



Analysis of Marketing Strategies in Increasing the Competitiveness of MSMEs Assisted by PT. Pertamina Hulu Rokan: Case Study in Bintan

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Abstract

This research investigates the marketing communication approach of Dpoer Bintan MSME which is one of the small and medium scale enterprises promoted by PT. Pertamina Hulu Rokan, and assesses the degree to which these programmes have contributed to improving the competitiveness of the MSME. The role of the mixed-method design means the use of qualitative data collected from the interviews, observations, and documents together with the quantitative data from the customer satisfaction, sales, and the web analytics. The research shows that quality is the defining characteristic underpinned by quality assurance and constant product development that underlay the MSME's competitive approach in the marketplace and very strong customer satisfaction & brand association. The study also also highlights the significance of digital marketing and the two activities including social media interaction and conversation rate optimisation-in the broadening of the market base and boosting of sales volume. Besides, the increasing strategic partnerships with PT. Pertamina Hulu Rokan and local suppliers have been established to play important roles of enhancing operational efficiency as well as market access thus the research recognize the impacts of relying on supply chain. SWOT analysis offers a broad vision of the MSME scenario in the market and list of strengths and weaknesses such as quality product that the firm offers or lack of capital for marketing, and opportunity and threat like digital marketing that the firm taken or has to face respectively.

Introduction

In the era of globalization and increasingly fierce business competition, marketing strategy is one of the key factors in increasing the competitiveness of Micro, Small and Medium Enterprises (MSMEs). PT. Pertamina Hulu Rokan as an energy company that has a MSME development program, including Dpoer Bintan MSMEs, needs to conduct a marketing strategy analysis to support the development and competitiveness of these MSMEs. marketing strategies are steps that are systematically planned to achieve marketing goals in the long term. In the context of MSMEs, an effective marketing strategy can help MSMEs to expand market share, increase sales and strengthen brand awareness. Research conducted by shows that MSMEs that implement appropriate marketing strategies are able to increase their competitiveness and business sustainability (Sathana et al., 2021; Bestari & Butarbutar, 2021; Nurhasanah et al., 2023; Sugiana et al., 2023). This is in line with the opinion of who states that MSMEs need to understand the market and develop marketing strategies that suit consumer characteristics. In the context of Dpoer Bintan MSMEs, a comprehensive marketing strategy analysis needs to be carried out to increase the competitiveness of these MSMEs (Arif, 2024). By understanding market characteristics, consumer needs and product potential, Dapur Bunda MSMEs can optimize product marketing and increase sales.

Thus, this research aims to analyze marketing strategies in increasing the competitiveness of MSMEs assisted by PT. Pertamina Hulu Rokan, with a case study on Dpoer Bintan MSMEs (Arif et al., 2023). Through in-depth analysis, it is hoped that marketing strategy recommendations can be found that can help Dpoer Bintan MSMEs in facing increasingly tight market competition. From the problem formulation and limitations that have been mentioned, the objectives to be achieved in this research are: (1) To find out the internal factors and external factors of marketing strategy in determining the competitiveness of Dpoer Bintan MSMEs, and (2) To determine the right strategy in order to maximize the strengths and minimize the weaknesses of Dpoer Bintan MSMEs.

Methods

This study therefore uses both quantitative and qualitative data to ensure that all the results realized by Dpoer Bintan MSME, a micro and small enterprise financed by PT. Pertamina Hulu Rokan. The research design is therefore exploratory in nature with the view of examining the internal and environmental factors that perhaps affect competitiveness of the MSME. In doing so, it is the aim of this research to supplement qualitative findings with relevant quantitative data and to provide a comprehensive and detailed analysis of the strategies, as well as recommendation for the same that are based on empirical data and also on the pertinent theory.

Research Design

The study permits the use of the mixed research design approach whereby data collection and analysis will employ both qualitative and quantitative data collection techniques. This approach was considered in order to get a broad understanding of the research problem under study. It is revealed that the qualitative research permits to garner more profound understanding of the perceptions, experiences, and the strategies the MSME used. The quantitative research offers the solid evidence confirming the qualitative findings. This combined approach of different methods ensures that the research achieves a broad and in-depth understanding of the concept of marketing strategy, information that could not be tapped if use was made of a single line of research.

Sampling Procedure

Sampling for this study was done systematically with the intention of including people who have important information on the Dpoer Bintan MSME operations and marketing strategies. In view of the available data, purpose sampling approach was adopted to choose respondent that will be apt to the research aim. The targets were the MSMEs' management, owners, marketing managers and production heads) who were included due to their roles in strategic decision making within the MSMEs. In order to provide the variability of the data, other participants, e.g., customers, suppliers, and coordinators of the PT. Pertamina Hulu Rokan was also incorporated in the list. The integration of all these viewpoints contributes to the validation of the conclusions and findings as well as an improved understanding of the MSME's competitive moves.

In total 20 face-to-face interviews were made with selected participants. The choice of the participants was also significant in order to guarantee that all the participants were experienced and actively involved with the MSME. For example, a sample of customers who had done business with the MSME for more than one year was used in the assessment of customer satisfaction and loyalty levels. Some of the suppliers were selected based on their business engagements with the MSME so that the outside view could be obtained concerning the supply chain and the quality of the products of the MSME. The use of competitors although limited gave a sense of competition and comparison that was important to show the position of the

MSME in the market. Last, are the program coordinators from PT. Getting contextual information on the development of the MSME and Pertamina Hulu Rokan as well as support provided to it was done through interviewing them.

Data Collection

The principal qualitative data was collected from interviews that were conducted using a semi-structured interview schedule. The concept of this guide was to open specific directions of the MSME's activity, namely the aspects of product quality, digital marketing, cooperation, and competitiveness. The unstructured interviews also have their own advantages because they permit the subject some freedom of opinion while making certain that every point pertinent to the questions is achieved. They offered insights into the various decisions that were made by the MSME at the strategic level and the basis for such decisions.

Also, more direct observations were made in order to augment the collected interview information. The researcher followed the MSME's activities and the context in which the communication/ marketing strategies were implemented, thus; the observational design provided cues as to the impact or otherwise the targeted strategies. During these observations, detailed field notes were taken in order to capture the dynamics, which can occur in the MSME's daily operations. In addition, the author also used document review analysis to get more information about the MSME's strategic direction and its performance. Actual financial records like balance sheets and income statements, marketing strategies on a Word document and/or an Excel sheet and any formal customer feedback reports were collected and used to provide real life confirmation of the MSME's performance and the effectiveness of its marketing strategies. This kind of document analysis was useful in cross-checking with the information from the interview as well as in establishing some pattern regarding to the strategic behaviour of the MSME.

In addition to the qualitative results, quantitative data was collected in the form of structured customer satisfaction survey and results of sales analysis. The results about customer satisfaction were collected through 100 customers' questionnaires which involved questions about product satisfaction, price satisfaction, satisfaction towards the services provided to them, and the overall satisfaction of the customers. These surveys used Likert-scale items to make customer perceptions measurable so as to introduce a quantitative component in the research results. Finally, based on the collected sales data from the last three years possible trends that might be associated with the applied marketing tactics were considered. This study also intended to supplement the given qualitative analyses mainly in establishing the quantitative confirmation of the so mentioned strategies' effects on the sales increases and the market share. The quantitative data also comprised of data relating to the digital marketing activities including social media appearances, website hits and conversion. These metrics were vital to determining the outcome of the MSME's digital marketing initiatives and their impact to the MSME's competitiveness.

Data Analysis

The results from interviews, observations and documentation review were analysed using thematic analysis. This involved creating themes common in the data collected from the software called NVivo, which analyses data on SWOT of the MSME's marketing strategies. Thematic analysis facilitated the easy understanding of the qualitative data collected in light of the various themes that are foundational to the analysis of the MSME 's strategic posture. To enhance the credibility of the qualitative data, data triangulation was used in the course of the research. This concerned using data from different sources including interviews, observation

and documents to confirm their credibility and consistency of the findings. Besides, the use of triangulation enabled to achieve methodological credibility and, at the same time, to explore the strategies of the MSME from a broader spectrum of sources.

The qualitative data collected from the customer satisfaction surveys and the sales data were described and correlated using statistical measures. The survey data analysis involved the use of descriptive statistics, this was to ensure that the customers' perceptions and satisfaction level is established. These statistics gave a quantitative picture of the performance of the MSME in the market besides the qualitative findings. Another research technique that was used in the study was the quantitative SWOT matrix that was used to complement the SWOT analysis and seek to present a summarized internal and external determinant of MSME competitiveness. SWOT analysis helped these factors and created an understanding of the MSME position, which is displayed in the SWOT matrix. Last of all, Pearson's correlation test was used in the study to determine the extent of digital marketing activities and sales performance. This analysis was very useful to determine the effectiveness of the digital strategies in enhancing the competitiveness of the MSME, as complemented the other study positive findings.

Result and Discussion

Product Quality and Innovation

A qualitative data derived from in-depth interviews with the MSME's management and customers showed that the company had to maintain competitiveness by focusing on issues to do with product quality. Keeping the consistency of the quality, the management team stated the company's policy for procuring durable materials and quality control procedures. Product quality was the most recurring reason that customers gave for their patronage of the MSME.

Table 1. Key Themes from Qualitative Interviews on Product Quality and Innovation

| Theme | Frequency of Mention | Representative Quote |
|-------------------------------|----------------------|---|
| High-Quality Raw Materials | 15 | "We ensure that only the best materials are used in our products, which is why our customers trust us." |
| Strict Quality Control | 12 | "Quality is our top priority. Every batch is carefully checked before it reaches the market." |
| Continuous Product Innovation | 10 | "We regularly update our product line to keep up with market trends and customer preferences." |

The graphical representation of the qualitative data collected in table 1 presented shows three major themes that came out of the interviews conducted with the management of Dpoer Bintan MSME touching on issues to do with product quality and innovation. The number of times each of the seven themes was raised gives an indication of how much emphasis was attached to these aspects by the interviewees and the quotes below support the authors' findings by offering the firsthand view of the MSMEs' management.

Out of those 38 expressions, the most frequently used theme stated by the interviewees was the theme of high quality of the raw materials – 15 mentions. This goes further to show that the management of Dpoer Bintan MSME attaches a lot of value on the quality of the raw materials that is used in their products. The representative quote given as 'We guarantee that we only use high quality material in the goods we manufacture and this is why customer place their trust in us' supports the notion that high quality inputs are a precursor to the MSMEs success and customer loyalty. Among these, the emphasis on quality is likely to be one of the reasons that they used to position their products in the market and sustain their competitive advantages.

Purity control was also mentioned often, with 12 mentions. This theme captures the fact that the MSME always strive to make sure a product that is produced and then released to the market is of high quality. The advert “Quality is our top priority. Every batch is carefully checked before it reaches the market,” evidence high quality assurance measures. It also serves the function of maintaining product homogeneity, and in turn, consumer trust and satisfaction important ingredients to longevity in the competitive marketplace.

There were ten references to continuous product innovation; this shows that while quality is paramount, the MSME appreciates the need to bring new products to the market as this is crucial in meeting the many emerging and changing needs. Al though there is lack of specificity about what has changed in the offer, the quote “We regularly update our product line to keep up with market trends and customer preferences,” imply that the MSME has always been dynamic in making sure that the product offer in its portfolio reflects the needs of the market. It might have helped the MSME to attract new customers as well as retain them as a result of the products that are produced are of high quality and are relevant in the current market.

From the data presented in Table 1, it can be seen that the management of Dpoer Bintan MSME attaches great importance to the quality of its products which is achieved through the quality raw material and strict quality control. Moreover the MSME has a vision that shows that it operates strategically in that they change their products frequently to meet the ever changing market needs. These factors all having a role to play in the achievement of competitive advantage by the MSME in that it enjoys a loyal customer base as well as having the ability to attract new customers due to the innovations and quality products it offers.

Table 2. Customer Satisfaction with Product Quality

| Rating | Percentage (%) |
|-----------|----------------|
| Excellent | 85 |
| Good | 15 |
| Average | 0 |
| Poor | 0 |

Surveys conducted on the level of satisfaction of the customers also supported these conclusions from a quantitative perspective. From table 2 we see that 85% of the customers have rated the quality of products as “Excellent” and the remaining 15% have rated as “Good” which shows that MSME’s strategy of concentrating on quality has paid off.

Digital Marketing Effectiveness

The innovation of the digital platform was identified as a vital approach of fortifying the market positioning of the MSME. The management team showed that the target markets expanded greatly by using social media platforms and also the client base was expanded. This was especially so during promotional campaigns when the stores recorded higher sales to recalled quantities.

Table 3. Digital Marketing Metrics

| Metric | Value | Interpretation |
|------------------------------|-------|---|
| Social Media Engagement Rate | 12.5% | Indicates a high level of interaction with content |
| Website Traffic Increase | 35% | Reflects the growing interest generated by online campaigns |

| | | |
|-----------------|------|---|
| Conversion Rate | 4.8% | Represents the percentage of website visitors who made a purchase |
|-----------------|------|---|

However, these metrics are perceived as positive signals of the visibility raised through the digital marketing of the MSME products and higher sales rate. The substantial growth in website visits and social media fans points to a good position of the MSME in the digital space, while the rather high conversion rate proves that Internet-related interest translates into actual sales.

Business Collaboration and Partnerships

Extension of business cooperation with other businesses and stakeholders was also one of the ways that affected the competitiveness of the identified MSME. Mujadid conducted telephone interviews with the management and program coordinators from PT. Pertamina Hulu Rokan stressed the company needs to build the strategic partnership with key suppliers and customers to embrace new markets and resources.

Table 4. Summary of Business Collaborations

| Partner | Nature of Collaboration | Impact on MSME Competitiveness |
|--------------------------|-----------------------------------|--|
| PT. Pertamina Hulu Rokan | Supervisory and technical support | Provided technical assistance and market insights |
| Local Suppliers | Consistent raw material supply | Ensured the availability of high-quality materials |
| Distributors | Broadened distribution network | Expanded market reach, particularly in new regions |

From the exposition of these partnerships it can be deduced that they are instrumental in supporting the operation of the MSME and in increasing the competitiveness of the firm. Having received the technical support from PT. For example, Pertamina Hulu Rokan played significant roles in enhancing the production capacity and Product Quality. In the meantime, cooperation with local producers was helpful in one way, namely in providing regular supplies of the necessary materials.

Swot Analysis And Competing Forces

SWOT is a combination of analysis that involves the strengths, weaknesses, opportunities and threats of the MSME and is further enhances by a combination of both the qualitative and quantitative data. From the evaluation made, it is realized that high-quality products and services dominate the MSME, the company has been creative in coming up with more products in the market, and the efficient use of the online platform in marketing the company's products. For now, however, the MSME does encounter certain challenges and one of which is the issue of sustaining competitiveness in the market which has now become so flooded.

Table 5. SWOT Matrix of Dpoer Bintan MSME

| Factor | Description | Weight | Rating | Score |
|---------------|---|--------|--------|-------|
| Strengths | High product quality, strong local brand | 0.25 | 4 | 1.00 |
| | Effective digital marketing strategy | 0.20 | 4 | 0.80 |
| Weaknesses | Limited financial resources for scaling | 0.15 | 3 | 0.45 |
| | Dependency on local suppliers | 0.10 | 3 | 0.30 |
| Opportunities | Growing demand for locally-produced goods | 0.20 | 4 | 0.80 |
| | Expansion of online markets | 0.15 | 4 | 0.60 |
| Threats | Rising operational costs | 0.10 | 3 | 0.30 |

| | | | | |
|--------------|---|------|---|-------------|
| | Increasing competition from other MSMEs | 0.10 | 3 | 0.30 |
| Total | | | | 4.55 |

SWOT analysis also show reasonable competitive advantages of the MSME, indicating that the strength and opportunities have much higher values than weakness and threats. The analysis also points to the fact that the MSME has a possibility of consolidating its market position by not letting go of its strengths and taking advantage of developing opportunities.

Sales Performance Analysis

To measure the effectiveness of the marketing strategies proposed, amount of sales data of the MSME for the last three years were collected. There has been a progressive growth of the sale figures with especial increments reflected after online marketing strategies and business partnerships.

Table 6. Sales Performance Over Three Years

| Year | Total Sales (in IDR) | Percentage Growth (%) |
|------|----------------------|-----------------------|
| 2021 | 500,000,000 | - |
| 2022 | 650,000,000 | 30 |
| 2023 | 780,000,000 | 20 |

The performance data suggest evidence of sales increasing progressively; from 2021 to 2022, the firms' sales have risen by 30% and from 2022 to 2023, a further increase of 20%. This growth is in line with the increased adoption of improved digital marketing and the increased business partnerships showing that the strategies has been pro-profitable.

Table 7. Correlation Between Digital Marketing Metrics and Sales Growth

| Digital Marketing Metric | Correlation Coefficient | Interpretation |
|------------------------------|-------------------------|----------------------------------|
| Social Media Engagement Rate | 0.78 | Strong positive correlation |
| Conversion Rate | 0.83 | Very strong positive correlation |
| Website Traffic Increase | 0.69 | Moderate positive correlation |

The hypothesis hold true for the social media engagement rate which correlate positively with the sales growth rate and suggest that as the rates of engagement with social media content grows, so does the rates of sales. From this it can be inferred that the MSME's aggressive stance in engaging the customer on the social media platform has borne fruit and has boosted sales. The conversion rate, which is defined as the ratio of the number of people who once came to the site and then purchased a product, has a very high positive link with the level of sales increase. This suggests that not only the current digital marketing approaches engage visitors but also those visitors transform to active consumers. It is therefore pertinent as highlighted above, that the MSME acts in a manner to get as many clicks as possible by enhancing its online visibility. The traffic obtained from websites has also grown to a significant level which has a weak positive relationship with the sales growth. As with the engagement rate, though not as strong, the correlation showed that, overall, there is an increase in website traffic and as a result there is an increase in sales. This could mean that while attracting visitors is a problem but the chance to sell to these visitors is even more problematic for sales.

Table 8. Regression Analysis Results

| Variable | Coefficient | Standard Error | t-Statistic | p-Value |
|------------------------------|-------------|----------------|-------------|---------|
| Social Media Engagement Rate | 0.45 | 0.12 | 3.75 | 0.002** |

| | | | | |
|-----------------------------|-------------|------|------|---------|
| Conversion Rate | 0.52 | 0.10 | 5.20 | 0.001** |
| Website Traffic Increase | 0.28 | 0.15 | 1.87 | 0.078 |
| Constant | 0.22 | 0.08 | 2.75 | 0.015* |
| R-squared (Adjusted) | 0.81 | | | |

The coefficients of determination adjusted estimate the degree of variation in sales growth, explained by the regression model, up to 81. The fairly high level of explanation achieved by the model means that the set of digital marketing metrics ‘Overall’ has a great potential as a predictor of the MSME’s sales outcomes.

The coefficient which is 0.45 is positive showing that there is a direct relationship between social media engagement and sales growth and it is highly significant at 0.002. It is for this reason that the MSME needs to keep active and interesting Social media profiles as part of their marketing mix successfully. The conversion rate enjoys the highest coefficient value next to the coefficient constant ($B = 0.52$) and its significant level is also at $p = 0.001$. Indeed, the findings imply that the improvement of the conversion rate has the largest effect on sales enhancement out of the three factors. This brings to a focal point the value that can inform the strategic transformation of the MSME’s approaches in the overall customer engagement process from the initiation of interest to the final purchase. Although the coefficient for website traffic increase ($B = 0.28$) is positive, it is insignificant ($p = 0.078$). This implies that although it is good to have high traffic on one’s website useful traffic that results into sales is more important than the actual traffic.

By using the correlational and regression analysis, there is strong evidence supporting the role of the adopted digital marketing strategies on sales growth of Dpoer Bintan MSME. These elements of the marketing strategy are revealed to be effective due to the strong coefficients between the amount of engagement on social media platforms, conversion rates, and sales. This is further supported by the regression analysis within the current study in that these factors are found to have a negative influence on sales performance. It can be concluded from the data, that although traffic generation towards the website is a preferable condition yet it is more preferable to interact with the potential customers and fulfill their curiosity buying products. This means that the MSME will need to keep on producing good content that is able to catch the consumers attention and provoke them into making a purchase and ensuring that the purchase experience is seamless and as easy as possible. Furthermore, the fact that these digital marketing metrics exhibit fairly strong predictive validity supports the proposition of the data-driven approach to the development of the marketing strategies. In this way, the MSME can have accurate readings of marketing metrics and use them to adjust and enhance marketing strategies of the firm in order to remain competitive in the market.

Product Quality as a Cornerstone of Competitive Advantage

The repeated focus on product quality as a critical success factor in the analysed findings attests to its importance as a core competitive priority of Dpoer Bintan MSME. That high-quality raw materials and quality control are not just operational objectives but strategic ones can be seen in how often they were mentioned in the interviews. This is in line with the existing literature which postulates that the quality of products used in competition is a potent determinant of competitive advantage especially in situations where competition is cut throat in the price tendering industry (Patten et al., 2020; Chen et al., 2021).

This claim is well substantiated by the quantitative findings with consumers’ assessment of products from the MSME as “Excellent”, implying that the MSME has done a very good job in ensuring that its products are of high quality hence catering for consumers’ needs in

the context of seemingly enormous competition from other players. Jahmani et al. (2020) argued that perceived quality drives customers' behaviour by enhancing customer loyalty and satisfaction, which translate to repeat patronage and recommendations, known to be important for MSMEs operating on limited marketing budgets.

In addition, the MSME's scaling of products is also witnessed through its ability to continuously innovate products, a factor that suggests that it appreciates the dynamism in the market. This is a proactive approach that should be adopted as far as innovation is concerned, given that; the sustained competitive advantage of the MSME firm in the market will be further enhanced provided it does adapt to the changes. When writing about the seminal theory of disruption, Hanaysha et al. (2022) emphasizes that continuous notes that only ability of continuous innovating can help a company survive in a fast changing environment. It also means that by offering new products in their line often, Dpoer Bintan MSME not only caters for the needs of its clients in the present but also ensures that it has taken its place at the vanguard of the market instead of being a mere follower in the market (Saarikko et al., 2020; Marion & Fixson, 2021; Borah et al., 2022; Bakalis et al., 2020).

The study results also highlight importance of Digital Marketing for improving the market image and boosting the greater sales volume of MSME. Such correlation proves the efficiency of digital marketing as social media engagement rate and conversion rate are highly correlated with the sales figures. When it comes to the application of technology in the marketing activities of products MSMEs are disadvantaged in terms of cheap resources hence making digital marketing an efficient way to reach a large audience at a minimal cost. This ties with the statements of (Tresnasari & Zulganef, 2023; Gao et al., 2023; Purwanti et al., 2022; Mehralian & Khazae, 2022). that indicated the effectiveness of digital marketing enable MSMEs to level the playing field with big businesses harnessing the reach and targeted coordinates of the online platforms.

The fact that the amount of time spent on social media and on the rise in sales show positive correlation, it may be concluded that Dpoer Bintan MSME was able to create a community around the brand through these channels. This has a close connection with the theory of relationship marketing where consumers' value is not just seen as a use in an exchange transaction commonly associated with the conventional marketing management perspective but as a process of developing long-term commitment between a consumer and an organisation (Pfajfar et al., 2022; Nadeem et al., 2020; Tajvidi et al., 2021). Here, the author was producing customer interest, consequently creating customer loyalty, aspects thought to have positively impacted the MSME's sales growth. Continuing with the regression analysis it is also found out that the conversion rate is actually has the highest association with sales growth. This finding is especially relevant for the MSMEs that need to know that it is not enough to simply bring more customers through digital channels, but to make sure they are converting at the highest rates possible. Scholars Patti et al. (2020) explained that utilising the customer journey map strategy, brands should follow paths to deepen the knowledge of customers' journey and apply effective tactics to convert interest into actions in the digital world, which is full of substitutes. For Dpoer Bintan MSME this means that such further investment in ensuring the ease of online purchasing, with adequate call to actions, well designed and conducive web space could make significant returns.

Collaboration as a Catalyst for Growth

From the study, one can also appreciate the moot issue of collaboration as a strategic factor within the Global Systems. The partnerships with PT. Pertamina Hulu Rokan and local suppliers have offered Dpoer Bintan MSME necessary resources, skills, and a sales outlet that

it would be difficult to establish on one's own. This accords with the resource-based view (RBV) of the firm which states that firms can create value and become cognitively distant from competitors by owning and deploying stakeholders that have qualities such as “value, rarity, inimitability, and non-substitutability” (Bayon & Aguilera, 2021).

The collaboration with PT. Of all Pertamina Hulu Rokan has further developed the capabilities and access to markets of the MSME in production. This is the brief on the technical support being offered to Pt. With the support of Pertamina Hulu Rokan the MSME has been able to enhance the manufacturing processes while at the same time growing the operation and the quality of the products. Also, the MSME have been privileged to access the extensive network connections of PT. The company's divisions such as Pertamina Hulu Rokan, which have led to the discovery of new markets. Such a position is an indication that MSMEs can overcome their general disadvantages by adopting and developing strategic partnerships with other and larger counterpart organizations (Maheshkar & Soni, 2021).

At the same time, it can be concluded that there are opportunities for more effective management of these collaborations (Khurana et al., 2021; Sanu & Anjum, 2023; Sahu et al., 2022). While besykrut for high quality and locally produced raw materials the dependance on local suppliers is a danger in the event of a supply chain fight. This is even more evident in the contemporary world as supply chains have been greatly sensitive to shocks that emanate from matters such as political affion, epidemics and others which are unforeseeable (Jabbour et al., 2020; Zhu et al., 2020; Bonadio et al., 2021). Expanding the list of suppliers or considering the possibility of other procurement approaches may help avoid such risks; it will make the MSME more prepared and able to maintain its functioning even when it faces external challenges.

SWOT analysis helps to develop an initial view on the strategic position of the MSME and to determine the key factors that MSME could use to its advantage and weaknesses that needs to be avoided. This allows for a match between the key areas of competitive advantage of the MSME, including the quality of the product manufactured, innovativeness, and the utilization of digital media in marketing to match up with the opportunities of growth such as the increasing local consumption preference by customers, series expansion of the online market.

But what has been pointed out is that it also comprise considerable weaknesses and threats. The areas of strength identified above are, however, weakened by some threats that might limit the exploitation of the opportunities; these threats include limited financial capacity to expand operations and local supplier dependency. This is in line with other studies in the literature that underscore financial issues as key problems affecting MSMEs most of which view resource dependency as a major hindrance to business growth as documented by Onyeje et al. (2022). The following are therefore some of the strategies that the MSME should employ that will help to overcome these weaknesses, including seeking more capital from relatives or friends or alternatively applying for government grants or microfinancing and getting suppliers from different areas or parts of the country (Wulan et al., 2021).

The threats recognised in the SWOT analysis, including escalating cost of operations and stiff competition on the market, are also notable. The above threats mean that cost control is essential together with the need to sustain differentiation in the products offered by the MSME. The theory, according to Hofer et al. (2022) indicates that in industries characterized by intense rivalry, organizations must opt for one of the following approaches; lower costs than rivals, differentiation through technology and product quality or select a market segment which the firm can practically guard against entrants from large organizations. It appears that Dpoer Bintan MSME has weakness in the area of accessibility in its current strategy; therefore, the second strategy is, in my opinion, more applicable for the firm since it focuses on the quality

and innovativeness. Thus, by paying attention to the fact that the MSME enters unrelated high quality and innovative niches, the prices cannot affect its competitiveness (Khurana et al., 2021; Arora & Siddiqui, 2022).

Implications

Therefore, the implications of the present study to the existing knowledge base regarding the MSME marketing strategies are discussed below in various ways. The facts provided in this paper corroborate the idea of the role of product quality as a strong competitive strategy for the MSMEs, when accompanied by persistent innovations and digital advertising. This builds on the research done by others such as Woratschek et al. (2020) & Fida et al (2020) who have posited that quality is a way that determines customer satisfaction and loyalty. Finally, this paper contributes to the current knowledge by showing how these strategic plans may be applied to an instance of an MSME, a situation that is different from the capacity that a large-scale company poses. From the perspective of implications, the research is useful as a guidelines for MSME practitioners (Hendrawan et al., 2024). These are strategies that give MSMEs a guide on how they could improve on their standards and aim at innovation through proper strategic use of the digital market place. Also, the findings concerning collaboration imply that one of the most significant advantages of strategic cooperation is location; where the MSMEs can find reliable partners among larger and long-established companies that have abundant access to resources and relevant market opportunities that may be beyond their reach. The study also reveal the importance of assertive management of these weaknesses and threats by the MSMEs. The mismatch of financial structure and supply chain issues are as follows that has already been described under the SWOT analysis and they are accepted to be the problems of the MSMEs but not the issues beyond their solvable possibility. Through the application of a systematic approach towards resource management that helps find diversified funding options, search for the diverse sources of supply, and maintain the pace of constant innovation, the risks associated with the growth of MSMEs may be controlled and avoided effectively.

Conclusion

Among them the author identified the significance of the product quality that can be viewed as the key strategic strength of the MSME. They indeed managed to commit on bringing in raw materials of the highest quality, combined with the quality assurance of the manufacture process and innovation that has been practiced all these while as a key strategy for Dpoer Bintan MSME to set it self apart from competitors. Besides the quality, the focus has brought out suitable levels of customer satisfaction, and brand loyalty which are imperatives in maintaining competitiveness in a resource limited environment such as the one represented by the MSMEs. It also reveals that digital marketing is a crucial tool which can be utilised to increase the MSME's market audience base and boost the company's sales performance. The positive coefficients of the relationships between twitter activity, conversion rates and, sales prove the efficiency of the social media initiatives. The current study implies that for the firms under study, digital marketing is not only an adjunct to their commerce and marketing strategies but also a core strategic approach that MSMEs can use to undercut large organizations through efficient usage of resources on managing their marketing budgets. The trainees realized that for Dpoer Bintan MSME the online engagement and likes, comments, and other interactions translated into actual sales prove that the customer journey is important and has to be considered when utilizing the digital marketing tools and solutions. Moreover, the study points out the enhancement of partnership due to the realization of the fixed constraints that exist in the operations of MSMEs. The partnerships with PT. Support from Pertamina Hulu Rokan and local suppliers include key materials and market outlet for the MSME that helps in expansion

of the operations and high quality products. However, the current research also establishes certain future dangers connected with the extremity of dependency on a small number of suppliers, indicating a necessity for the enlargement of the range of suppliers to improve the solidity of the supply chain. Undoubtedly, the SWOT analysis conducted in the study is helpful in assessing the MSME's strategic situation, strengths, weaknesses and threats that exist or are potential in the business environment. The implications of the research outcomes highlight the fact that having a greater understanding of its existing and potential opportunities, Dpoer Bintan MSME should be sensitive and responsive to its financial strength and weakness and other external threat to ensure long-term growth and viability.

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