show that the use of digital platforms not only increases sales, but also provides opportunities for MSMEs to interact directly with consumers, thereby increasing customer satisfaction. In addition, support from the government and training for MSME players in branding and marketing also proved significant in improving product quality and competitiveness. As a result, the sales turnover of KSM Berkah MSMEs experienced a significant increase after the implementation of a planned and targeted marketing strategy.

#### IV. CONCLUSION

Research on marketing strategies for increasing sales of Ksm Berkah MSME products produces internal factors (strengths and weaknesses) and external factors (opportunities and threats) for the company. Where is the strength of UMKM? KSM Berkah is producing products that already have permits, such as PIRT. Another advantage of Ksm Berkah UMKM products is that they are still fresh in terms of types, sizes, and prices. Apart from that, Ksm Berkah MSME products can be resold by consumers. Ksm Berkah UMKM has 2 internal and external factors, where the internal factor is that this UMKM still produces manually, the affordable product price prioritizes product quality and marketing on social media, the lack of product variety and product promotion, and the external factor is the opportunity that this UMKM takes advantage of by looking at the level of consumer purchasing power and utilizing social media features that support MSMEs. KSM Berkah MSMEs include MSMEs that are up-to-date and technology-literate. This makes KSM Berkah MSMEs more able to reach consumers effectively and efficiently. It was also found that two things threaten the MSMEs of Ksm Berkah: the number of competitors producing similar products is quite large, and if raw materials soar, the selling price of the product will increase, resulting in a decrease in consumer demand.

Adding flavor variants of Srikandi Tempe Chips so that consumers and potential consumers can not only enjoy one flavor variant. Expanding promotions via social media such as Shopee, Lazada, Tokopedia, Instagram, and not just relying on promotions via WhatsApp or Facebook with additional promotions via social media will quickly have an effect on increasing turnover. Marketing strategy formulation needs to be carried out periodically to get a dynamic market picture. This is done because market conditions change all the time.

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