

Marketing Strategy Analysis To Improve Msme Competitiveness (Case Study Of Kholis Sport, Sumedang Regency)

Nandang Supriatna¹

Department of Business Administration, Faculty of Social Sciences and Business,
International Women University, Bandung, Indonesia

Raskadi²

Department of Business Administration, Faculty of Social Sciences and Business,
International Women University, Bandung, Indonesia

Correspondence : Nanddang Supriatna (nandangs999@gmail.com)

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Abstract

This study aims to analyze marketing strategies to enhance the competitiveness of Kholis Sport, a micro, small, and medium enterprise (MSME) engaged in the production of custom sports jerseys and pants, located in Dusun Sirahcai, Jatinangor District. The research was motivated by a decline in sales over the past six months, primarily due to increased competition from businesses that aggressively utilize digital marketing. The objectives of this study are: (1) to identify the marketing performance of Kholis Sport, (2) to analyze internal and external factors through a SWOT approach, and (3) to formulate relevant marketing strategies based on the 4P marketing mix and SWOT analysis. This research employs a descriptive qualitative method with data collected through interviews, observation, and documentation. Data analysis uses the Miles & Huberman model, supported by the 4P marketing mix and SWOT as analytical tools. Informants include the business owner, employees, and customers selected through purposive sampling. The findings reveal that the product and price aspects are relatively well-implemented, while distribution and promotion remain underdeveloped, particularly in the digital realm. Kholis Sport's internal strengths include product quality, competitive pricing, and flexible custom services. However, its weaknesses involve limited use of digital platforms for promotion and a simple distribution system. External opportunities include rising demand for custom products and local events, while threats come from aggressive digital competitors and raw material price fluctuations. Recommended strategies include strengthening digital promotion, diversifying products, improving distribution services, and optimizing production costs. Through adaptive and measurable TOWS-based strategies, Kholis Sport is expected to enhance its competitive advantage sustainably amid the dynamic digital market landscape.

Keywords: Marketing Strategy, 4P Marketing Mix, SWOT Analysis, MSMEs, Competitiveness

Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in driving national economic growth, particularly through their contribution to job creation and strengthening local economies. However, MSMEs often face challenges such as limited access to technology, inadequate financial records, and less adaptive marketing strategies (Nusa, 2022; Goncalves et

al., 2022). Therefore, entrepreneurial characteristics and the application of appropriate marketing strategies are key factors in enhancing their competitiveness.

One of the rapidly growing MSME sectors is the garment industry, especially sports jerseys, which are highly demanded by various communities. Kholis Sport, a small garment business established in 2019 in Jatinangor, is an example of an MSME operating in this field. Despite offering good product quality, sales data over the last six months indicate a declining trend, mainly due to increasing competition, particularly from businesses that more aggressively utilize digital platforms.

This situation requires Kholis Sport to re-evaluate its marketing strategies. The dominance of fashion products in Indonesia's e-commerce sector (Jakpat, 2023; GoodStats, 2023) highlights the urgency of adopting marketing mix (4P) strategies supported by SWOT analysis to maintain business sustainability.

Based on this background, the objectives of this study are to:

1. Analyze internal and external factors influencing Kholis Sport's competitiveness.
2. Assess the role of marketing performance in improving competitiveness.
3. Formulate relevant marketing strategies based on the 4P marketing mix and SWOT analysis.

This research is expected to contribute academically to the study of MSME competitiveness strategies, while also providing practical recommendations for Kholis Sport and other MSMEs in the garment sector to sustain and strengthen their market position in an increasingly competitive environment.

Methods

This research employed a qualitative descriptive approach with a SWOT analysis to formulate marketing strategies aimed at enhancing the competitiveness of Kholis Sport, a sports apparel MSME located in Sirahcai, Jatinangor District, Sumedang Regency. The qualitative approach was chosen to capture social realities through interviews, observations, and

documentation, enabling a comprehensive exploration of internal strengths and weaknesses as well as external opportunities and threats.

1. Subjects and Object of the Study

Informants were selected using purposive sampling, considering their relevance and knowledge of the research problem. Three informants were involved:

- a. The business owner (main informant), responsible for decision-making and marketing policies.
- b. An employee (key informant), with expertise in finance and operational aspects.
- c. A customer (additional informant), providing consumer perspectives.

The object of this study was the marketing performance of Kholis Sport, with a focus on strengthening its competitive position through the 4P marketing mix (product, price, place, and promotion) and SWOT analysis.

2. Types and Sources of Data

This study utilized primary data collected through in-depth interviews, participant observation, and direct documentation of business activities. Secondary data were obtained from financial reports, sales records, promotional materials, and relevant literature, including previous research and journal articles.

3. Data Collection Techniques

Three complementary techniques were applied:

- a. In-depth interviews with the owner, employee, and customer to explore marketing strategies and challenges.
- b. Observation of daily operations, production processes, and customer interactions.
- c. Documentation study, including internal reports, financial statements, and promotional materials.

4. Research Instruments

The researcher acted as the primary instrument, supported by interview guides, observation sheets, field notes, and digital tools (voice recorder and camera).

5. Data Analysis

Data were analyzed using the Miles and Huberman interactive model, consisting of data reduction, data display, and conclusion drawing/verification. The analysis applied the 4P marketing mix as a framework, followed by a qualitative SWOT analysis. Results were further synthesized into a TOWS matrix, generating four strategic alternatives (SO, ST, WO, WT) to enhance Kholis Sport's competitiveness.

6. Data Validation

Credibility was ensured through member checking with informants and triangulation of sources, techniques, and time. This process strengthened the reliability and accuracy of the findings.

7. Research Location and Duration

The study was conducted at Kholis Sport, located in Sirahcai, Jatinangor District, Sumedang Regency, West Java, from February to July 2025, covering proposal preparation, data collection, analysis, and reporting.

Results and Discussion

This study analyzed the marketing strategy of Kholis Sport, an MSME specializing in custom sportswear in Jatinangor, through the marketing mix framework (4P: product, price, place, promotion). The findings were further examined using SWOT and TOWS analysis to formulate strategic recommendations.

1. Marketing Mix Analysis

a. Product. Kholis Sport offers custom jerseys, shorts, and jackets using sublimation printing technology, which ensures sharp, durable colors and flexibility in design. Both owner and customers emphasized product quality as the main strength, supported by consistent consumer satisfaction. However, product innovation and diversification remain limited.



Figure 1. Kholis Sport Product

Source: Data Processed (2025)

b. Price. Prices are set using a cost-plus-margin method, adjusted by design complexity and order volume. Compared to competitors, Kholis Sport positions itself in the middle price segment, balancing affordability and quality. Customers perceive the price as fair. Nonetheless, sales data indicated a 33% decline in early 2025, showing that pricing alone cannot sustain competitiveness without stronger distribution and promotion strategies.

Table 1. Product Price

No	UMKM Name	Product/ Category	Kisaran Harga
1	KHOLIS SPORT	Kaos Jersi	Rp.70.000-Rp.80.000
		Celana Jersi	Rp.50.000-Rp.65.000
2	UMKM ADHGIL	Jersi / Celana	Rp.22.500-Rp.100.000
3	UMKM CINDO	Jersi / Celana	Rp.30.000-Rp. 130.0000
4	UMKM RSPORT	Jersi / Celana	Rp.90.000-Rp.150.000

Source: Data Processed (2025)

c. Place (Distribution). Distribution relies on direct sales through an offline store and simple online channels (WhatsApp and Instagram). Although these methods facilitate personal interaction, they limit market reach and efficiency compared to competitors who actively utilize marketplaces. Delivery issues, such as delays and mislabeling, were also reported.

Table 2. Distribution Channels of Kholis Sport and Their Strengths and Weaknesses

No	Distribution Channels	Media/Channels	Excess	Weakness
1	Offline (live)	Shop in Sirahcai Hamlet	Consumers can see the product directly, the quality is more convincing.	Limited coverage only around Jatinangor.
2	Simple online	WhatsApp & Instagram	Easy to use, direct interaction with consumers, can customize designs.	Not yet integrated with the marketplace, limited promotions.
3	Expedition (logistics)	JNE, J&T, SiCepat	Can reach outside the area, relatively cheap for consumers.	Sometimes there are delays or wrong receipts, there are no permanent partners.

Source: Data Processed (2025)

Promotion. Promotion is dominated by word-of-mouth and limited Instagram activity.

While effective for building loyal customers, this approach lacks the visibility and scalability needed in today's digital market. Weak promotion is identified as the major factor behind the decline in revenue despite good product quality and competitive pricing.

2. SWOT Analysis

The SWOT analysis highlighted the following key points:

- a. Strengths: consistent product quality, competitive pricing, flexible custom production, and loyal customers.
- b. Weaknesses: absence from online marketplaces, unstructured promotion, weak distribution systems, and lack of evaluation mechanisms.
- c. Opportunities: growing demand for custom sportswear, potential product diversification (e.g., hijab and caps), local events as marketing channels, and digital expansion.
- d. Threats: rising competition on digital platforms, fluctuating raw material prices, and aggressive competitor promotions.

3. TOWS-Based Strategies

Based on the TOWS matrix, several strategic directions were formulated:

- a. SO Strategies: entering marketplaces (Shopee, Tokopedia), diversifying products (caps, hijabs), and leveraging loyal customers as brand ambassadors.
- b. ST Strategies: highlighting product quality through comparative digital content, stabilizing raw material supply, and offering service guarantees.
- c. WO Strategies: launching structured digital campaigns (Instagram/TikTok Ads), hiring logistic support, and offering promotional discounts for new marketplace stores.
- d. WT Strategies: establishing SOPs for marketing evaluation, allocating budgets for paid ads, and securing multiple suppliers to mitigate raw material risks.

Table 3. TOWS

	Opportunities (O)	Threats (T)
	1. Increasing demand for custom products	1. Active competitors in the marketplace and
	2. Opportunities for social media hat and hijab product diversification	2. Raw material price increases
	3. Local events and campus communities	3. Competitors' promotions are more aggressive
	4. Digital shopping trends & marketplaces	4. Reliance on informal promotions
Strengths (S)	Strategy SO	ST Strategy
1. Quality products	1) Open an official store on Shopee and Tokopedia, highlighting the quality of printing and stitching.	1) Create "quality comparison" content on Instagram and TikTok to clearly differentiate from competitors (starting September 2025).
2. Competitive prices		2) Negotiate a 6-month fabric supply contract with a local vendor to mitigate the risk of price increases.
3. Custom and flexible production		3) Create customer ambassadors from loyal consumers for social media promotions.
4. Loyal customers		1) 3) Provide a 7-day sewing warranty to maintain customer loyalty.

Weaknesses (W)	Strategy WO	Strategy WT
1) Not yet in the marketplace	1) Create an official marketplace account and launch an "Online Store Grand Opening" promotion (10% discount for the first 100 orders).	1) Develop a marketing evaluation SOP every three months.
2) Promotion is not yet structured		2) Allocate 15% of profits to Instagram Ads to avoid relying solely on word-of-mouth.
3) Distribution is not yet optimal		3) Establish partnerships with at least two different raw material vendors for price and supply stability.
4) There is no marketing evaluation system	2) Create a monthly promotional calendar with a theme (e.g., Independence Day promotion, back to campus, etc.).	
	3) Add one freelance logistics staff member to expedite out-of-town deliveries.	

Source: Data Processed (2025)

The results demonstrate that Kholis Sport's main strength lies in product quality and fair pricing, which aligns with consumer preferences and supports customer loyalty. However, these strengths alone do not guarantee sustainable competitiveness. The observed 33% sales decline in early 2025 indicates that distribution and promotion weaknesses significantly hinder growth.

These findings support Kotler & Keller's (2021) argument that competitive advantage requires integration of all marketing mix elements, not just product and pricing. Compared to competitors who have embraced digital marketing and marketplaces, Kholis Sport remains disadvantaged in terms of visibility and accessibility.

Therefore, the key to enhancing competitiveness lies in digital transformation: structured online promotion, marketplace entry, and stronger logistics partnerships. This aligns with recent studies (e.g., Rangkuti, 2021; Widyaningrum, 2023), which emphasize the critical role of digital presence for MSMEs in sustaining competitiveness amidst rapid market digitalization.

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