

ENHANCING COMPETITIVENESS STRATEGIES FOR SMES THROUGH DIGITAL MARKETING IN KALIWATES SUB-DISTRICT, JEMBER REGENCY (CASE STUDY: NAWASENA CLOTHING)

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Abstract

Small and Medium Enterprises (SMEs) play a crucial role in driving economic growth, particularly in developing regions like Kaliwates, Jember. This research investigates strategies to enhance the competitiveness of SMEs through digital marketing, focusing on Nawasena Clothing as a case study. The study employs a qualitative approach, utilizing interviews and surveys to gather data from SME owners and digital marketing experts. Findings of this research is Nawasena Clothing, a case study in Kaliwates District, Jember Regency, highlights the critical importance of competitive strategies for SMEs in navigating the dynamic era of digital marketing. Demonstrating effective implementation of integrated digital marketing strategies, Nawasena Clothing expanded market reach and increased sales significantly. Their success underscores the pivotal role of platforms like Instagram, Facebook, and online marketplaces such as Shopee and Tokopedia in enhancing brand exposure and engaging potential consumers effectively. Beyond product promotion, Nawasena Clothing emphasized brand image building through compelling visual content and personalized shopping experiences. Supported by deep consumer behavior analysis and local market trends, their strategy enables informed decision-making in product development, promotional adjustments, and customer interactions, ensuring continued relevance in Kaliwates' competitive fashion industry

Keywords: Competitiveness Strategies, SMEs, Digital Marketing.

INTRODUCTION

Digital marketing is the effort to market products through the internet (online). With the rapid development of technology, digital marketing has become an important part of product marketing. In Indonesia, the digitalization of SMEs is expected to make Indonesia's digital economy the largest in Southeast Asia by 2025. However, SMEs still face several challenges, one of which is the lack of digital literacy education and the strengthening of human resources. Although there is a strong desire to adopt technology in marketing, SME actors are still less adaptive to digital developments due to a lack of knowledge about digital marketing.

In the current industrial revolution era, all business actors are required to adapt to the rapidly changing business environment, one of which is by utilizing digital technology. Several studies have shown that digitalization can improve the performance of SMEs. Therefore, the dissemination of digital marketing is one of the

efforts to realize the digitalization of SMEs, thus achieving marketing effectiveness and performance improvement. The use of digital marketing also helps SMEs in developing more effective and efficient marketing strategies. By understanding customer behavior and data analysis, SMEs can make more accurate decisions and improve business performance. In addition, digital marketing also enables SMEs to reach a global audience quickly and efficiently, build a global brand image, and enhance competitiveness. In implementing digital marketing, SMEs must conduct market and competitor research, design the right strategies, and monitor the results. Thus, SMEs can increase their ability to adapt to technological changes and improve business performance in the digital era.

In the current digitalization era, marketplaces or digital markets have emerged as the main platforms for micro, small, and medium enterprises (SMEs) in Indonesia to increase their revenues. This is not surprising considering that the number of internet users in Indonesia is increasing and is expected to exceed 170 million by 2022. In this context, SMEs that want to grow and develop in the digital era must be able to adapt to the ever-evolving technological advancements. SMEs are a significant sector in national economic growth that must be empowered and developed. The presence of SMEs has been regulated in the legislation but has not yet adapted to the disruption in the digital economy field. The adaptation needed by SMEs is the use of information technology as a medium in business development.

In building the national economy, increasing the competitiveness of micro, small, and medium enterprises (SMEs) is a crucial factor to consider. This is related to the role of SMEs in national economic growth. The competitiveness of micro enterprises can be achieved through the use of information technology to enhance business transformation, accuracy, and efficiency of information exchange. Moreover, the use of information technology can expand the marketing network; marketplaces can play a significant role in enhancing the competitiveness of SMEs in Indonesia. SMEs can increase their audience and boost their sales by using marketplaces.

A marketplace is a trading location where sellers and consumers meet on a platform. The next sales medium can be a website owned by the business itself and used as a trading platform. In addition, social media and instant messaging are also utilized as online sales media by many businesses. Survey results show that almost all businesses (93.98 percent) conduct online sales through instant messaging applications like WhatsApp, Line, and Telegram. As many as 48.65 percent of businesses sell online through social media, such as Facebook, Instagram, Twitter, and others. Furthermore, only 20.64 percent of businesses have sales accounts on marketplaces/digital platforms. This becomes a task for the government to encourage eCommerce businesses in Indonesia to switch to marketplaces/digital platforms, as there are still 79.36 percent of eCommerce businesses that have not utilized this sales

medium. Additionally, 4.92 percent of businesses use email for online sales. Finally, only 2.05 percent of businesses use websites.

The role of SMEs in Indonesia is very significant in the national economy, especially in their contribution to Gross Domestic Product (GDP). SMEs also have an important impact on economic, social, and political aspects. Therefore, efforts and support to develop SMEs are considered crucial in achieving inclusive and sustainable economic growth. The development of SMEs in Indonesia has not occurred maximally due to various obstacles. From various studies, it can be concluded that the main factors influencing the development of SMEs are capital, marketing, government policy, and the production system operated.

Capital is closely related to banking institutions in Indonesia that provide loans to SME actors. Marketing is related to the demand for SME products and their competition with foreign products and large businesses. The free market agreements with various countries newly agreed upon by the Indonesian government have a significant impact on SME products. The production system relates to technology, labor, and the supply chain of raw materials and SME products. Government policy is closely related to legal products that regulate the economic system in Indonesia. Each of the above factors provides its own opportunities and threats to the development of SMEs in Indonesia.

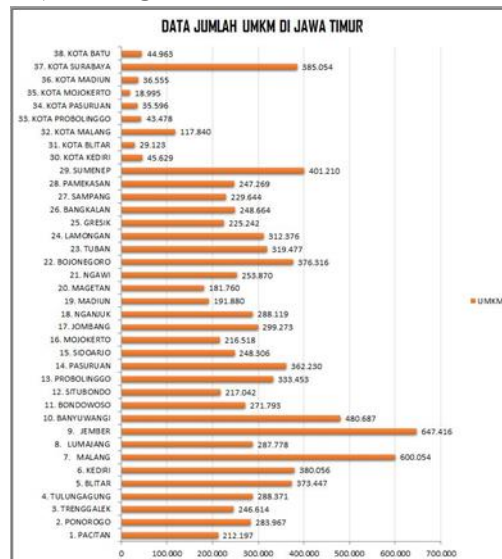
The book "Economics and Philosophical Manuscripts of 1844" plays a key role in its critique of capitalism. Marx believed that people, with free nature, are creative beings with the potential to truly change the world. But he observed that the modern, technologically developed world seems to be out of control. Marx condemned the free market, for example, as "anarchic," or ungoverned. The freedom of the market in technology has a very significant impact, which then limits the creativity of SME actors.

W. Arthur Lewis emphasized the relationship between economic growth and independence from the oppression or slavery of others when he concluded that the benefits of economic growth are not only due to economic well-being that will increase happiness but also because well-being will add more humane choices. Economic well-being will enable humans to control natural resources and their physical environment, i.e., through increased food production, clothing, and housing. Well-being will provide greater freedom to choose opportunities.

Competitive advantage has traditionally been described as a factor or combination of factors that make SMEs have better income compared to other SMEs. Kotler and Armstrong state that competitive advantage is an advantage obtained by offering lower value or by providing greater benefits due to higher prices. Ironically, the importance of competitiveness has faded with the extraordinary expansion and prosperity over several decades, resulting in many companies losing sight of competitive advantage in their struggle to further grow in pursuit of diversification.

Porter exemplifies several strategies that can be developed by companies, such as increasing product differentiation and lower prices than competitors. According to Chaharbaghi and Lynch, then, a difference in work in order to create better customer value and achieve superior performance in each SME actor (superior performance). Achieving competitive advantage in a business must have products and services that are different from competitors, and what products and services must have are higher value and benefits than those offered by competitors to customers, whether in the form of high benefits that other brands cannot provide.

The creativity of a business can influence its competitiveness. Strategies that can be used in competing to excel include maximizing customer loyalty and increasing digital promotion or online and the utilization of social media. Empowerment of SMEs amid globalization and high competition requires SMEs to be able to face global challenges, such as increasing product and service innovation, human resource development, and marketing area expansion. Competitiveness can also be interpreted as a nation's ability to face the challenges of international market competition and maintain or increase external income. Considering the unequal economic conditions in each country, it is expected that each country, including Indonesia, can increase competitiveness to take advantage. Based on Government Regulation No. 7 of 2021, the ease, protection, and empowerment of cooperatives and micro, small, and medium enterprises (SMEs) are regulated.



The results of the eCommerce survey as of September 15, 2022, show that only 34.10 percent of businesses engage in eCommerce activities. This indicates that businesses receiving orders or selling goods/services via the internet in Indonesia are still relatively low and are still dominated by conventional types of businesses.



Of all businesses that did not engage in eCommerce activities in 2021, as many as 71.00 percent stated that they were more comfortable selling directly (offline). This reason shows a strong preference for traditional sales methods, where direct interaction with customers is still considered more effective and satisfying.

The lack of knowledge or skills in operating digital technology and eCommerce platforms also becomes a major obstacle. Many business actors, especially those from the older generation, may find it difficult to understand how to work and manage online stores. Without adequate training or support, they tend to stick to the sales methods they already master.

Concerns about the security of online transactions are also a frequently mentioned reason. Some entrepreneurs are unsure about the security of data and payments over the internet. They may fear the risk of fraud, data breaches, or cyberattacks that can harm their business. In addition, there are also various other more specific reasons, such as inadequate infrastructure, for example, unstable internet connections, high operational costs, and difficulties in shipping goods. All these factors contribute to the low adoption of eCommerce among business actors in Indonesia in 2021.



The 2022 eCommerce survey results show that during 2021, there were several groups of goods/services that dominated sales through eCommerce platforms. The three main groups were food, beverages, and groceries, fashion, and household needs. Of all businesses sampled in the survey, these groups each contributed a significant percentage of sales. The fashion group occupies the second position with

sales of 16.25 percent. This indicates that fashion products, including clothing, accessories, and shoes, are also quite popular in the Indonesian eCommerce market.

This data illustrates the online shopping trends in Indonesia, where basic needs and fashion products are the main choices for consumers. Additionally, although the percentage is smaller, household needs also show significant demand in the eCommerce market. This provides insight into consumer preferences and market potential that can be utilized by business actors to develop their digital marketing and sales strategies.



Before conducting the main research, the author conducted preliminary interviews with several T-shirt SMEs in Kaliwates Subdistrict, as well as other T-shirt SMEs in the same area. The preliminary interview results showed that some plain T-shirt sellers had difficulty in determining the target market and creating branding, causing their products to not be widely known. Based on the interview results, the author drew the conclusion that these plain T-shirt sellers had not utilized digital marketing to promote and market their products, so the sales volume was not as expected. According to the plain T-shirt sellers, they had never learned or received training on how to use social media and other digital marketing media.

In building a brand in digital marketing, businesses must first determine the appropriate target market. This step is crucial in determining the next strategy, from determining product prices to designing campaigns to creating engaging and interactive content. Once the target market is determined, the next step is creating a branding identity that fits the brand personality and values. This can be done by designing logos, choosing the right colors, and determining the brand's voice.

After determining the target market and creating branding identity, the next step is developing the digital marketing strategy itself. This includes setting clear goals, such as increasing website traffic, social media engagement, or sales. The right channels for each goal must also be chosen, such as social media, email marketing, or search engine optimization. After setting goals and choosing channels, content must be created and distributed through these channels. This content should be tailored to the target market and designed to achieve the set goals. Finally, the results of the

digital marketing strategy must be monitored and evaluated. This step involves analyzing data, such as website traffic, social media engagement, or sales, and making adjustments to the strategy if needed.

The development of social media as a marketing platform is crucial in today's digital age. With millions of active users on various social media platforms, businesses can reach a larger audience and increase brand awareness. Social media also provides opportunities for interaction with customers, enabling businesses to build stronger relationships and understand customer needs better.

In conclusion, SMEs in Indonesia need to adopt digital marketing strategies to compete in the global market. By understanding the market, creating effective strategies, and utilizing digital platforms, SMEs can increase their competitiveness, reach a broader audience, and improve business performance. The government also plays a crucial role in supporting SMEs by providing training and resources to help them adapt to the digital economy.

RESEARCH METHOD

This research employs a qualitative approach to understand phenomena experienced by research subjects, such as behavior, perceptions, motivations, and actions, holistically described in words and language within a natural context using various natural methods. The research approach is field research, a broad method in qualitative research for gathering qualitative data through direct observation and participation in natural settings. The focus is on strengthening the competitiveness of SMEs in the digital marketing era in Kaliwates Subdistrict, Jember Regency. Field research is open, unstructured, and flexible, allowing researchers to adapt and modify their focus as needed. The study is conducted in Sempusari Village, chosen for its numerous SMEs in the fashion industry, including T-shirt and screen-printing businesses, and its potential for SME development. The researcher plays a significant role as the primary instrument for data collection, requiring adaptability and effective communication with subjects to understand the relevant context. Subjects include individuals from Nawasena Clothing, selected through purposive sampling, such as owners, production staff, graphic designers, and marketing personnel. Data collection methods include observation, in-depth interviews, and documentation to describe the actual state of competitive strategies for SMEs in digital marketing. Data analysis follows Miles and Huberman's cyclical process, including data collection, reduction, display, and conclusion verification, ensuring data reliability through source triangulation, which involves checking data against multiple sources to enhance credibility and consistency.

RESULT AND DISCUSSION

Findings

SWOT matrix is a tool used by companies to determine the strategies adopted based on the current internal and external conditions of the company. For the identification of SWOT matrix, it can be categorized into four factors listed in the table below.

pec t	Strengths	Weaknesses	Opportunities	Strategies (S-O)	Strategies (W-O)	Threats	Strategies (S-T)	Strategies (W-T)
1	Innovative and Attractive Product Innovation	Dependency on Mobile Devices	Increased Internet Usage	Develop and promote innovative products to attract more online consumers.	Develop digital marketing capabilities to leverage the latest e-commerce technologies.	Changes in Platform Policies	Utilize product innovation to stand out amidst intense competition.	Reduce dependency on a single marketing channel by diversifying marketing strategies.
2	Extensive Use of Digital Platforms	Intense Competition	E-commerce Platform Development	Utilize various digital platforms and e-commerce to increase sales and brand awareness.	Overcome resource limitations by leveraging influencer networks for product promotion.	Economic Uncertainty	Utilize existing brand strength to maintain visibility despite social media algorithm changes.	Optimize existing resources to mitigate the impact of rising operational costs.
3	Increased Brand Awareness	Limited Resources	Deeper Collaboration with Influencers for Promotion	Use brand strength to collaborate with influencers in visual promotion.	Overcome content production limitations by developing a creative team or partnering with visual content experts.	High Competition Levels	Use digital platforms to maintain sales stability amidst economic uncertainties.	Monitor and adapt to consumer trends to overcome content production limitations.
4	Effective Product Personalization Strategies	Limited Budget for Development and Promotion	Growth in Social Media Usage	Develop new digital marketing skills to capitalize on e-commerce technology.	Innovate new products to differentiate and attract consumer interest.	Platform Algorithm and Policy Changes	Use product innovation to differentiate in a highly competitive environment.	Develop offline or alternative strategies to maintain sales stability amidst economic uncertainties.
5	Effective Use of Social Media	Dependence on Digital Platforms for Marketing	Increased Consumer Interest in Visual Content	Use visual content to collaborate with influencers for visual marketing.	Innovate visual technology to enhance visualization capabilities.	Intense Competition from Other Fashion Brands	Maintain flexibility in social media strategies to adapt to platform policy changes.	Monitor and adapt to consumer trends to overcome content production limitations.

Analysis/Discussion

Content Marketing

Nawasena Clothing has implemented a comprehensive digital marketing strategy by leveraging various social media platforms and marketplaces such as Instagram, Facebook, Tokopedia, Shopee, and TikTok Shop. This strategy is designed to attract consumers with engaging informative content, particularly focusing on mobile device users seeking fashion needs. Nawasena Clothing's use of digital marketing is considered crucial in their efforts to expand market reach and increase sales volume. This approach is not only effective but also efficient in utilizing a limited marketing budget. Consequently, Nawasena Clothing has successfully harnessed the full potential of digital technology to strengthen their position in the fashion industry, effectively facing the increasingly competitive market challenges. These findings demonstrate that by utilizing digital platforms and providing relevant content, Nawasena Clothing has managed to reach a broader consumer base and increase sales. This addresses the research question by showing how the right digital marketing strategy can achieve such goals.

Sustainable Marketing

Nawasena Clothing employs an innovative strategy by utilizing demographic data analysis and customer feedback from social media to inspire and discover product concepts that meet market needs. They actively use this information to guide innovation strategies in their product development. Additionally, Nawasena Clothing employs targeted promotions, such as discounts and special offers, as a means to boost sales and build customer loyalty. This approach not only enhances their product appeal in the market but also strengthens relationships with existing customers. The research findings indicate that customer data analysis helps Nawasena Clothing identify market trends and customer needs, allowing them to develop effective promotional strategies. This proves that continuous marketing strategies can increase brand awareness and customer loyalty.

Personalized Marketing

Nawasena Clothing implements a consumer-focused marketing strategy by collecting customer data to create content tailored to their individual needs. By using the gathered information, the company can offer a more relevant and satisfying shopping experience for each customer. This approach not only enhances brand awareness in the eyes of consumers but also strengthens overall customer satisfaction, ensuring that every interaction with the brand provides significant added value. These findings demonstrate that by utilizing customer data to create product recommendations that meet individual needs, Nawasena Clothing successfully increases customer awareness

and satisfaction. This answers the research question by asserting that personalization is key to enhancing shopping experiences and customer loyalty.

Visual Marketing Strategy

Nawasena Clothing recognizes the importance of visual marketing in increasing customer awareness and loyalty. They actively use digital platforms such as Instagram, Pinterest, Facebook, and YouTube to market their products through engaging and relevant visual content. This strategy not only aims to meet customer needs and preferences but also to build confidence and trust in their brand. Through this approach, Nawasena Clothing seeks to create inspiring experiences and strengthen positive relationships with their consumers. The findings confirm that visual marketing has a significant impact on increasing brand awareness and customer loyalty for Nawasena Clothing. Utilizing visual platforms such as Instagram, Pinterest, Facebook, and YouTube is key to creating content that is not only engaging but also capable of building consumer confidence in choosing their products. These results answer the research question clearly, showing that an appropriate visual marketing strategy can effectively increase customer loyalty and sales volume through relevant and inspiring visual content.

Integrated Digital Marketing

Nawasena Clothing actively leverages digital platforms such as Instagram, Facebook, Shopee, and TikTok Shop to boost sales and expand their market reach. They also collaborate with social media influencers to enhance online product distribution. In this collaboration, social media influencers upload Nawasena Clothing products on their platforms and receive bonuses from resulting sales. This approach not only extends brand visibility across various platforms but also effectively increases market penetration through collaboration with digital influencers. The findings reveal that an integrated digital marketing strategy significantly simplifies consumer purchases at Nawasena Clothing. Utilizing various digital platforms like Instagram, Facebook, Shopee, and TikTok Shop not only expands their market reach but also enhances competitiveness in the fashion market. Collaboration with social media influencers has also proven effective in increasing sales by leveraging their networks and social influence. These findings provide an answer to the research question by confirming that integrating digital marketing strategies can positively impact sales through diverse online channels.

Legal Compliance and Market Expansion

Nawasena Clothing conducts in-depth analysis of consumer behavior and market trends to choose the most profitable market segments for them. They prioritize segments that align with their brand values and identity, promising high sales

potential. This approach is designed to allocate company resources effectively, optimally meeting the needs and desires of the consumers they serve. The research findings show that obtaining formal legality provides a strong foundation for Nawasena Clothing's business growth and increases consumer trust. By maintaining regulatory compliance and having legitimate legal status, Nawasena Clothing can expand its market and increase sales volume. These results directly answer the research question by affirming that legal compliance and having formal legality are crucial factors in building customer trust and expanding market share, ultimately contributing to the company's sales growth.

Market Segmentation

Nawasena Clothing conducts in-depth analysis of consumer behavior and market trends to identify the most profitable market segments. They prioritize segments that align with their brand values and identity and have high sales potential. This approach aims to allocate resources effectively to meet consumer needs and desires, supporting a more focused and efficient marketing strategy. The findings show that in-depth analysis of consumer behavior and market trends is crucial in determining the most profitable market segments for Nawasena Clothing. Prioritizing segments that align with brand values and identity helps the company allocate resources effectively. This approach not only strengthens their marketing strategy but also connects with the research question, demonstrating that proper market segmentation can significantly increase sales and enhance customer loyalty by meeting specific consumer needs.

Strategy Formulation

The main findings from the research indicate that Nawasena Clothing is highly committed to formulating strategies in a systematic and directed manner. They start by setting clear missions and objectives as the main foundation in designing their strategy. By identifying opportunities from the external environment and evaluating strengths and weaknesses from the internal environment, Nawasena Clothing can design appropriate and effective strategies. This approach not only helps them differentiate from competitors but also attract consumers by focusing on product quality, added value provided, and styles that align with trends. This directly supports the research question about how young companies like Nawasena Clothing can develop effective strategies to achieve competitive advantage in a competitive market.

Strategy Implementation

The main findings from the research indicate that Nawasena Clothing has successfully implemented a strategy focused on several key aspects. They prioritize increasing brand awareness by using various social media platforms and actively participating in

local events. This strategy also targets specific audiences relevant to their brand values and identity. This approach not only supports Nawasena Clothing's business growth but also answers the research question about how digital marketing strategies and local promotional events can help fashion companies like Nawasena Clothing grow and thrive in a highly competitive market. Other findings from the research indicate that Nawasena Clothing faces various challenges in the competitive market, including tight price competition and changing consumer preferences. Nevertheless, they remain focused on the strategy of maintaining high product quality as a way to differentiate from their competitors. This relationship is highly relevant to the research question exploring how Nawasena Clothing overcomes external and internal challenges in their business development. The answer lies in their adaptive strategy prioritizing product quality and flexibility in marketing strategies, which helps them stay competitive and consistent in this dynamic market.

Strategy Evaluation

The main findings from the research indicate that Nawasena Clothing systematically evaluates external factors such as market trends, regulatory changes, and consumer behavior. They also regularly assess their internal strengths and weaknesses to identify opportunities for improvement and innovation. This approach ensures that the adopted strategy remains relevant and effective in facing market changes. This is highly relevant to the research question highlighting the importance of continuous evaluation in formulating adaptive and responsive business strategies to market dynamics.

Identifying Competencies

Nawasena Clothing possesses core competencies in the form of a combination of resources and capabilities that distinguish them from competitors. Their innovative graphic design and marketing teams, as well as a wide distribution network, are their main advantages. The innovative graphic design team is capable of creating attractive product designs that follow the latest fashion trends, while the creative marketing team builds a strong brand image through innovative marketing campaigns and the utilization of digital technology. Additionally, collaborations with various distributors and retailers in different regions and presence on online sales platforms expand their market reach. High logistical efficiency ensures that products reach consumers quickly and in good condition, contributing to customer satisfaction. Strict quality control and regular training for design and marketing teams ensure that each product meets high standards and that human resources continue to develop. Excellent customer service also plays a crucial role in maintaining loyalty and a positive reputation in the market. By leveraging these core competencies, Nawasena Clothing can develop product

diversification strategies, market expansion, technological innovation, and brand strengthening to achieve sustainable growth and maintain their competitiveness.

Identifying Weaknesses

The company acknowledges its weaknesses, such as relatively high production costs, lack of knowledge about digital technology, and limited competent human resources. However, they view these weaknesses as opportunities for improvement and enhancing organizational performance. To address high production costs, they are reviewing and optimizing production strategies, including seeking new ways to increase efficiency and reduce costs without compromising quality. Meanwhile, the lack of knowledge about digital technology is being addressed by conducting training and workshops for employees to become more technologically literate and able to utilize digital tools in their daily work. The company is also committed to seeking and recruiting more skilled and experienced human resources, as well as providing skill development programs for existing employees. Thus, they hope to enhance the overall capacity and capability of their team, which in turn will drive the company's performance in a better direction.

Exploring Opportunities

Nawasena Clothing actively monitors market developments and competition, as well as identifies existing opportunities. They strive to develop strategies that align with market needs and the organization's internal strengths. As a concrete example, the company focuses on improving the purchasing experience and customer service through more digital marketing strategies. By leveraging e-commerce platforms and social media, they not only increase brand visibility but also provide a more convenient and enjoyable shopping experience for consumers. Additionally, Nawasena Clothing uses data analytics to understand consumer behavior, enabling them to adjust product offerings and promotions more accurately. Through this approach, they not only succeed in attracting new customers but also enhance loyalty among existing customers. By continuously adapting and innovating, Nawasena Clothing can maintain their competitiveness and relevance in the dynamic fashion market.

Recognizing Potential Threats

The company also recognizes potential threats they face, both from competitors and changing consumer behavior. By regularly conducting SWOT analysis and monitoring the market, they can identify these threats and develop appropriate strategies to address them. For example, they realize that competitors are always looking for ways to imitate and surpass their products, so Nawasena Clothing focuses on continuous product quality improvement. This includes using better raw materials, more advanced production processes, and more innovative designs. Additionally, they enhance

customer service by providing specialized training to staff to ensure every customer interaction results in a positive experience.

In facing changes in consumer behavior, such as shifts to online shopping and increasing demand for eco-friendly products, Nawasena Clothing adapts by expanding their digital presence and introducing more sustainable product lines. They use e-commerce and social media platforms to reach consumers more effectively and provide transparent information about their eco-friendly practices.

Furthermore, to improve operational efficiency, the company adopts the latest technology in supply chain management and logistics processes. They also reevaluate and refine internal processes to reduce costs and increase productivity. With this proactive approach, Nawasena Clothing not only manages to overcome existing threats but also positions themselves for continuous growth and development in the competitive market.

Interconnection of Patterns, Categories, and Dimensions

In this study, the identified patterns include Nawasena Clothing's adoption of various digital marketing strategies. These patterns encompass the use of content marketing, sustainable marketing, personalized marketing, visual marketing, integrated digital marketing, legal compliance, and market segmentation. The identified categories are the digital and innovative marketing strategies implemented by the company to enhance their competitiveness. Relevant dimensions in this research include the effectiveness of marketing strategies, sales improvement, brand awareness, customer loyalty, and operational efficiency. The interconnection among patterns, categories, and dimensions illustrates how Nawasena Clothing implements various digital marketing strategies to achieve their business goals, enhance customer satisfaction, and maintain competitiveness in a competitive market.

Position of Findings against Theory and Previous Findings

This research finds that integrated digital marketing strategies significantly facilitate consumer purchases and enhance competitiveness in the fashion market. This aligns with previous research indicating that using social media as a marketing tool can increase visibility and sales of SME products in the digital era. However, this study expands on these findings by demonstrating that integrating various digital platforms such as Instagram, Facebook, Shopee, and TikTok Shop also plays a crucial role in expanding market reach and effectively penetrating markets. Additionally, this study identifies the importance of proper market segmentation in marketing strategies. This supports prior research that found consumer behavior analysis and market trends are crucial in identifying profitable market segments for SMEs. The study adds that by prioritizing market segments aligned with brand values and identity, companies can allocate resources more effectively to meet consumer needs, ultimately enhancing

customer loyalty and sales volume. Another finding is the importance of ongoing evaluation of adopted strategies. Nawasena Clothing systematically evaluates external factors such as market trends and regulatory changes, as well as internal factors, to identify opportunities for improvement and innovation. This is consistent with previous research highlighting the importance of continuous evaluation in formulating adaptive business strategies responsive to market dynamics. However, this study further emphasizes that systematic and routine evaluation not only helps in addressing market changes but also in maintaining the relevance and effectiveness of adopted strategies.

Interpretation and Explanation of Findings

This study reveals that Nawasena Clothing has successfully utilized various digital marketing strategies to achieve their business objectives. The implementation of content marketing across various social media platforms and marketplaces helps them reach a wider audience and increase sales. Sustainable marketing utilizing customer data analysis enables them to develop products and promotions that meet market needs. Personalized marketing provides a more relevant and satisfying shopping experience for customers, while visual marketing helps build brand awareness and trust. Integrated digital marketing and collaboration with digital influencers expand market reach and product penetration. Compliance with regulations and formal legality enhances consumer trust, while proper market segmentation helps them allocate resources more effectively. These findings indicate that comprehensive and targeted digital marketing strategies can help companies like Nawasena Clothing grow and compete in dynamic markets.

Implications of Research Findings

The implications of these research findings are significant for SMEs in the Kaliwates District, particularly in the fashion industry. Firstly, the use of comprehensive digital marketing strategies can help other SMEs expand market reach and increase sales with more efficient budgets. Secondly, customer data analysis and sustainable marketing enable SMEs to identify market trends and customer needs, thereby developing more suitable products and promotions. Thirdly, personalized marketing and visual marketing can enhance brand awareness and customer loyalty by creating more relevant and satisfying shopping experiences. Fourthly, compliance with regulations and formal legality can increase consumer trust and expand market reach. Lastly, proper market segmentation helps SMEs allocate resources more effectively and enhance their competitiveness. Recommendations for SMEs in the Kaliwates District include continuing to improve digital competence, utilizing data analysis, and adopting digital marketing strategies that meet their market needs. Governments and

SME support organizations also need to provide training and necessary resources to assist SMEs in this process.

CONCLUSION

Nawasena Clothing, a case study in Kaliwates District, Jember Regency, highlights the critical importance of competitive strategies for SMEs in navigating the dynamic era of digital marketing. Demonstrating effective implementation of integrated digital marketing strategies, Nawasena Clothing expanded market reach and increased sales significantly. Their success underscores the pivotal role of platforms like Instagram, Facebook, and online marketplaces such as Shopee and Tokopedia in enhancing brand exposure and engaging potential consumers effectively. Beyond product promotion, Nawasena Clothing emphasized brand image building through compelling visual content and personalized shopping experiences. Supported by deep consumer behavior analysis and local market trends, their strategy enables informed decision-making in product development, promotional adjustments, and customer interactions, ensuring continued relevance in Kaliwates' competitive fashion industry.

After evaluating the case study of Nawasena Clothing within the context of UMKM competitive strategies in digital marketing era, several recommendations and suggestions emerge to aid Nawasena Clothing and other UMKMs in Jember Regency. Firstly, enhancing mastery of digital technologies through advanced training for the internal team will enable more effective utilization of tools like data analytics, social media marketing, and e-commerce platforms. Staying abreast of new technological developments and online fashion industry trends, alongside partnering with local educational institutions or digital consultants, will provide deeper insights and technical support. Secondly, optimizing marketing expenditures by intensively employing data analytics to monitor and evaluate campaign effectiveness will enable smarter budget allocation and maximize return on investment. Adopting a "test and learn" approach for marketing experiments allows continuous optimization based on direct market feedback. Thirdly, strengthening brand identity and image through consistent and visually compelling digital content on platforms like Instagram and Facebook can enhance brand appeal and foster stronger consumer relationships. Maintaining consistency in brand messaging across all marketing channels will build a cohesive and recognizable brand image. Fourthly, adapting to market and consumer changes by regularly conducting market research and analyzing consumer trends will keep Nawasena Clothing responsive to shifting consumer preferences and facilitate swift adaptation to changes in online shopping behavior. Encouraging sustainable product innovation while maintaining high quality and responsiveness to customer feedback, and expanding product portfolios based on identified new consumer needs and aspirations, will also be beneficial. Lastly, fostering strategic partnerships with

local influencers and online retailers can expand market reach and access broader audiences. Initiating involvement in the local UMKM community in Jember Regency for exchanging experiences and strategies, sharing knowledge and resources with other UMKMs, can yield significant collaborative benefits. Implementing these recommendations and suggestions will empower Nawasena Clothing and other UMKMs in Jember Regency to strengthen their positions in an increasingly competitive and dynamic market, achieving sustainable growth through effective and adaptive digital marketing strategies.

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