MARKETING STRATEGY DEVELOPMENT TO INCREASE MARKET SHARE IN THE SRAGEN BATIK MSMEs CENTER

Adcharina Pratiwi[1], Rizky Ramadhan Aprian Adhitama[2].Calista Rosyita Dewi[3]
[1,2,3]Economic Departement University of Slamet Riyadi Surakarta
Email: adchrina.pratiwi@unisri.ac.id

Abstract: This research focuses on the creative economy and the criteria for marketing strategy in the sociopreneurial sector. The research was conducted in accordance with the planned roadmap for the Masaran batik industry center in Sragen. The research sample was Dewi Ratih MSME in the Masaran area of Sragen. This research was motivated by several problems, namely: (1) suboptimal marketing strategies, (2) unstable batik sales volume that often declines at certain times, and (3) less than optimal business profitability. This research is highly urgent for business actors and batik industry center associations as a solution to address these issues. The research resulted in the formulation of a superior marketing strategy model and plan that is competitive in the batik industry. The results of this research will be used as a formulation and utilized by Sragen batik MSMEs, students, lecturers, the community, and similar entrepreneurs to develop effective marketing strategies. This research aims to solve this problem through a goodness of fit model design approach, which is implemented as a solution to improve marketing strategy, sales volume, and business profit. The research resulted in the formulation of a marketing strategy model, sales volume, and market share that can increase the profitability of batik businesses.

1. Introduction

Nowadays the competition among companies is increasingly fierce, it requires business owners to deigns effective marketing strategies to achieve their desired market share and compete with other companies. Therefore, every company needs to showcase innovation in business, technology, and management to achieve competitive advantage. A well-designed strategy is the foundation in achieving company goals, so it can lead to competitive advantage and high profitability (Abdel et al, 2024; Ida & Doddy, 2022). Marketing strategy is one of the most important strategies that can help companies improve their competitiveness, especially in the era of globalization and liberalization (Ida & Doddy, 2022). The success of a company in the global era is not only determined by product quality alone, but also by the effectiveness of the formulation and implementation of the marketing strategy being carried out (Kotler & Armstrong, 2018; Kurtz, 2018). States that marketing strategy is the company's overall programme in determining target markets and satisfying consumers through a combination of marketing mix elements, which include product, distribution, promotion, and price (Mariyatul & Hapzi, 2024). Marketing strategies can effect

sales volume, as explained, that the right strategy in determining the target market will have an impact on increasing sales volume. State that marketing strategies can provide benefits through increased customer satisfaction, which ultimately drives an increase in sales volume, also emphasizes that marketing strategies have a direct correlation with pricing strategies and increased sales volume (Rangkuti, 2016; Kotler &Armstrong, 2018; Kurtz, 2018; Desman, 2025, Suranto et al, 2023).

Profit is one of the main indicators of a company's success, which is the main goal for a company to survive and grow in the long term. A company will not be able to achieve this goal if it is unable to increase sales volume, as sales volume directly contributes to profit growth. High profits from businesses, especially Micro, Small and Medium Enterprises (MSMEs), play an important role in driving national economic growth.

During the pandemic, MSMEs have shown their vital role in advancing Indonesia's economy. In addition to being an alternative source of employment, MSMEs have proven to be resilient and contribute to the economy when many large companies are struggling. One type of MSME is the batik business, which is part of Indonesia's national cultural heritage.

To support the development and preservation of national batik, the government has issued several policies, including: (a) Ministry of Home Affairs Regulation No. 53 of 2009 on the use of batik in government agencies, (b) Ministry of Trade Regulation No. 86 of 2015 on the regulation of textile imports to protect local batik production, (c) Presidential Regulation No. 44 of 2016 on investment, which provides protection for small businesses to prevent monopolization.

However, batik industry players, particularly in the Masaran batik industry centre in Sragen, still face a number of problems. These problems include: (a) declining marketing activities, (b) minimal use of social media in marketing, (c) declining production, and (d) declining income for batik entrepreneurs. Based on these conditions, this research is considered important and urgent to be conducted because: (a) there has been no previous research focusing on marketing strategy models in this region, (b) batik entrepreneurs are struggling to recover after the pandemic, (c) there is a need to formulate appropriate marketing strategies to improve competitiveness and business sustainability.

This research was conducted at the Masaran batik industry centre in Sragen as a continuation of the 2023 and 2024 researches, in line with the research road-map. The focus of the 2025 research is on efforts to improve batik marketing strategies. The objective of this research is to formulate an effective marketing strategy model to increase sales volume and profitability of batik businesses.

In addition, this research aims to analyse and implement a marketing strategy model that has good goodness of fit. The results of this researches are expected to serve as evaluation material and input in the formulation of policies for the development of MSMEs, particularly in terms of marketing strategy. The model formulated will focus on improving product quality, pricing, distribution, and promotion in order to encourage an increase in sales volume and profitability of batik businesses in the future.

2. Literature Review
Marketing Strategy

A marketing strategy is a series of goals and objectives, as well as policies and rules that provide direction for the company's marketing activities on an ongoing basis, both at every level and in terms of implementation. This strategy also includes the allocation of available resources in response to the dynamics of the environment and changing competitive

conditions (Rajan, 2010). States that a marketing strategy is a set of goals and objectives accompanied by policies and rules to guide the company's marketing activities over time. This is conducted by considering each level and existing guidelines, as well as the appropriate allocation of resources in response to changes in the environment and competition (Anna & Neil, 2019; Mark, 2017).

Marketing strategy is the company's overall programme in setting target markets and meeting consumer needs. This strategy is realized through a combination of marketing mix elements, which include product, distribution, promotion, and price. Product. Products are anything that producers can offer to attract attention, generate interest, be sought after, purchased, used, or consumed by the market as a means of fulfilling consumer needs or desires. Products can be goods or services. Aspects used to measure products include: product variety, product quality, product design, warranty provided, and trademark. Price. Price plays an important role in determining the level of profit and the sustainability of a company's operations. Setting the right price directly impacts the adjustment of the marketing strategy implemented. Moreover, the price elasticity of a product influences the level of demand and sales volume. Price measurement indicators include: price level, competitor product prices, discounts (price cuts), payment terms, and variations in. Promotion. Promotion is a form of marketing communication that serves to convey information, influence, and remind target consumers about the company and the products it offers. The main goal of promotion is to build consumer willingness to accept, purchase, and remain loyal to the product. Promotion can be measured through several aspects, including: the appeal of advertisements, the intensity of sales promotions, publicity from competitors, public relations activities, and the effectiveness of direct marketing. Distribution. Distribution, or also known as 'place,' is the activity of making products easily accessible to consumers. This process includes selecting the appropriate distribution channels and strategically placing products. The factors used to evaluate distribution include: product availability, type of distribution channel, transportation system, competitor distribution, sales location or region, and variations in delivery methods (Swastha, 2015; Winardi, 2019; Mark, 2017; Adcharina et al., 2017; Primawati, 2020).

Sales Volume

Sales Volume is a measure that indicates the quantity or amount of goods or services that have been successfully sold and sales volume is the number of products or services sold in a certain period. States that sales volume refers to the total products or trademark of a company that have been successfully marketed within a certain period of time and adds that sales volume is the total number of goods or services purchased by a group of consumers in a specific geographical area, in the context of a specific marketing programme. In other words, sales volume reflects the total results of goods or services sales activities. The greater the sales volume achieved by a company, the greater the opportunity for the company to make a profit (Suranto et al, 2024; Suranto et al, 2023).

There are several indicators for assessing sales volume, namely: Achievement of sales targets. The sales volume achieved by the company is based on actual sales compared to predetermined targets. These targets may change in line with internal company conditions and market changes. Increase In Profit**.** The company's sales activities are affected by various factors, such as the company's ability to manage resources, market conditions, and the amount of capital it has. An increase in sales volume accompanied by cost efficiency can contribute to an increase in the company's profits. This research has the following elements of

novelty: (a) it is flexible, so it can be applied to various types of similar MSMEs; (b) it is applicable because the results can be directly implemented by batik MSMEs and other similar businesses, and; (c) it is relevant, in line with the expectations of employees and business actors in managing and developing MSMEs. The contributions of novelty in this research include: (a) identifying effective marketing strategies in the batik industry sector, and; (b) developing a valid marketing strategy model with a good level of goodness of fit, aimed at increasing the sales volume of MSMEs (Suranto et al., 2024; Suranto et al., 2023).

Theoretical Framework
The structural model concept as a design to be developed for increasing batik sales volume is shown in Figure 3.
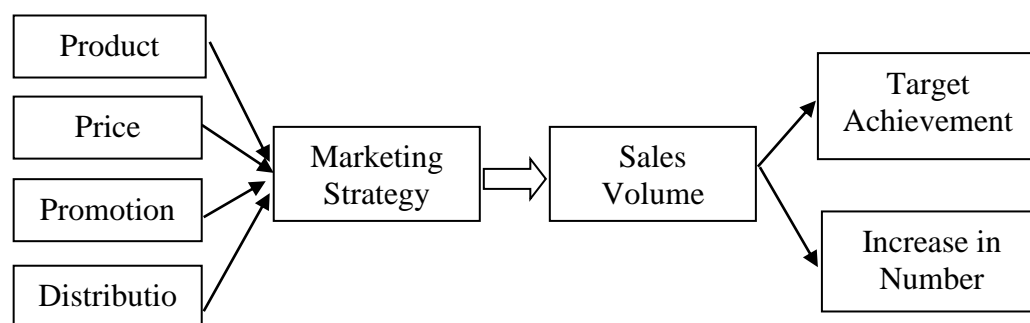

Figure 1. Conceptual model of marketing strategy for increasing market share

Based on the hypotheses in the developed structural model, marketing strategy is thought to have an effect on the sales volume of MSMEs. Marketing strategy in this research covers four main aspects, namely: a. Product, which is measured through several indicators, including: Product variety, Product quality, Product design, Warranty or guarantee offered and Trademark; b. Price**,** which is measured based on the following indicators: Price level, Competitor product prices, Discounts or purchase rebates, Payment period and Payment system variation; c. Promotion, which is measured through indicators as follows: Advertising appeal, Sales promotion intensity, Publicity by competitors, Public relations activities and Direct marketing; d. Distribution, which is measured through indicators as follows: Product availability, Types of distribution channels, Transportation system, Distribution by competitors, Sales location or region and Variety of delivery methods. Meanwhile, the sales volume of MSMEs is measured using two main indicators, namely: Sales target achievement rate and increase in profits earned.

3.   Research Method
This research aims to achieve the set targets through a series of systematic steps, starting from determining the object, implementing activities, to achieve targets and success indicators. Place and Time of Research, the research was conducted at the Masaran Batik Industry Centre, Sragen Regency, by taking samples from the Dewi Ratih batik business. Types and Sources of Data, Data used in this research consist of primary data and secondary data. The details of data collection are as follows. Primary Data, Observation is conducted to identify problems in the field, including: General description and condition of batik entrepreneurs at the research location. Mapping on tenant selection at the Masaran Batik Center. Interview aims to dig up information related to: the problems encountered by batik

entrepreneurs in running their business. Problems that hamper improvement of competitiveness. Secondary Data, Documentation regarding the business profile of Batik Dewi Ratih Sragen. A questionnaire is used to obtain data related to marketing strategy that had been implemented and the sales volume of Batik Dewi Ratih.

Research Stage

First Stage, the researcher conducts observation and interview with entrepreneur of Batik Dewi Ratih in Masaran. The obtained data is used to identify the problems and formulate relevant problem-solving. Second Stagen**,** Research is conducted using a mixed methods approach (Creswell, 2015), combines qualitative and quantitative methods. The model that has been built is tested for its applicability to the sample. If the model is proved to be able to increase sales volume, it will be developed and implemented to all batik MSMEs in Masaran, Sragen (more or less 170 MSMEs) or similar business units.

Research Design and Data Collection Techniques

The research design used is a sequential explanatory design (Creswell, 2015), a mixed method conducted sequentially. The initial stage uses a qualitative approach to obtain a deep understanding on the phenomena, then continues with a quantitative approach to test the correlation among variables**.** Qualitative approach**,** it is conducted through empirical inquiry research in the real-life context of batik entrepreneurs by utilizing data from various sources including key informants. Quantitative Approach, it is used to analyze the correlation among variables and test the effectiveness of implementing techniques, methods, or applications developed based on existing theories. Data Collection Techniques, are carried out through: Interview, Observation, Documentation, Questionnaire and Literature review

Data Analysis Technique

Data analysis was carried out by testing the validity and reliability of the instruments. Structural Equation Modeling (SEM) is used for quantitative data to determine the effect of marketing strategy on sales volume. The types of data used in this research are: Qualitative data is in the form of narrative or description of interview and observations result. Quantitative data is in the form of numbers obtained through a questionnaire and analyzed statistically. The final result of this research is expected to be formulated into an applicable model for further development by batik entrepreneurs, particularly in improving competitiveness and sales volume (Soegiyono, 2019; Adcharina et al, 2020).

4. Result and Discussion

4.1. Result

Based on the result of univariate analysis or descriptive analysis, the description of the research variables can be explained in Table 1.

Table-1. Descriptive Analysis of Research Variables

Descriptive Statistics					
Variable	N	Minimum	Maximum	Mean	Std. Deviation
Product	100	10.00	25.00	20.8100	3.07711
Price	100	10.00	25.00	20.7300	3.17138
Promotion	100	10.00	25.00	20.5100	3.01677
Distribution	100	12.00	30.00	25.6800	3.51872
Sales volume	100	4.00	10.00	8.1900	1.23660
Valid N (listwise)	100				

In Table-1, it can be seen that: (1) The lowest product score is 10, and the highest one is 25. The average product score is $20{,}81 \pm 3{,}08$; (2) The lowest price score is 10, and the highest one is 25. The average price score is $20{,}73 \pm 3{,}17$; (3) The lowest promotion score is 10, and the highest one is 25. The average promotion score is $20{,}51 \pm 3{,}02$; (4) The lowest distribution score is 12, and the highest one is 30. The average distribution score is $25{,}68 \pm 3{,}52$; (5) The lowest sales volume score is 4, and the highest one is 10. The average sales volume score is $8{,}19 \pm 1{,}24$.

In this research, data analysis used non-parametric statistical analysis approach that does not require data normality. Data analysis using PLS-SEM that also does not require normally distributed data and parameter estimation can be directly conducted without *goodness of fit* criteria, SmartPLS computer assistance was used to facilitate data processing.

SEM analysis using SmartPLS does not require classical assumption tests such as data normality, and heteroscedasticity because SmartPLS analysis is a nonparametric statistic test tool. The classical assumption test for multicollinearity (which does not allow for a correlation among independent variables) is also not necessary because the correlation among independent variables can enrich the research findings. The result of data analysis can be described as follows.

Convergent Validity

Convergent validity is the correlation between the item indicator/score indicator and its construct scores. At this stage of analysis, each variable item must have an outer loading value $> 0{,}5$ (Soegiyono, 2019). Construct reliability test is measured using two criteria, namely composite reliability and Cronbach's alpha from indicator block that measures the construct. Construct is declared reliable if composite reliability and Cronbach alpha value are above 0.70. Based on the analysis results, the composite reliability and Cronbach's alpha were obtained.

Path coefficients are the coefficient values of the direct effect of exogenous variables on endogenous variables. Based on the data processing results, it can be concluded as seen in Table 2.

Table-2. Initial Design Path Coefficients

Effects	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
DISTRIBUTION -> SALES VOLUME	0.083	0.085	0.041	1.997	0.046
PRICE -> SALES VOLUME	0.097	0.104	0.062	1.553	0.121
PRODUCT -> SALES VOLUME	0.111	0.108	0.060	1.849	0.065
PROMOTION -> SALES VOLUME	1.081	1.073	0.086	12.617	0.000

In tatble-2, it can be explained as follows: (1) Distribution has a direct effect on sales volume because the T-statistic value at level 1,997 with significance level of $0.046 < 0.05$. (2) Price does not have a direct effect on sales volume because the T-statistic value at level 1,553 with significance level of $0.121 > 0.05$. (3) Product does not have a direct effect on sales volume because the T statistic value at level 1.849 with significance level of $0.065 > 0.05$.

(4) Promotion has a direct effect on sales volume because the T statistic value at level 12.617 with significance level of 0.000 < 0.05.

Based on the analysis result, to optimize the correlation among research variables, a modification of the correlation model between exogenous variables and endogenous variables was conducted. Based on the analysis result, the path coefficient value is obtained in Table-3.

Table-3. The Direct Effect Among Variable in Modification Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
DISTRIBUTION -> PROMOTION	0.279	0.269	0.080	3.469	0.001
DISTRIBUTION -> SALES VOLUME	0.105	0.108	0.043	2.481	0.013
PRICE -> DISTRIBUTION	0.324	0.322	0.117	2.781	0.006
PRICE -> PROMOTION	0.405	0.413	0.104	3.899	0.000
PRODUCT -> DISTRIBUTION	0.624	0.625	0.112	5.576	0.000
PRODUCT -> PROMOTION	0.318	0.319	0.083	3.849	0.000
PROMOTION -> SALES VOLUME	1.088	1.090	0.039	27.697	0.000

In table-3, it is explained that: (1) Distribution has a direct effect on promotion because the T-statistic value at level 3.469 with a significance level of 0.001 < 0.05. (2) Distribution has a direct effect on sales volume because the T-statistic value at level 2.481 with a significance level of 0.013 < 0.05. (3) Price has a direct effect on distribution because the T-statistic value at level 2.781 with a significance level of 0.006 < 0.05. (4) Price has a direct effect on promotion because the T-statistic value at level 3.899 with a significance level of 0.000 < 0.05. (5) Product has a direct effect on distribution because the T-statistic value at level 5.576 with a significance level of 0.0000 < 0.05. (6) Product has a direct effect on promotion because the T-statistic value at level 3.849 with a significance level of 0.0000 < 0.05. (7) Promotion has a direct effect on sales volume because the T-statistic value at level 27.697 with a significance level of 0.0000 < 0.05.

Indirect Effect Among Variables in The Modification Model
Based on the analysis result, it is obtained that the indirect effects among variables in Table 4.
Table 4. The Indirect Effect Among Variables in The Modification Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
PRICE -> DISTRIBUTION -> PROMOTION	0.091	0.082	0.032	2.870	**0.004**
PRODUCT -> DISTRIBUTION -> PROMOTION	0.174	0.172	0.070	2.498	**0.013**
PRICE -> DISTRIBUTION -> SALES VOLUME	0.034	0.033	0.016	2.083	**0.038**

PRODUCT -> DISTRIBUTION -> SALES VOLUME	0.066	0.069	0.033	2.022	**0.044**
PRICE -> DISTRIBUTION -> PROMOTION -> SALES VOLUME	0.099	0.090	0.034	2.914	**0.004**
DISTRIBUTION -> PROMOTION -> SALES VOLUME	0.304	0.294	0.090	3.391	**0.001**
PRODUCT -> DISTRIBUTION -> PROMOTION -> SALES VOLUME	0.190	0.188	0.078	2.431	**0.015**
PRICE -> PROMOTION -> SALES VOLUME	0.440	0.451	0.117	3.760	**0.000**
PRODUCT -> PROMOTION -> SALES VOLUME	0.346	0.347	0.086	4.002	**0.000**

In Table-4, it can be explained as follows: (1) Distribution can be an intervening variable effect on promotion because the T-statistic value at level 2.870 with a significance level of 0.004 <, 0.05. (2) Distribution can be an intervening variable product effect on promotion because the T-statistic value at level 2.498 with a significance level of 0.013 < 0.05. (3) Distribution can be an intervening variable price effect on sales volume because the T-statistic value at level 2.083 with a significance level of 0.038 < 0.05. (4) Distribution can be an intervening variable product on sales volume because the T-statistic value at level 2.022 with a significance level of 0.044, < 0.05. (5) Distribution and promotion can be an intervening variable product effect on sales volume because the T-statistic value at level 2.914 with a significance level of 0.004 < 0.05. (6) Promotion can be an intervening variable product effect on sales volume because the T-statistic value at level 3.391 with a significance level of 0.001, 0.05. (7) Distribution can be an intervening variable product effect on sales volume because the T-statistic value at level 2.431 with a significance level of 0.015 < 0.05. (8) Promotion can be an intervening variable price effect on sales volume because the T-statistic value at level 3.760 with a significance level of 0.000 < 0.05. (9) Promotion can be an intervening variable product on sales volume because the T-statistic value at level 4.002 with a significance level of 0.000 < 0.05. Based on the result of data analysis above, the findings of the correlation model among variables in the research can be described in Figure 1.
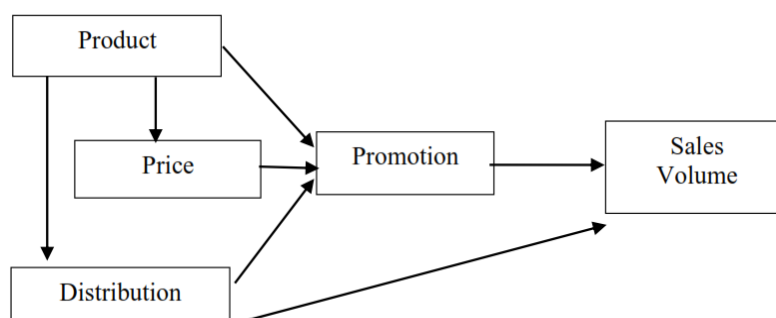

Figure 1. The Findings of Correlation Model among Variables

4.2. Discussion

Based on the discussion and observation of the marketing strategy model results, the analysis of the model formulation and design, structurally, the model was declared to have goodness of fit. All items had valid and reliable values, and the manifest variables reflected

the construct variables. The model was then applied in the field through implementation, mentoring, and counseling through direct marketing activities using: social media (IG, FB, TikTok), digital marketing (online marketing), and the company website, company profile, and product catalog. Research by Suranto (2021) found that sales through social media and the web have a positive or significant impact on sales. Implementing social media and websites for SMEs is crucial for increasing sales. n line with research by Rizky and Yasin (2014), it was proven that social media, as a promotional tool, has an influence on increasing sales.

The Effect of Product on Promotion

Based on the research results, it is known that the product has a direct effect on promotion. It is shown by the T-statistic value at level 3.849 with a significance level of 0.000 (0.05). It means that the greater number of products produce, the more increasing the promotion carried out by the company is. It occurs because the company has more products that need to be introduced to consumers.

A product is anything that can be offered by a manufacturer to be noted, requested, searched, used, or consumed by the market to fulfill a consumer's need or desire, either product or service. Product can be measured through several indicators, such as product variation, product quality, product design, offered warranty (guarantee) and trademark.

Therefore, the more diverse the variety of products offered, the higher the quality is, the more interesting the design is, the more available the warranty is, and the stronger the trademark is, and of course, it will encourage the company to carries out promotion more intensively. Promotion is required to ensure that consumers know and understand the product advantages offered by the company.

The Effect of Product on Distribution

Based on the research results, it is known that the product has a direct effect on distribution. It is shown by the T-statistic value at level 5.576 with a significance level of 0.000, 0.05. It means that the greater number of products produces, the more increasing the number of distributions carries out by the company. It is caused by the greater number of products which must be delivered to consumers.

A product is anything that can be offered to the market to attract attention, be purchased, used, or consumed and can fulfill the desires or needs of consumers. Therefore, high product volume, good quality, diverse variations and a well-known trademark can encourage the increase of the company's distribution channels. The company will add the number of stores to market its product. The increasing number of products is also potential to increase the number of orders, so the company needs to expand and improve distribution activity to ensure its product reach consumers on time.

The Effect of Price on Promotion

Based on the research results, it is recognized that price has a direct effect on promotion. It is shown by the T-statistic value at level 3.899 with a significance level of 0.0000, which is smaller than 0.05. It means that the more competitive the price set is - (compete in product price from competitor)-, the more active the company carries out sales promotion.,

Price has an important role because it has a direct effect on profit and company survival. Pricing also has an impact on the marketing strategy implemented. Furthermore, the price elasticity of a product also influences demand and sales levels.

The Effect of Price on Distribution

Based on research results, it is recognized that price has a direct effect on distribution. It is recognized by the T-statistic value at level 2.781 with a significance level of 0.006, which

is smaller than 0.05. It indicates that the more competitive the price set by the company (compared by competitors), the greater the possibility that the company to receive more orders to deliver to consumers.

The Effect of Distribution on Promotion

Based on the research results, it is recognized that distribution has a direct effect on promotion. It is indicated by the T-statistic value at level 3.469 with a significance level of 0.001, which is smaller than 0.05. It indicates that the higher the frequency distribution of activity carried out by the company, the more products the company sells to the consumers. Thus, the increasing distribution will encourage the company to intensify sales promotion.

The Effect of Promotion on Sales Volume

Based on the research results, promotion has a direct effect on sales volume. It is indicated by the T-statistic value at the level 27.697 with a significance level of 0.000, which is smaller than 0.05. It means that the more actively the company carries out sales promotion, the more the sales volume increases because many products are sold more.

The Effect of Distribution on Sales Volume

Based on the research results, it is recognized that distribution has a direct effect on sales volume because the T-statistic value at level 2.481 with a significance level of 0.013 < 0.05. It means that the higher the company does product distribution to the consumers, the more the sales volume is due to many products are sold.

The Effect of Product on Promotion Mediated by Distribution

Based on the research results, distribution can role as an intervening variable which mediates the effect of product on promotion. It is indicated by the T-statistic value at level 2.498 with significance level of 0.013, which is smaller than 0.05. It means that the greater number of productions produces, the more increasing promotion the company will do due to many products which needs to deliver to consumers. Furthermore, the more actively the company conducts sales promotion, the more the sales volume increases due to the more products sold.

The Effect of Products on Promotion Mediated by Distribution

Based on the research results, distribution can be an intervening variable which mediates the effect of price on promotion. It is indicated by the T-statistic value at level 2.870 with a significance level of 0.004 which is smaller than 0.05. It means that the greater number of productions produces, the greater number of distributions the company will have because many products must be delivered to consumers. Furthermore, the more increasing the number of distributions carried out by the company is, the more products tend to be sold by the company to consumers so sales promotion will also increase.

The Effect of Product on Sales Volume Mediated by Promotion

Based on the result of research, promotion can function as an intervening variable that mediates the effect of product on sales volume. It is shown by the T statistic value at level 4.0002 with a significance level of 0.000, which is smaller than 0.05. It means that the products a company produces, the more it will be encouraged to increase promotions because it has many products that need to be delivered to consumers. Furthermore, the more active the company conducts sales promotion, the more the sales volume will increase due to many products are sold.

The Effect of Price on Sales Volume Mediated by Promotion

Based on the research results, promotion can role as an intervening variable which mediates the effect of price on sales volume. It is indicated by the T-statistic value at level 3.760 with a significance level of 0.000, which is smaller than 0.05. It means that the more

competitive the price offered by the company, the more active the company in sales promotion, so the sales volume will increase because many products are sold.

The Effect of Product on Sales Volume Mediated by Distribution

Based on the research results, distribution roles as an intervening variable that mediates the effect of product on sales volume. It is indicated by T-statistic value of 2.022 with a significance level of 0.044, which is smaller than 0.05. It means that the greater the amount of production produced is, the greater the number of distribution carried out by the company due to the larger number of products that must be delivered to consumers. Furthermore, the higher the intensity of product distribution to consumers, the more the sales volume will increase due to the large number of products sold.

The effect of Price on Sales Volume Mediated by Distribution

Based on the research results, distribution roles as an intervening variable that mediates the effect of price and sales volume. It is indicated by the T-statistic value of 2.083 with a significance level of 0.038, which is smaller than 0.05. It means that the more competitive the price offered by the company is, the more likely the company will receive large orders to be delivered to consumers. Furthermore, the higher the intensity of product distribution carried out by the company, the higher the sales volume will be due to the increasing number of products successfully sold.

The Effect of Distribution on Sales Volume Mediated by Promotion

Based on the research results, promotion roles as an intervening variable that mediates the effect of distribution on sales volume. It is indicated by the T-statistic value of 3.391 with a significance level of 0.0001, which is smaller than 0.05. It means that the higher the distribution volume a company carries out, the more products the company tend to sell more products to consumers, so it will encourage increased sales promotion activities. Furthermore, the more intensively the companies carry out promotion, the higher the sales volume will be because more and more products are sold.

The Influence of Product on Sales Volume Mediated by Distribution and Promotion

Based on the research results, distribution and promotion act as intervening variables that mediate the influence of products on sales volume. It is indicated by the T-Statistic value of 2.431 with a significance level of 0.015, which is smaller than 0.05. It means that the more the amount of products produced, the more increase the amount of distribution will be, along with the increase in products that must be delivered to consumers. Furthermore, the higher the intensity of distribution carried out, the companies tend to be able to sell more products to consumers. It encourages companies to increase sales promotion activities. Finally, the more intensive the promotion is, the sales volume will increase, along with the increasing number of products sold.

The Influence of Price on Sales Volume Mediated by Distribution and Promotion

Based on the research results, both distribution and promotion act as intervening variables which mediate the influence of price on sales volume. It is indicated by the T-statistic value of 2.914 with a significance level of 0.004, which is smaller than 0.05. It means that the more competitive the price offered, the greater the possibility of the company receiving large orders to be delivered to consumers. Furthermore, the higher the intensity of distribution carried out by the company, indicates that the company's ability to sell the products to consumers will also improve. This condition encourages companies to be more active in conducting sales promotions. Ultimately, the more intensive the promotion is, the sales volume will also increase along with the increase in products sold.

Recommended Marketing Development Strategies

Product Strategy, the company has to improve both the quality and quantity of its product to fulfill consumers' necessities and desires. The company needs to present product variations and build a strong trademark to attract consumers' buying interest and expand the market range. The company can add store or distribution channels in response to increasing product demand.

Pricing Strategy, The company needs to set affordable and competitive prices that can be adjusted to consumer purchasing power and market conditions. The company can offer discounts and a flexible payment system to encourage purchases. The effective price will encourage sales volume, which ultimately increases companies' revenue.

Distribution Strategy, the company has to expand its distribution channels to make its products more accessible to consumers in various locations. The company has to expand its distribution channels in order to make its products more accessible to consumers in various locations. The company needs to ensure product availability, delivery speed, transportation efficiency, and logistic. Increased distribution can strengthen the perception of product availability and be and indicator of increased sales volume.

Promotion strategy, the company has to improve promotion intensity and quality, either through advertisement, sales promotion, direct sales, publicity, or public relations. The company needs to deliver product information interestingly and persuasively so consumer know, like, and buy the product. Correct promotion will build consumer loyalty and expand market range. Promotion costs must be designed effectively to increase companies profit. needs to ensure product availability, delivery speed, and transportation efficiency, and logistic. Increased distribution can strengthen the perception of product availability and be an indicator of increased sales volume.

The company needs to improve promotion intensity and quality, either through advertisement, sales promotion, direct sales, publicity, or public relations. The company needs to deliver product information interestingly and persuasively so consumers know, like, and buy the product. Correct promotion will build consumer loyalty and expand the market range. Promotion costs must be designed effectively to increase the company's profit.

Sinergy Between Strategies (4P Integration), Product improvements will drive distribution because both demand and orders increase. Wide distribution enables effective and targeted promotion. Affordable price strengthens purchasing decision, which ultimately increases sales volume. High sales volume increases profit, which can be used to fund further promotional activities and distribution expansion (Adcharina et al, 2020).

Implementation of Research-Based Strategies, The needs to design research-based marketing strategies, as explained by Luayyi et al. (2022), that marketing strategy has a significant effect of 48% on sales volume. Marketing management has to be able to take advantage of market opportunities, considering that business competition is increasingly tight and dynamic changes happen in the external environment.

5. Conclusion

Researchers formulated a marketing mix model that has goodness of fit in supporting increased market expansion. This model integrates the elements of the marketing mix (product, price, distribution, and promotion) to increase sales volume and consumer satisfaction. The results of the research show that synergy among marketing mix elements significantly influences the success of MSMEs and maintains business continuity.

Research Suggestions

MSMEs need to improve product quality by developing product designs and variations, so that consumer has more options, thereby increasing consumer satisfaction and sales volume. MSMEs must set competitive selling prices by considering competitor prices and ease of payment methods so that prices can be competitive and encourage increased sales. MSMEs must prioritize punctuality in product distribution so that consumers feel satisfied and remain loyal to the product. MSMEs need to improve promotion frequency and range by utilizing technology and digital media so that product information reaches consumers quickly and encourages purchases.

References

Abdel, A., Ahmad, S.,Ahmed, A., Mahmoud, A., Alhareth, A, H.,Ahmad, F, A., Abdel, A,S, M. 2024. The Impact of Digital Marketing on the Performance of SMEs: An Analytical Study in Light of Modern Digital Transformations. *Sustainability*. 16(19). 8667. https://doi: 10.3390/su16198667

Adcharina, P., Riani, A.L., Harisudin, M., & Pinta, S.R.H. 2020. The Development of Market Oriented Batik Product Based on Costumer Buying Intention (Industrial Center of Batik Sragen Indonesia), *International Journal Management*, 11(3), 373–389.

Adcharina, P., Riani, A.L., Harisudin, M., & Pinta, S.R.H. 2020. Marketing Model For Creative Industry Batik Market Oriented In The Industria era 4.0). *Journal Technology Reports Kansay Universuty.* 20(2), 23-31.

Adcharina, P., Riani,A.L., Harisudin, M., & Pinta, S.R.H. 2017. Empowerment of Entrepreneur Batik in Masaran Sragen, *Journal Science Engineering Reseacrh.* 1(6),189–194.

Anna, K., & Neil, A, M. 2019. How marketing capabilities and current performance drive strategic intentions in international markets. Industrial Marketing Management. 78(2019). 108-121. https://doi.org/10.1016/j.indmarman.2017.02.001

Creswell, J, W. 2015. *Research Design: Pendekatan Kualitatif, Kuantitatif dan Mixed.* Pustaka Pelajar. Yogyakarta.

Desman, S, N. 2025. Marketing Strategy Innovation: Enhancing Competitiveness and Differentiation of Local Products in the Global Market. *Oikonomia Journal of Management Economics and Accounting*. 2(3).101-112. https://doi:10.61942/oikonomia.v2i3.358

Ida, F., & Doddy, S. 2022. Business Strategies and Competitive Advantage: The Role of Performance and Innovation. *Journal Open Innovation Technology Marketing Complex.* 8(3), 163; https://doi.org/10.3390/joitmc8030163

Kotler, P. & Amstrong, G. 2018. *Prinsip-prinsip Pemasaran*, Edisi Sebelas, Jilid-1. Erlangga. Jakarta

Kurtz, L, E. 2018. *Manajemen Pemasaran,Edisi Kesembilan*. PT.Indeks Gramedia. Jakarta.

Mariyatul, Q., & Hapzi, A. 2024. Marketing Mix Implementation on Sales Levels. *Dinasti International Journal Management Sains*. 05(05). 1037-1045. https://doi.org/10.31933/dijms.v5i4

Mark, A, C. 2017. *Market Segmentation, Targeting and Positioning. Travel Marketing, Tourism Economics and the Airline Product: An Introduction to Theory and Practice*. Edition-1, Chapter-4. Publisher: Springer, Cham, Switzerland. https://doi: 10.1007/978-3-319-49849-2_4

Primawati, H. 2020. The Impact of Marketingmix on Customer Loyality on Aqua Products. Ekspektra. 4(2):83-103. https://doi.10.25139/ekt.v4i2.3132

Rajan, V. 2010. Strategic Marketing and Marketing Strategy: Domain, Definition, Fundamental Issues and Foundational Premises. *Journal of the Academy of Marketing Science.* 38(2):119-140. DOI: 10.1007/s11747-009-0176-7

Rangkuti, F. 2016. *Manajemen Pemasaran Jasa.* Penerbit Salemba Empat. Jakarta.

Rizky. M.F., dan Yasin. H. 2014. Pengaruh Promosi Dan Harga Terhadap Minat Beli Perumahan Obama PT. Nailah Adi Kurnia Sei Mencirim Medan. Jurnal Manajemen & Bisnis. 14 (02):135-143.

Soegiyono. 2019. *Metode Penelitian Kombinasi (Mixed Methods).* Alfabeta. Bandung.

Suranto, S., Syah, M, F, J., & Setiawan, A. 2024. The Impact of The Internship Program Model on Life Skills. *African Journal Biomedical Research.* 27(4). 10589 – 10597.

Suranto, S., Taufan, R, A., Etika, M., & Indah, P. 2023. Business System Development Strategies in MSMEs In Order To Sustanable Increase. *Jurnal Info Sains: Informatika Dan Sains*, *13*(03), 703–711. Retrieved from https://ejournal.seaninstitute.or.id/index.php/InfoSains/article/view/3310

Suranto, S., Wildan, A, A., Ahmad, K, A., & Afiqoh, A, F. 2023. Sustainable Business Development System Increasing Omzet Through Technopreneurship In Small To Medium Industries (SMIs). *Jurnal Info Sains: Informatika Dan Sains*. *13*(03), 712–721. Retrieved from https://ejournal.seaninstitute.or.id/index.php/InfoSains/article/view/3311

Swastha, B. 2015. *Manajemen Pemasaran Analisis Perilaku Konsumen*. Liberty. Yogyakarta.

Winardi, J. 2019. *Entrepreneur dan Entrepreneurship*. Persada Media. Jakarta.