



ANALYSIS OF MARKETING STRATEGIES IN SMALL TO MEDIUM PRINTING ENTERPRISE (CASE STUDY OF PRINTING SME THE BEJOS SCREEN PRINTING, PALOPO CITY, SOUTH SULAWESI)

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ABSTRACT

Marketing Strategy Analysis in Small and Medium Enterprises Printing (Case Study of Printing UKM The Bejos Screen Printing Palopo City, South Sulawesi), Thesis Management Study Program Faculty of Economics and Business, University of Muhammadiyah Makassar. Printing The Bejos Screen Printing is one of the SMEs located in Palopo City, South Sulawesi, which has been developing since 2013, The Bejos Screen Printing printing has been printing clothes. Since starting its printing business, The Bejos Screen Printing has always been faced with various obstacles and obstacles, many similar companies that appeared to make Printing The Bejos Screen Printing difficult to maintain the position of its products due to increasingly fierce industry competition. The condition of intense competition is a problem faced by The Bejos Screen Printing. The purpose of this study was to determine the marketing strategy of printing SMEs through a SWOT analysis. In determining the marketing strategy, it is necessary to know the internal factors of strengths and weaknesses, external factors of opportunities and threats. The strategy that can be applied is the ST Strategy is a strategy that uses the strength of the company to overcome threats or commonly called diversification strategies.

1. INTRODUCTION

The printing business is a creative industry business sector with many types, such as manual/digital screen printing, graphic design, digital printing, print media, and advertising. The existence of the printing business is becoming easier, both in terms of printing technology, operationalization and design staff. Not just a printing service, printing also pays attention to the design of each product produced. (Dirganoro, 2001). In its development, the printing business is not only dominated by large companies, but small and medium businesses also contribute to the economic development of Palopo City. Therefore, there is a need for continuous development and guidance to increase progress in printing Small and Medium Enterprises (SMEs) so that they are able to be independent and become strong businesses. Small and medium businesses are also expected to have advantages in providing consumer satisfaction and can create larger market opportunities. Printing business opportunities in Palopo City are quite promising, many business people are turning to this business world. This of course gives rise to increasingly tight business competition. Increasingly tight competition encourages manufacturers to offer advantages that other producers do not have. Including by offering attractive, creative and innovative designs.

The Bejos Screen Printing printing company is one of the SMEs located in Palopo City, South Sulawesi which has been developing since 2013, The Bejos Screen Printing printing company produces screen-printed clothes. With 3 employees. In running its printing business, The Bejos Screen Printing receives guidance and development from the Department of Cooperatives, MSMEs, Industry and Trade of Palopo City. Since starting the printing business, The Bejos Screen Printing has always been faced with various kinds of obstacles and obstacles, the number of similar companies that have emerged has made it difficult for The Bejos Screen Printing Printing to maintain its product position due to increasingly fierce industrial competition. Tight competitive conditions are a problem faced by The Bejos Screen Printing Printing Company. For this reason, The Bejos Screen Printing must be able to formulate an appropriate marketing

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strategy that suits the company's conditions. According to Kotler (2002) to achieve a superior position compared to competitors, a company must know its goals, strengths and weaknesses as well as the company's reaction patterns towards competitors, so that an appropriate strategy can be formulated. Therefore, the process of formulating a strategy is very necessary for companies to achieve the goals that have been set.

2. METHODS

This research will be carried out at The Bejos Screen Printing Printing located on Jalan Sungai Preman 2, Palopo City, South Sulawesi. This location was chosen deliberately with the consideration that The Bejos Screen Printing is one of the businesses in the print media sector and is facing increasingly competitive competition, so it is necessary to formulate a business development strategy. The data collected in this research is in the form of primary data and secondary data which are qualitative in nature and come from internal and external sources of the company. In this research the author carried out the following data collection techniques: (a) observation A data collection method that is carried out by directly observing, seeing and collecting the data needed at the place where the research is carried out, (b) Interviews Interviews are a data collection technique that is carried out face to face with sources by means of direct questions and answers, (c) Documentation A collection of data by looking directly at the sources of related documents. The data analysis technique used in this research is the SWOT analysis technique with a qualitative approach, which consists of Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is an important tool to help management develop four types of strategy, namely SO (Strengths-Opportunities), WO (Weaknesses Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats).

3. RESULTS AND DISCUSSIONS

The Bejos Screen Printing Printing Business, Palopo City, is a small and medium-sized business of Mr. Zamsuddin Rasyid's family which was founded in 2013 and the name of the business was Matajang Printing. However, in 2017 the printing business was taken over and changed ownership and changed its name to The Bejos Screen Printing Printing, The Bejos Screen Printing Printing is engaged in the creative printing industry located on Jalan Sungai Pereman 2, Palopo City, which produces clothing screen printing, tote bag screen printing and stringbag. The Bejos Screen Printing has a clear written vision, mission and goals. However, this does not mean that The Bejos Screen Printing does not have a clear goal. Based on the results of interviews with the owner, it was found that the vision of The Bejos Screen Printing is: "Advancing the screen printing business and being professional in serving consumers", and the mission of The Bejos Screen Printing is, giving consumers freedom in choosing the type of fabric, screen printing and images, serving the creation of screen printed image designs. Meanwhile, the aim of The Bejos Screen Printing printing business is to satisfy customers with quality screen printing results, as well as develop their hobbies and talents and make a business provide jobs for the local community, so as to improve their standard of living.

The organizational structure of The Bejos Screen Printing consists of the owner, production division, financial division and marketing division.

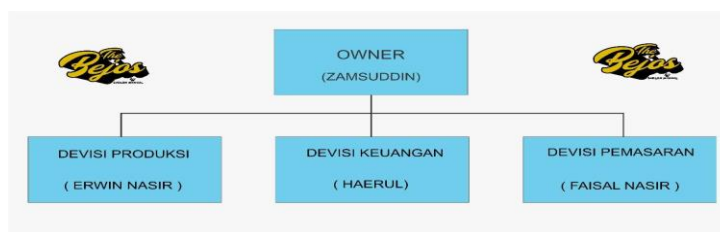


Figure 1. Organizational Structure of The Screen Printing Palopo City

The type of data used in this research is qualitative data, namely a problem solving approach based on descriptions that are not in the form of numbers, obtained, among other things, from various information regarding The Bejos Screen Printing, Palopo City. The data sources used are primary data and secondary

data. Primary data is data obtained by holding interviews and focused discussions (FGD) directly with the owners or community customers of The Bejos Screen Printing Printing. And secondary data is data obtained from literature studies that support research. This data comes from newspaper data, internet sites, management textbooks strategic areas in the library which are related to this research. Data from the results of this research were obtained through regular interviews conducted by researchers. Where all the informants who conducted interviews were management (owners/leaders) and the printing customer community of The Bejos Screen Printing, Palopo City. The results of the interview with the management (leader/owner) of The Bejos Screen Printing printing business can be seen as follows

Table 1. Research Instrument Grid for Marketing Strategy for The Bejos Screen Printing

Research Variable	Indicator
Marketing strategy The Bejos Screen Palopo City Printing	1. Management audit 2. Printing Production 3. Finance 4. Human resources (HR) 5. Marketing Mix 6. Advantages, Opportunities and threats from printing company The Bejos Screen Printing 7. Marketing strategy

Regarding product classification. The types of fabric products that we offer in the production of screen printed T-shirts, Tote Bags, Spring Bags which are marketed by The Bejos Screen Printing are in the following table. Table 2. types of printing products and materials. The bejos Screen Printing.

Table 2. Types Of Printing Products and Materials

Types Of Products	Material
Shirt	Cotton Combed 24s and 30s
Tote Bags	Jean
Spring Bag	Jean

Apart from that, price also influences consumers' desire to use the product being marketed, so screen-printed t-shirts, tote bags, spring bags over 1 dozen get a price cut of around 5% -10%. So the price determination by the printing business owner of The Bejos Screen Printing for each production is as follows:

Table 3. Production Price Determination

Types of Products	Price (RP)
Screen Printed T-shirts under 1 dozen	Rp. 85.000,00 /pcs
More than 1 dozen screen-printed t-shirts	Rp. 75.000,00 /pcs
Tote Bag / dozens and units	Rp. 50.000 / pct,satuan
String Bag / dozens and units	Rp. 50.000 / pct ,satuan

The Bejos Screen Printing divides its market segments based on the Palopo city area and the lifestyle of its customers, and from the answers to this information the researcher draws the conclusion that The Bejos Printing business is in the geographic variable and psychological variable segments. "The Bejos Screen Printing divides its market segments based on the Palopo city area and the lifestyle of its customers, and from the answers to this information, researchers draw the conclusion that The Bejos Printing business is in the geographic variable and psychological variable segments. "This is by using promotional media on social media such as Instagram, Facebook and Twitter."

The results of interviews conducted by researchers show that the implementation of The Bejos Screen Printing marketing strategy that has been carried out has been good, but there are still several complaints or criticisms from the public regarding the results of The Bejos screen printing work, such as problems with screen printing that bleeds or is not thick enough, but the owner Businesses always face problems with certain policies, such as damaged screen printing, the T-shirt will be replaced and the screen printing will be re-screened because sometimes there is usually one T-shirt whose screen printing is damaged. The marketing strategy of printing UKM The Bejos Screen Printing, Palopo city, strives to provide quality screen printing results with good results in accordance with the wishes of the community in the field

of manual screen printing, although screen printing activities are still carried out manually, the management tries to produce good quality so that it is hoped that it will achieve desired and appropriate targets in facing similar business competition. a. STP (cementation, targeting, positioning) The Bejos Screen Printing The Bejos Screen Printing divides its market segments based on geographical variables, namely the Makassar and Palopo areas and on psychological variables, namely the social class and lifestyle of its customers. In each segment, the manager's role is to plan effectively and be able to delegate authority well.

The Bejos Screen has an organization that is in line with their respective duties and jobs so that the job description and job specifications are clear. The target consumers of The Bejos Screen Printing Printing Business are the upper middle class, because the environment around The Bejos Screen Printing Printing Business is mostly from the upper middle class, and they are able to pay for The Bejos Screen Printing's production directly. b. The marketing mix (marketing mix) of The Bejos Screen Printing 1. Products Printing business to face competition with the same type of business, the owner of the printing business The Bejos Screen Printing, provides several productions of T-shirt screen printing, Tote bag screen printing and Spring Bag screen printing. The types of fabric products used in the production of screen-printed T-shirts, Tote Bags, Spring Bags are marketed by The Bejos Screen Printing. . In detail, the three marketing strategy objectives of The Bejos Screen Printing can be described as follows: 1. Improving design quality, with intense competition efforts, business owners must improve in order to earn more money and generate maximum profits. 2. Maintaining customer/agent loyalty, the right marketing strategy is expected to be able to maintain existing customers and remain loyal. 3. Developing Market Share, through appropriate marketing strategies and the phenomenon of increasingly fierce competition, it is hoped that market share (customer coverage) can increase. D. SWOT Analysis SWOT analysis is used as a basis for providing an overview of the company's situation including internal resources (strengths and weaknesses) and external situations (opportunities and threats).

Table 4. SWOT Matrix

Internal Analysis / External Analysis	Strength (S) strength factors	Weakness (W) weakness factors
Chance (O) opportunity factors	S-O Strategy uses the power to take advantage of opportunities	W-O Strategy to overcome weaknesses by take advantage of opportunities
Threat (T)	S-T Strategy uses power to avoid threat	W-T Strategy to minimize weaknesses and avoiding threats

From the results of interviews with informants, it can be seen that the strengths, weaknesses, opportunities and threats at The Bejos Screen Printing. Based on these strengths and opportunities, there are alternative strategies for printing SMEs at The Bejos Screen Printing in the city of Palopo. namely by maintaining production results so that they remain high quality and superior, improving good service to customers, maintaining customer trust, expanding marketing by increasing promotional activities and being able to open new businesses in other places, b) ST strategy is a strategy that uses the company's strengths to overcome threats or what is usually called a diversification strategy. Based on these strengths and threats, an alternative strategy for The Bejos Screen Printing Palopo City printing SMEs is, Applying competitive prices to the products offered and always improving good and friendly service to customers, continuing to increase design creativity in printing. Developing good marketing strategies in accordance with with a vision and mission and maintaining production quality to remain superior, and trying to have a new printing machine. c) This WO strategy is based on turn around activities implemented based on utilizing existing opportunities by minimizing existing weaknesses. Based on these weaknesses and opportunities, alternative strategies for UKM The Bejos Screen Printing in Palopo City are: Trying to add employees when there is a lot of consumer interest, paying attention from the government in terms of assistance with production equipment (technology) so that productivity increases, carrying out maximum promotional activities to the community, expanding parking lots. for customers Guarantee damage to consumer goods, dare to take risks by increasing capital by making loans to the government through BUMN.

4. CONCLUSION

Based on the internal environmental analysis of the printing UKM The Bejos Screen Printing, the printing business has strengths and weaknesses. The internal strategic factors that are strengths for The Bejos printing UKM are (1) having high employee morale (2) good and friendly service (3) punctuality in completing work (4) already having regular customers (5) Affordable prices for customers (6) Production quality resulting from good image design. Meanwhile, the internal strategic factors that are weaknesses for The Bejos printing SMEs are (1) Lack of employees, (2) Production is still done manually (3) Screen printing image designs are sometimes damaged (4) Limited parking space for customers (5) Lack of capital to develop the business. Meanwhile, based on the external environmental analysis of The Bejos printing UKM, the printing business has opportunities and threats. The external strategic factors that become opportunities are (1) High consumer interest in printing The Bejos Screen Printing (2) Having repeat customers (3) Customer loyalty, (4) Customer trust (5) Having good cooperation with customers (6) government policy in developing SMEs. Meanwhile, the external strategic factors that pose a threat are (1) Competition from similar businesses (2) Competitive price competition (3) Customers moving to other printing businesses (4) Changes in government policy regulations (5) Scarcity of fuel (demand for land) (6) Development of new technology. Based on the IFAS AND EFAS tables, if outlined in the SWOT analysis diagram, the business position is in the second quadrant (II), where the internal strengths possessed by The Bejos Screen Printing printer are good and friendly service to customers and applying competitive prices to the products offered. offered as well as clear distribution channels and carrying out promotional activities through social media. can be used to deal with threats that exist in the printing business. The Bejos Screen Printing Strategy that can be applied is the ST Strategy, which is a strategy that uses the company's strengths to overcome threats or is usually called a diversification strategy.

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