

Marketing Strategy for the "Khalista" Lampung Batik MSME, Metro City

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Abstract

Purpose: This study aims to develop an optimal strategic management and marketing framework for MSME Batik Khalista, a local batik craftsman business in Metro City, Lampung, to support its sustainable growth and competitive positioning.

Design/methodology/approach: This research focuses on MSME Batik Khalista, which commenced operations in 2020 and is based in Metro Barat District, Metro City. Non-probability and purposive sampling techniques were employed to gather relevant input. The strategic analysis was conducted using the Internal-External (IE) Matrix, SWOT analysis, and the Quantitative Strategic Planning Matrix (QSPM) to formulate and prioritize strategic alternatives.

Findings: The IE Matrix analysis identifies that the strategies applicable to quadrants I, II, and IV fall under the Grow and Build category. Furthermore, the QSPM analysis prioritizes the Market Development Strategy as the primary strategic choice for the MSME.

Practical implications: The findings offer actionable strategic guidance for the management of Batik Khalista, enabling them to expand their market reach and strengthen their operational resilience, thereby contributing more effectively to the local creative economy.

Originality/value: This study provides a novel application of comprehensive strategic management tools (IE, SWOT, and QSPM) to a specific emerging batik MSME in Lampung, offering structured, data-driven decision-making support for micro-enterprises in Indonesia's traditional craft sector.

Paper type: Empirical.

Keywords: MSMEs, Strategic Management, Marketing Strategy, SWOT, QSPM.

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) can contribute to the long-term economic growth of a country. MSMEs have an impact on GDP and reduce unemployment rates. A competitive economy is shaped by entrepreneurial initiatives and free entrepreneurship demonstrated by MSMEs (Cicea et al., 2019).

In the economy, MSMEs play a crucial role, especially in developing countries. MSMEs that are officially recognized as legal business entities can generate 60% of employment and contribute 40% to GDP. The Ministry of Cooperatives and MSMEs reports that there are currently 60 million MSME actors in the country, and this number continues to increase along with resource potential and technological advancement. Likewise, the number of MSMEs in Lampung Province increased by 41,232, from statistical data in 2021 showing 150,969 MSMEs to 192,234 MSMEs as of December 31. Considering that MSMEs are the backbone of the Indonesian economy and the most efficient absorber of labor, it is very important to strengthen entrepreneurship and MSMEs based on these findings.

Table 1. Number of MSMEs in Lampung

Kabupaten/Kota	Usaha Mikro		Usaha Kecil		Usaha Menengah		Jumlah Usaha	
	2020	2021	2020	2021	2020	2021	2020	2021
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Lampung Barat	245	1 638	105	105	4	4	354	1 747
Tanggaman	186	186	-	-	-	-	186	186
Lampung Selatan	701	701	-	-	-	-	701	701
Lampung Timur	389	425	122.00	122	-	-	511	547
Lampung Tengah	795	795	1.00	1	-	-	796	796
Lampung Utara	330	423	30.00	30	4	4	364	457
Way Kanan	599	725	229	103	12	12	840	840
Tulang Bawang	23	23	-	-	-	-	23	23
Pesawaran	422	460	58	20	2	2	482	482
Pringsewu	331	1 891	40	40	2	2	373	1 933
Mesuji	350	250	41	41	1	1	292	292
Tulang Bawang Barat	179	179	-	-	-	-	179	179
Pesisir Barat	68	429	-	-	-	-	68	429
Bandar Lampung	116 590	116 615	1 900	1 875	43	43	118 533	118 533
Metro	22 840	23 186	926	580	88	88	23 854	23 854
Lampung	143 948	147 926	3 452	2 917	156	156	147 556	150 999

Sumber : Dinas Koperasi Dan Usaha Mikro, Kecil Dan Menengah Provinsi Lampung

Source: BPS.go.id.

Lampung batik emerged from the idea of Gatot Kartiko, a Javanese resident who had long settled in Lampung, through a creative idea to develop batik patterns or motifs from traditional Lampung woven cloth, namely tapis cloth and siger. The development of Lampung batik became quite rapid when it began to be worn by the former Governor of Lampung, Mr. Sjachroedin Z.P. The meaning and philosophy of Lampung batik are not like Javanese batik in general; rather, they lie in the richness of batik motifs that represent Lampung's own identity. Viewed from the historical perspective of Lampung batik, there are no historical facts that point to a batik-making culture in the past. Therefore, Lampung batik was developed on a business basis by highlighting the regional characteristics of Lampung itself, similar to Jember batik, which was created because of business factors combined with the distinctive characteristics of the city.

In Lampung, there are already many local Lampung batik craftsmen producing hand-drawn batik, ciprat batik, and printed batik. The batik produced reflects the distinctive characteristics of Lampung Province, such as Siger Lampung, Gajah Lampung, and other regional characteristics. The following are Lampung batik craftsmen whose sales already exist in Lampung, who already have offline and online stores, are active on social media, and conduct online sales.

Table 2. List of Several Lampung Batik Craftsmen

NO	Nama Pengrajin Batik	Akun Media Sosial
1	Batik Gabovira	@batik_gabovira
2	Srikandi Batik Tulis Lampung	@batiksrikandilampung27
3	Batik Deandra	@deandrabatiklampung
4	Andanan Batik Lampung	@andananbatiklampung
5	Batik Tulis Assyafa	@assyafabatiklampung
6	Sikop Arrum Batik Tulis Lampung	@sikoparrumbatik
7	Batik Khalista	-

Batik Khalista MSME is a local batik craftsman located in Metro City, Lampung. The Batik Khalista craft business began operating in 2020 and continues to exist today. Sales conducted by Batik Khalista are currently made only based on incoming orders. Batik Khalista MSME collaborates with Dekranasda Metro City and SLB Metro City, which also serve as the production site for Batik Khalista. So far, Batik Khalista has produced batik cloth mostly based on consumer orders and has not yet provided many ready-made motifs available in a store or at home. In addition, Batik Khalista production is also carried out at home on Jalan Khair Brass, Metro Barat District, Metro City.

Table 3. Khalista Sales Data of Batik Khalista MSME

No	Years	Sales (Piece)
1	2020	375
2	2021	450
3	2022	575
4	2023	775
5	2024	880

Source: Batik Khalista, 2025.

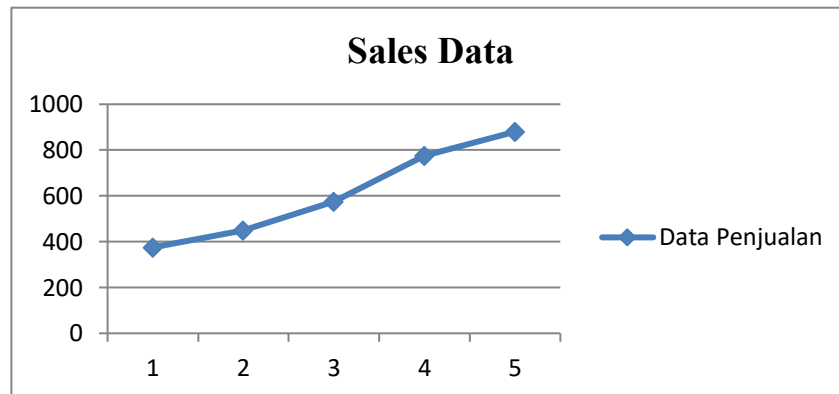


Figure 1. Sales Data of Batik Khalista MSME

Source: Batik Khalista, 2025.

Based on direct interviews with Batik Khalista MSME, Batik Khalista sales have increased but have not yet reached 1,000 pieces. This indicates that public interest in Batik Khalista is increasing and the product is beginning to be favored by the market. However, Batik Khalista still needs to optimize Instagram, TikTok, and other e-commerce sales platforms.

Therefore, Batik Khalista requires scientific analytical input regarding marketing strategies to increase sales volume and develop its business.



Figure 2. Example of Batik Khalista

Based on our preliminary study, we observed that Batik Khalista MSME has the opportunity to develop. Therefore, as a research team, we collaborated with Batik Khalista to offer a solution by conducting research to formulate an appropriate marketing strategy for developing the Batik Khalista MSME business. Based on the background above, the research problems in this study are: How do internal environmental factors (strengths and weaknesses) and external environmental factors (opportunities and threats) affect Batik Khalista MSME? What is the position of Batik Khalista in the SWOT analysis? What marketing strategy is carried out by Batik Khalista MSME?

2. Literature Review and Hypotheses Development

Marketing

Marketing Concept

According to Kotler (2000), marketing is a social process in which individuals and groups obtain what they need and want by creating, offering, and freely exchanging products of value with others. The American Marketing Association, as cited in Kotler (2003), defines marketing as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives. Another definition is provided by David (2002), stating that marketing is the process of identifying, anticipating, creating, and satisfying customer needs and wants regarding products and services.

According to Ranguti (2017), as cited in Ridianto (2021), marketing is an activity influenced by various variables—social, political, financial, and administrative. These marketing factors influence individuals and groups to satisfy needs and desires through the creation, management, and exchange of goods possessing exchange value. Meanwhile, according to Swastha and Irawan (cited in Yuliana and Ardansyah, 2022), marketing is an activity that ensures a company's survival, growth, and financial success. Marketing, production, finance, and other strategies all influence whether corporate objectives are achieved; effective functioning also depends on the ability of individuals to integrate various responsibilities.

SWOT Analysis

An assessment that highlights elements within a scenario, business, or sector is known as a SWOT analysis—examining strengths, weaknesses, opportunities, and threats. According to Yüksel (2007), a SWOT analysis cannot identify which of the discovered components are the most important.

According to David (2002), the eight steps for constructing a SWOT matrix (Table 6) are:

- 1) List the company's key external opportunities.
- 2) List the key external threats facing the company.
- 3) List the business's key internal strengths.
- 4) List the company's key internal weaknesses.
- 5) Align external opportunities with internal strengths and document the resulting SO strategies in the designated cell.
- 6) Match external opportunities with internal weaknesses and record the resulting WO strategies in the designated cell.
- 7) Match internal strengths with external threats and document the resulting ST strategies in the designated cell.
- 8) Align internal weaknesses with external threats and document the resulting WT strategies.

Table 4. SWOT Matrix

IFE EFE	<i>Strength (S)</i>	<i>Weaknessess (W)</i>
	Tuliskan 5-10 faktor kekuatan internal	Tuliskan 5-10 faktor kelemahan internal
<i>Opportunity (O)</i> Tuliskan 5-10 faktor peluang eksternal	Strategi SO Gunakan kekuatan untuk memanfaatkan peluang	Strategi WO Atasi kelemahan dengan memanfaatkan peluang
<i>Threats (T)</i> Tuliskan 5-10 faktor ancaman eksternal	Strategi ST Gunakan kekuatan untuk menghindari ancaman	Strategi WT Minimalkan kelemahan dan hindari ancaman

Quantitative Strategic Planning Matrix (QSPM) Method

The Quantitative Strategic Planning Matrix (QSPM) is a technique used to define marketing strategies. It serves as a comprehensive tool for objectively evaluating various organizational strategies

against different threats. By utilizing the QSPM analytical tool, organizations can identify viable strategic alternatives (Yanto and Nugraha, 2022). According to Harisudin (cited in Afrizal et al., 2022), the QSPM is a logical tool for selecting strategic alternatives formulated within the SWOT framework; it is designed to determine which strategy is most suitable for implementation. The QSPM determines the relative attractiveness of different strategies based on the effective utilization of key internal and external success factors. It assesses the overall attractiveness of each strategic alternative, allowing for the comparative evaluation of strategies within a specific set.

3. Research Method

This study used non-probability sampling, which is a sampling technique that does not provide equal opportunities for every element or member of the population to be selected as a sample, and purposive sampling, in which respondents are deliberately selected based on certain considerations. This technique can be interpreted as a sampling process in which the number of samples to be taken is determined first, and then sample selection is carried out based on specific objectives, as long as it does not deviate from the predetermined characteristics of the sample (Sugiyono: 2011).

The research data were analyzed and processed quantitatively using computer assistance through Microsoft Excel and Expert Choice 11 software. The analysis in this study began by identifying environmental factors in Batik Khalista MSME, both internal and external environments. Internal environmental analysis was conducted to identify the factors that constitute the company's strengths and weaknesses, while external environmental analysis was conducted to identify the factors that constitute threats and opportunities for Batik Khalista MSME (SWOT Analysis).

Quantitative Strategic Planning Matrix (QSPM) Method. One technique that can be used in defining marketing strategies is QSPM. The Quantitative Strategic Planning Matrix (QSPM) is a comprehensive tool for objectively evaluating various alternative organizational strategies in relation to different threats. Through the QSPM analysis technique, an organization can identify alternative strategies that can be implemented (Yanto and Nugraha, 2022).

4. Result and Discussion

Based on visits to the Batik Khalista MSME location and research conducted by the researchers at the research object site, the strategic environmental analysis of Batik Khalista MSME was identified and arranged as follows:

Strengths

- a. The batik products produced are of good quality
- b. Business capital is privately owned
- c. Product prices are relatively affordable
- d. Production is carried out continuously
- e. The business has good fabric raw-material vendors
- f. The target segmentation is clear

Weaknesses

- a. Distribution channels are not yet effective and promotional activities are still limited
- b. The business does not yet have all types of social media platforms
- c. There is a lack of innovation in motif creation
- d. The display of finished products is still limited
- e. Competition among similar businesses is quite intense
- f. The available human resources are limited
- g. The business does not yet have a dedicated store to sell its products
- h. Most production is based on orders

Opportunities

- a. Public purchasing power for batik cloth is high
- b. Development of technology and e-commerce
- c. The national market for batik products is widely open
- d. Government directives regarding the use of batik by employees and school students
- e. Batik raw materials are easy to obtain

Threats

- a. There are many producers offering similar products

- b. Many Lampung batik MSMEs have more varied and attractive motifs and patterns
- c. Fluctuating inflation each year can reduce people's purchasing power
- d. Many stamped batik and hand-drawn batik products from outside the region have lower selling prices
- e. Many people are not yet aware of Batik Khalista MSME

From the weighting results of the IFE and EFE matrices, the total weighted scores were obtained. The score for the IFE matrix was 3.012 and the score for the EFE matrix was 2.834. Based on the results of these two matrices, it is known that Batik Khalista MSME, in marketing its batik products, is positioned in quadrant I (Figure 6). The strategies that can be selected in quadrants I, II, and IV are Grow and Build strategies, consisting of intensive strategies (market penetration, market development, and product development) and integrated strategies (backward integration, forward integration, and horizontal integration). The following figure shows the IE Matrix matching stage.

		Total IFE Score			
		4,0 Strong	3,0 Average	2,0 Weak	1,0
Score Total EFE	4,0 High	I	II	III	
	3,0 Medium	IV	V	VI	
	2,0 Low	VII	VIII	IX	
	1,0				

Note: Company Position.

Figure 3. IE Matrix

SWOT Analysis

Based on the identification of the strategic environment of Batik Khalista MSME, four alternative strategies were developed using SWOT analysis. When combined with the IE Matrix analysis, several alternative strategies can be described as follows:

SO Strategy

SO strategy is formulated by using the company's internal strengths and utilizing opportunities outside the company. The SO strategy generated for the company is the Market Development Strategy (MDS), namely:

- a. Increasing market share by collaborating with government agencies, private institutions, schools, and universities.
- b. Creating social media and e-commerce accounts such as Instagram, TikTok, Shopee, and Tokopedia, and conducting intensive promotions on these social media platforms.
- c. Carrying out continuous batik production by strengthening its identity as a typical batik of Lampung Province and always providing new batik stock in the store. Offering special prices to government consumers, private organizations, schools, and group orders in large quantities.

1) ST Strategy

The ST strategy is formulated by using the company's internal strengths to avoid or reduce the impact of threats originating from outside the company. The ST strategy generated in the SWOT analysis is the Product Development Strategy (PDS). The stages that can be carried out by Batik Khalista MSME are:

- a) Finding new formulas and new batik motif designs so that the batik motifs produced are fashionable and have novelty.
- b) Collaborating with third parties related to capital so that the business is not constrained when receiving large orders.
- c) Producing products continuously by focusing on product development based on the greatest market interest.

2) WO Strategy

The WO strategy is formulated by minimizing the company's internal weaknesses to take advantage of opportunities originating from outside the company. The WO strategy generated in the

SWOT analysis is the Product Brand Image Strategy (BIS). The stages that can be carried out by Batik Khalista MSME are:

- a) Finding new formulas and new batik motif designs so that the batik motifs produced are fashionable and have novelty.
- b) Collaborating with third parties related to capital so that the business is not constrained when receiving large orders.
- c) Producing products continuously by focusing on product development based on the greatest market interest.

3) WT Strategy

The WT strategy is formulated by minimizing the company's internal weaknesses to avoid or reduce the impact of threats originating from outside the company. The WT strategy generated in the SWOT analysis is the Product Brand Image Strategy (BIS). The stages that can be carried out by Batik Khalista MSME are:

- a) Recruiting human resources specifically for social media administration so that promotional activities for Batik Khalista can be carried out more consistently.
- b) Innovating products with more attractive prices and similar product types, full color designs, and Lampung motifs.
- c) Increasing continuous digital-based promotion by improving content and using local influencers (micro-influencers).

QSPM Matrix

The decision stage is the final stage in formulating alternative strategies, namely determining the best and most appropriate alternative strategy for the company to implement based on the relative attractiveness of each strategy. The analysis used in this decision-making process is the QSPM matrix.

The QSPM matrix is an analytical tool used for strategic decision-making. The decision is made based on alternative strategies generated from the IE and SWOT matrices. The selected alternative strategies are: Market Development Strategy, Product Development Strategy, Brand Image Strategy, and Market Penetration Strategy.

Based on the QSPM analysis that has been calculated and analyzed, the priority marketing strategy that can be implemented by Batik Khalista MSME is the Market Development Strategy (MDS), with a TAS value of 5.868. This strategy is implemented by increasing market share with a focus on opening new markets through collaboration with government agencies, private institutions, schools, and universities by offering special prices to consumers. In addition, marketing is carried out intensively by creating social media and e-commerce accounts such as Instagram, TikTok, Shopee, and Tokopedia. Batik production is also carried out continuously by strengthening the identity of Batik Khalista as a typical batik of Lampung Province and always providing new batik stock in the store. The following is the priority order of marketing strategies for Batik Khalista

Table 5. Priority Order of Strategies

NO	Alternative Strategy	Total Attractive Score (TAS)	Rank
1	<i>Market Development Strategy (MDS)</i>	5,868	1
2	<i>Brand Image Strategy (BIS)</i>	5,685	2
3	<i>Market Penetration Strategy (MPS)</i>	5,652	3
4	<i>Product Development Strategy (PDS)</i>	5,583	4

5. Conclusion

After the IE Matrix analysis results were plotted, the position of Batik Khalista MSME was in quadrant I (Figure 6). This means that the recommended strategies in quadrants I, II, and IV are Grow and Build strategies, consisting of intensive strategies (market penetration, market development, and product development) and integrated strategies (backward integration, forward integration, and horizontal integration). This aggressive strategy is intended to utilize all strengths of Batik Khalista MSME while taking advantage of existing opportunities, which can also be referred to as the SO strategy in SWOT analysis. At the decision stage, the analysis was carried out using the QSPM matrix. The most appropriate marketing strategy with the highest TAS value and the main priority that can be recommended is the Market Development Strategy (MDS). The recommendations include intensifying

promotion on social media and creating e-commerce accounts by recruiting a dedicated employee who will serve as a special administrator to consistently conduct promotional activities on social media; strengthening product branding by creating a distinctive identity for Lampung batik through attractive colors and unique motifs; establishing a dedicated store with an attractive layout to attract consumers; and increasing sales by seeking large-volume consumers and establishing cooperation through MoUs for the procurement of Lampung batik for government institutions, private organizations, and schools.

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