

Marketing Strategy for Creative SMEs in Entering the Export Market (Case Study at Association of Independent IKM Creative Partners)

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ABSTRACT

This study aims to determine the strategy of SMEs in entering the global market carried out by AMMIC (Association of Independent IKM Creative Partners) in order to support the export activities of SME/IKM products. AMMIC (Association of Mandiri IKM Creative Partners) is an organization that exports and markets handicraft and Food and Beverage products. This research uses a qualitative approach with the type of research used is a case study, which takes a certain object for in-depth analysis to provide the results of the Creative SME Strategy in Entering the Global Market (Case study in AMMIC (Association of Independent IKM Creative Partners)). There are two types of data sources used, namely primary and secondary. Primary data was collected through direct interviews with AMMIC (Association of Independent IKM Creative Partners), especially in the export section, while secondary data was from books and other reading materials. The data collection used by the author in this research is purposive sampling. Data collection techniques were carried out by interview, observation, and documentation. The data obtained from both field studies and document studies are basically level data which are analyzed in a qualitative descriptive manner. Checking the validity of the data using source triangulation, namely by checking the data obtained through several sources and technical triangulation by checking the data obtained through interviews, observation, and documentation. Based on the results and discussion, it can be concluded that: The marketing strategy of export SMEs carried out by AMMIC (Association of Independent IKM Creative Partners) is to use product, price, place, promotion variables which are able to increase sales volume and are able to penetrate the export market.

Keywords: Marketing Strategy; Creative SMEs, Export Markets

INTRODUCTION

Currently, the globalization era of creative industry growth in Indonesia is increasing compared to previous years, so the government is paying attention to the creative industry sector. The contribution of the Creative Economy is quite high in the national economy, therefore the Creative Economy needs to be developed and supported to be more developed and more advanced. The first creative economy was introduced by John Howkins. Creative economy according to John Howkins (2001) as an activity of economic value that involves ideas. The application of the creative economy has been carried out in many countries around the world. Among the benefits obtained include: improving the business climate, developing the image of a particular region, providing a good influence on social life and economic progress (Meishanti, 2018).

Small industry is one sector that contributes significantly to the national economy. Small and medium enterprises, abbreviated as UKM, is a term that refers to the type of small business, which varies greatly from country to country. In developed countries, SMEs are the source and innovation of production and technology, the growth of the number of creative and innovative entrepreneurs and the creation of skilled labor in the production process to deal with rapidly changing market demands. At the international level carry out foreign trade. The main reason the government maintains Micro, Small and Medium Enterprises, is because MSMEs have a role in national development and employment. MSMEs are the pillars of the nation's economy, through entrepreneurship MSMEs play a very important role in

reducing unemployment, providing jobs, reducing poverty, increasing welfare and building national character (Ikbal, 2018); (Sa'adah, 2020).

In terms of education, the existence of SMEs can still be said to be in low management and ability, currently only a few of our SME entrepreneurs have a bachelor's degree. This is not matched by efforts to increase capacity and management, either through training, education, or comparative study activities on a regular and programmed basis. So that SMEs show the fact that the management of organizational management, technology mastery and marketing is still low. Seeing this, business actors are required to be someone who has to think critically and creatively in conditions of increasingly competitive competition locally and globally (Wahyuningsih & Rahmatika, 2020). Business actors must always be ready to face the forms of competition that occur, because various impacts will arise, which can result in decreased sales volume, loss of areas that become markets for selling products, and can even threaten survival (Rohmah & Ashlihah, 2021).

Generally in Indonesia, SME entrepreneurs in running their business depart from personal experience. Efforts to increase capacity are not a top priority, so a weak level of education is one of the factors that can have an impact on low innovation, weak business management. Low productivity, low product quality and weak ability to access business capital.

Import-export trading activities have great benefits for all parties, for entrepreneurs, the wider community and the government. This transaction is very important in the development of the Indonesian economy in a situation that has not yet recovered to be encouraging. The Indonesian government has made various efforts, both small and large, to increase the search for foreign exchange sources, including through export-import transactions that will provide great benefits for all parties. With the current condition of SME business actors, it becomes a formidable challenge in the increasingly fierce competition, with the ease of processing in export-import transactions, business actors, companies and other parties are required to have more precise and conducive strategies in the rapidly changing economic conditions.

According to Amir (2004) export is a sales effort that we have to other nations or foreign countries, by expecting payment in foreign currency. Exports are divided into two types, namely independently and consortium, for example such as AMMI (Association of Independent IKM Creative Partners). Export transactions are trades by removing goods from inside to outside the Indonesian customs area and complying with the applicable provisions. Export goals according to (Amir, 2004) are as follows: increasing company profits/profits through market expansion and to obtain higher selling prices, opening new markets abroad as an expansion of the domestic market (opening export markets), getting used to competing in international markets so that trained in intense competition and avoid being called "jago cage", transfer of knowledge and technology.

Several studies are related to the analysis of the development of international target markets. Samodro (2018) examines efforts to increase the export competitiveness of food and beverage MSME products through business development based on local wisdom in Indonesia. The results of his research found that the food and beverage industry on the MSME scale is a potential industry in improving the community's economy through the creative economy. However, despite the potential of this industry, it still has many obstacles in keeping up with the rapid export competition, one of which is the problem of financing the official barcode registration. So we need the right strategy by understanding the characteristics of the market development, continuous assistance is needed so that the supporting factors for product competitiveness can become capital in the development of export-oriented products.

Wijaya (2015) examines product strategies to overcome the export barriers of Indonesian handicraft industry SMEs. Finding results that export barriers affect product strategy, in the form of regulatory or legal barriers, customer barriers, and product barriers. Abnormal market conditions in traditional markets led to a decline in export demand. The product strategy is considered inappropriate to overcome this problem, so the product strategy adopted by SME players chooses to work on the relatively new export market and local market as an effort to maintain business continuity.

Exports are divided into two types, namely independently and consortium, for example such as AMMIC (Association of Independent IKM Creative Partners). In Indonesia, most products cannot be marketed internationally because there are still many that do not meet the standards, namely brand protection, packaging design, some on packaging labeling, and promotion are obstacles for SME business actors.

Facing rapid development, business actors need effort and effort to operate their business properly and in accordance with established standards. The preparatory steps that must be taken in export trading

include: personnel preparation steps, company preparation steps, and preparation steps for products to be exported. As business actors, especially SMEs, they must understand the technicalities of the products they want to export, and have completed the requirements for export products.

The purpose of this study is to find out the marketing strategy carried out by AMMIC (Association of Mandiri IKM Creative Partners) in entering the export market.

METHOD

This research is in the form of qualitative research, namely research that use words to explain research findings and analyze them. This type of research is a case study type, meaning that this research departs from case studies in the field, which aims to obtain relevant data. The presence of the researcher in this study acts as an instrument that acts as an observer, where the researcher goes out into the field and does not involve himself directly in the object of research.

The research location on the analysis of the development of the export-scale SME market target is AMMIC (Association of Independent IKM Creative Partners) which is located on Jl. Halmahera Block B, Kaliwungu, Jombang, East Java. AMMIC (Association of Independent IKM Creative Partners) is a creative MSME that has excellent product quality. Marketing is not only in the country but has also penetrated abroad. Therefore, researchers are interested in conducting research at AMMIC (Association of Independent IKM Creative Partners).

The data in this study are primary and secondary data. Primary data is data obtained directly from the source while in this study the primary data source is the founder of AMMIC (Association of Independent IKM Creative Partners), namely Mr. Abdur Rasyid S.Kom, this data was obtained by direct observation, interviews with the AMMIC Company (Association of Mitra Mandiri IKM Creative) and data obtained from the company, namely, regarding the company's history, promotional strategies, pricing methods, and shipping methods carried out by AMMIC (Association of Mandiri IKM Creative Partners) in the export market. Secondary data is data obtained from information or facts indirectly or directly regarding literature studies relating to the problem under study, and very helpful in clarifying the research, namely supporting data obtained from other sources related to research. This data is obtained from books and other reading sources, namely export procedure papers, journals and other export manuals. The data collection used by the author in this research is *purposive sampling*. *Purposive samplingsampling* is a technique of data sources with certain considerations (Sugiyono, 2013).

Data collection techniques were carried out by interview, observation, and documentation. In this study, the research instruments were: the researcher himself as the main instrument, interview guidelines, and field notes. The data obtained from both field studies and document studies are basically level data that are analyzed in a qualitative descriptive manner (Asnawi, 2011). In this study, checking the validity of the data using source triangulation, namely by checking the data obtained through several sources and technical triangulation by checking the data obtained through interviews, observation, and documentation.

RESULT AND DISCUSSION

Results

Based on the results of research conducted by researchers in the field, the researchers found several findings regarding the data that researchers needed. In the study the researchers did against AMMIC strategy in entering the export market, researchers obtain data about where the reference strategy AMMIC (General Association of Independent Creative SME) for the products of SMEs could penetrate export markets and develop its performance include:

- *Product*

In order for a product/commodity to compete with its competitors, moreover the product is exported to various countries, a company must have an export product strategy so that it has an advantage over other products.

- *Price*

The profit earned is determined by the pricing offered. Therefore, the determination of product prices is a fairly important issue, because it can affect the life and death and profit of the business. In determining the selling price of AMMIC exports using the method *Cost Plus Mark Up* namely by adding up all costs incurred such as material procurement costs, production costs, labor costs, up to costs *forwarding* plus the percentage of profit or profit desired.

- *Place* (Distribution)

AMMIC is very careful in choosing a *forwarding*/courier to send goods because mistakes in choosing can hinder and even stall the business of distributing products from exporters to importers. AMMIC chooses *forwarding*/courier from the quality of the *forwarding*/courier starting from the services provided and also the timeliness of delivery and the safety of the goods reaching the *buyer*. *Forwarding* or distribution companies used by AMMIC include PT. DND as its delivery service

- *Promotion*

AMMIC carries out an export promotion strategy in accordance with the company's circumstances and takes into account the amount of funds available with the amount of benefits obtained by the promotional activities carried out. The promotional strategy carried out by AMMIC is to create a product catalog that will be published in an update on the eBay market place platform (retail market place) by the team *warehouse* and after that the product gets customers then the product within a maximum of 2 hours must be accepted by the customer in that city and follow Exposition / *Exhibition* being held in the country and abroad.

Discussion

This discussion will explain in detail the marketing strategies that play an important role in entering the export market at AMMIC Companies (Association of Independent IKM Creative Partners) which need to be studied more deeply to get a benefit for the company including the export marketing strategy carried out by AMMIC (Creative IKM Independent Partner Association).

AMMIC (Association of Independent IKM Creative Partners) is an export company as well as a producer. This is what makes AMMIC (Association of Independent IKM Creative Partners) must be *concerned about* running a marketing strategy to achieve the targeted results. The market segmentation of AMMIC (Association of Mandiri IKM Creative Partners) is the lower middle class. This is because the prices of SME products are relatively cheap. The *marketing mix* is the reference for AMMIC to be able to penetrate the international market and develop performance. The following is an explanation of the marketing strategy of AMMIC (Association of Independent IKM Creative Partners) according to the *marketing mix* in its export development, namely:

Export Product Strategy carried out by AMMIC (Association of Independent IKM Creative Partners).

The specialty of AMMIC products lies in the raw materials such as food and beverages that are produced without preservatives and the craft (Craft) is done by the creative hands of the craftsmen so as to produce products with optimal designs and quality. It is also supported by quality standardization in the production process, so that products can compete in the international market. Product innovation and quality improvement continue to be pursued so that in the future AMMIC products will be more attractive to potential *buyers* and importers.

Carrying the name AMMIC which is taken from the meaning of the name Mitra Mandiri IKM Creative Association, is expected to provide identity and differentiation to competing products and also make it easier to instill the product image of Indonesian SMEs into the minds of customers to support *positioning*. Name The results in this case can be used as a reference for SMEs who want to export in order to carry out effective promotions to the international market.

In order for a product/commodity to compete with its competitors, moreover the product is exported to various countries, a company must have an export product strategy so that it has advantages over other products. Thus the export product strategy is a way to determine the right type, specification, size and packaging of the product to enter the export destination market. Based on an interview with Mr. Rasyid's company, there are several technical products that you want to export as follows:

- Have an attractive and communicative packaging design according to the tastes of the export market.
- The expiry date is a code that describes how long or how long the product can be consumed. Type of writing expiry code: EXP. DATE, BEST BEFORE.
- Description of composition is information that explains what types of materials are used as production materials.
- Nutritional content /*Nutrifact* is information that explains the chemical content contained in the ingredients of a product.
- Description Net or net weight and how to place it
- Description *Weight* or gross weight and how to place it
- Certification (halal, haki, bpom, sni etc.) and its benefits

- Name of the producing company
- Place of origin of the product being made or produced.
- Have an official barcode, because the exported products will be marketed through the Modern market with digital data collection.



Barcodes on food and beverage labels are an optical data set that is read by a scanner in the modern market. Products to be exported must have an official barcode containing data regarding the product, country of origin and others.

Price Determination Strategy for Export SMEs carried out by AMMIC (Association of Independent IKM Creative Partners).

Every company always pursues profit for production continuity. The profit earned is determined by the pricing offered. Therefore, the determination of product prices is a fairly important issue, because it can affect the life and death and profit of the business. Components of export costs are all costs / costs incurred by exporters to determine the cost of goods sold (HPP).

The collection of SME products from AMMIC is very diverse, without a pricing strategy, the product prices of each business cannot compete in the international market. To anticipate this, AMMIC (Association of Mandiri IKM Creative Partners) carries out a pricing strategy by determining the price level that is in accordance with the internal conditions of the product and the market situation at hand so that sales can be successful so that exporters can achieve the expected profits and benefits. Price is one of the determining factors for the success of sales in the export trading business. The factors that influence the export pricing strategy are:

- Prices circulating in the market and production costs.
- *trends* Market
- Payment method, Payment for delivery of goods will be made at the time of handing over the goods to CV. MKS with calculations according to the simulation above, payment for product sales to MSMEs will be made on credit for a maximum of 45 days from the delivery of goods. This is determined based on the order of product travel facts, namely:

Jombang – Jakarta	=	3 days
Jakarta – USA	=.....	5 days
Sales in warehouse	=.....	days
eBay to CV. MKS/PT.DND)	=.....	25 days
Total processing time	=.....	33 days (not including sales process).

*Then it is determined that product payments to SMEs are 45 days

- Comparative advantage, product quality, packaging
- Capital (shipping costs, etc.)postage

How to calculate:

Basic cost per kg	= \$ 19 Note: 1\$ Equivalent to Rp. 14,150/USD.
Total per kg	= IDR 268,850 (in rupiah)
Weight 1 kg in grams	= 1000 grams
Gross weight of the product	= 110 grams = 9 pcs / 1000 grams
charge per pcs	Postage= IDR 268,850 / 9 pcs = <u>IDR 29,873 / pcs</u>

How to calculate hpp and price selling, Example:

Local reseller selling price	= Rp. 15,000/pcs
Postage	= Rp. 29,873/pcs
Total product cost	= Rp. 44,873/pcs
Additional selling profit can be added	= Rp. 1.127/pcs
Then the selling price can be determined	= <u>Rp. 46.000/pcs</u>

As for how to obtain price data/info and international market situation AMMIC does several things including: Market research, marketing intelligence, evaluation of price capability and export potential in the destination country in determining prices, it is very important that market research must be carried out

on the pricing side. One method that we can do is to look at the information data contained in *The Facebook Link Site CIA* (USA intelligence agency) for example:

- It can be seen with the link below for each country
GDP Indonesia \$11,812 (2019 est)
<https://www.cia.gov/the-world-factbook/countries/indonesia/#economy>
GDP USA \$62,530 (2019 est)
<https://www.cia.gov/the-world-factbook/countries/united-states/#economy>
India GDP \$6,700 (2019 est)
<https://www.cia.gov/the-world-factbook/countries/india/#economy>
- Market information sources.
- Information media: internet, newspapers, magazines, *yellow pages/business directory*, *press releases*, brochures, catalogs.
- Consultant and trade research firm, trade event organizer.
- International trade institutions, relations, friends, family abroad.

The SME Export Distribution Strategy carried out by AMMIC (Association of Independent IKM Creative Partners).

Cannot be ignored in the activity step to facilitate the flow of goods is to choose distribution channels. Export distribution is the physical flow of goods/products through network organizational channels consisting of agencies and institutions, which together carry out all the necessary activities to connect producers with users in completing marketing tasks. The purpose of export distribution is to be able to achieve maximum effort in determining the needs and choice of the right target market according to the ability of the exporter. One of them is by understanding the characteristics, carry out distribution, so that it can be a reference for success in developing export distribution channel strategies. Distribution channels in marketing are identified into two parts, namely buying goods directly from exporters and buying products indirectly from exporters but through import intermediaries abroad. The technical delivery of AMMIC's export distribution is as follows:

- Products will be collected together in a consortium group to be dispatched en masse to the warehouse, for example through a partner company, namely CV.MKS with PT. DND as the delivery service.
- After the product is in the warehouse in the destination country, the product catalog will be published in an update on the platform *eBay market place (retail market place)* by the *warehouse team* and after the product gets the customer the product within a maximum of 2 hours the product must be accepted by the customer in that city City The first to operationalize our products is the city of Kentucky - USA.
- So the summary here is that the product will be *instock* in their *warehouse* order to speed up the delivery process to customers.
- Delivery time from Indonesia to USA is approximately 5 days.
- Steps in the order of delivery:
MSME → CV. MKS (Local system manager) → PT. DND (distribution process) → *Team warehouse* (promo on *eBay*) → Customer

Components in the export distribution channel include:

- Exporters
Exporters are producers who act as intermediaries between producers and buyers abroad (*buying agents*).
- Importer
Actors from abroad who have relationships with exporters from all over the world. Importers also distribute goods to distributors, retailers, and so on. Generally, importers are experts in marketing strategies and sometimes buy goods with their *brand* own.
- Distributors
Buying from importers and stockpiling goods are activities carried out by distributors. In addition, distributors get the right to sell goods for a region (area/country) and *profit* from the difference in price from the seller and the price to wholesalers or retailers.
- *Import House / Agent*
The role of agents in exports is very important, especially agents abroad, namely finding suppliers, helping to negotiate purchase agreements, supervising quality, shipping and payment. This often

happens when the importer does not understand the conditions of the exporting country, or does not trust the new exporter.

The SME Export Promotion Strategy carried out by AMMIC (Association of Independent IKM Creative Partners).

Promotion refers to the various activities carried out by the company to communicate the goodness of its products, persuade and increase target customers and consumers to buy the product. In addition, promotion is also one of the determining factors for the success of a marketing program. The definition of promotion is a form of communication carried out to stimulate the interest of prospective customers to buy the product being promoted. Promotion is a one-way flow of information or persuasion created to direct a person or organization to an exchange-creating action in marketing.

Thus, the notion of an export promotion strategy is the seller's (exporter) effort to introduce the produced commodity to potential overseas buyers (importers) with the aim of attracting them to buy the introduced commodity by paying in foreign currency. Promotion aims to increase demand, regenerate products, accentuate product value, identify needs, gather information, evaluate alternatives, purchase decisions and use products.

It is undeniable that promotion is one of the necessary factors for success and the marketing strategy implemented. Therefore, it is imperative for companies to carry out promotions with the right strategy in order to meet effective targets. AMMIC carries out an export promotion strategy in accordance with the company's circumstances and takes into account the amount of available funds with the amount of benefits obtained by the promotional activities carried out. The promotional strategy carried out by AMMIC is to create a product catalog that will be published in an update on the eBay market place platform (retail market place) by the team *warehouse* and after that the product gets customers, then the product within a maximum of 2 hours must be accepted by customers in that city.

One of the advantages of SMEs participating in associations is in terms of promotion because most of its members are in the same world and can also find out info on domestic and international exhibitions. In addition, the benefits obtained are that SME products are also rapidly selling domestically and abroad. Promotional Media Used AMMIC for a product to be known by the public cannot be separated from the promotional media used and how to promote it. AMMIC introduces SME products from the domestic market to the international market to get *buyers* through several promotional media, namely:

- **Exhibition / Exhibition**

Exhibition is a promotional media that was first used by AMMIC in entering the international market. AMMIC has participated in several exhibitions held at home and abroad. Because usually often attend this kind of event. In addition, international exhibitions can be an invaluable source of market information. According to Abdur Rosyid S.Kom as the Director of AMMIC who was directly involved in every exhibition he participated in, the exhibition was an effective promotional activity to introduce the products of SMEs to a wide audience and gain *buyers*. In addition, exhibition activities can be used as a place to exchange information, find out market characteristics and expand networking with other participants who took part in the exhibition of the success of the promotional strategy implemented by AMMIC, namely providing the best service for prospective *buyers* or *customers*.

- **Internet (E-mail and Website)**

Internet has now become a major requirement in various spheres of life. The progress of the internet is equipped with various sites that have sprung up both as personal sites, companies and sites that serve the search for sites or supporting information, one of the biggest searches include *Google* and *Yahoo*.

There are so many benefits that can be obtained by using internet media, AMMIC also utilizes this technology in promoting and marketing Indonesian SME products so that they can penetrate the international market. AMMIC already has an eBay market place platform (retail market place) by the warehouse team to promote exported SME products. According to Abdur Rosyid S.Kom as the Director of AMMIC, the internet has its own effectiveness as a promotional medium. Through promotion *online* of SME products, they can effectively market and reach the targeted market share. In addition, marketing through the internet is highly targeted and costs are relatively lower than marketing *offline*, so the costs incurred for marketing are also more effective and efficient. reach the target market share. In addition, marketing through the internet is highly targeted and costs are relatively lower than marketing *offline*, so the costs incurred for marketing are also more effective and efficient.

Based on the results and discussion above, it can be said that with the strategy

export SME marketing carried out by AMMIC (Association of Independent IKM Creative Partners), namely using *product, price, place, promotion* that is able to increase sales volume and be able to penetrate the export market. This is supported by Saragih's research (2017) which says that based on the data the author examined at PT. Perkebunan Nusantara II (Persero) Medan, it can be concluded that sales volume is strongly influenced by factors driving marketing export. The results of Sari's research (2014) show that the contribution of SMEs in export activities is still lower than that of large companies. Although the SME RCA shows that some sectors have a comparative advantage with exports. However, it is not enough to support national export activities. research Adidarma's (2015) found the negative impact of customer barriers on product quality. And none of the export barriers have a significant effect on product strategy, while unexpectedly none of the three product strategies affect export performance

CONCLUSIONS

Based on the results and discussion, it is concluded that: Export SME marketing strategy carried out by AMMIC (Association of Independent Partners) Creative IKM) which uses *product, price, place, promotion* that is able to increase sales volume and penetrate the export market

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