Analysis of Marketing Strategies in Dealing with Business Competition
(Study on Ruba Muri Ikat Weaving MSME in Kupang City)

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Abstract

This research aims to identify internal and external factors and formulate appropriate marketing strategy for Ruba Muri Ikat Weaving MSME in dealing with the competition with other ikat Weaving MSME in Kupang City. This is a descriptive study using a combination of quantitative and qualitative methods. The research data obtained from observation, interviews and questionnaires. Respondents in the study amounted to 30 people. Data analysis using SWOT. Based on the grand strategy matrix show that Ruba Muri's marketing strategy is in the position of the Strength-Opportunities (SO) strategy with strategic priorities: product development strategies, implementing market development strategies, conducting vigorous promotions via social media, forward integration, and backward integration.

Keywords
MSME, Ikat Weaving, Marketing Strategy, SWOT.

Introduction

Micro, Small, and Medium Enterprises (MSME) play a significant part in Indonesia's economy. Micro, Small, and Medium Enterprises account for 99.99% of all business players in Indonesia, or 56.54 million units. Micro, Small, and Medium-Sized Enterprises have established their existence in Indonesia's economy. When the 1998 monetary crisis
rocked Indonesia, small and medium-sized enterprises fared better than huge corporations. Because the bulk of small firms are not overly reliant on huge amounts of capital or external loans in foreign currency. Thus, when exchange rates fluctuate, large-scale businesses that deal with foreign currencies on a regular basis are the most likely to feel the impact of the crisis (Bank Indonesia, 2015).

In the province of East Nusa Tenggara (NTT) itself, the growth of MSME is quite significant. Bank Indonesia published data (2016) shows that NTT's economic growth is higher than national economic growth. The economic growth of MSME was 12.09% in the second quarter of 2016. In 2015 the economic growth rate of NTT was 5.02%, far from the national level of only 4.79 percent. The contribution from the MSME sector and tourism is a driving factor for economic growth in NTT. The number of MSME in NTT, spread across 22 districts / cities, is 104,157 units (www.nttonlinenow.com, 2019). One of the developing MSME is the weaving handicraft.

Based on data from Small and Medium Industry Directory (IKM) in Kupang City published by the NTT Provincial Industry & Trade Service in 2019, the number of Ikat Weaving MSME Entrepreneur in Kupang City is as follows:

<table>
<thead>
<tr>
<th>No</th>
<th>District</th>
<th>Amount of Entrepreneur</th>
<th>Number of Craftsmen</th>
<th>Production Volume (pcs/year)</th>
<th>Annual Investment Value/Rupiah (Rp.000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kelapa Lima</td>
<td>14</td>
<td>17</td>
<td>313</td>
<td>162,000</td>
</tr>
<tr>
<td>2</td>
<td>Kota Raja</td>
<td>112</td>
<td>201</td>
<td>3,906</td>
<td>2,527,194</td>
</tr>
<tr>
<td>3</td>
<td>Kota Lama</td>
<td>3</td>
<td>6</td>
<td>118</td>
<td>33,000</td>
</tr>
<tr>
<td>4</td>
<td>Maulafa</td>
<td>418</td>
<td>550</td>
<td>10,190</td>
<td>6,483,500</td>
</tr>
<tr>
<td>5</td>
<td>Alak</td>
<td>192</td>
<td>603</td>
<td>6,945</td>
<td>5,084,594</td>
</tr>
<tr>
<td>6</td>
<td>Oebobo</td>
<td>129</td>
<td>207</td>
<td>4,120</td>
<td>3,425,000</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>868</td>
<td>1,578</td>
<td>25,592</td>
<td>17,715,288</td>
</tr>
</tbody>
</table>

The data above shows that the total MSME of ikat weaving in Kupang City until 2018 is 868 businesses, involving 1,578 craftsmen. The total volume of production in a year reaches 25,592 woven fabrics, with an annual investment value of IDR 17,715,288,000 / year. This tendency shows how this industry has the potential to be explored by MSME players considering the increasing market demand in recent years.

One of the MSME entrepreneurs of ikat weaving is Ruba Muri, which is located on Jl. Kancil No.25 Airnona sub-district, Kota Raja District, Kupang City. This MSME is a home industry, was founded by Mrs. Maria Baki Nara since 2007. As a pioneer in the
weaving business in Airnona sub-district, Mrs. Maria Baki Nara has generated a number of craftsmen, whom now starting open their own businesses. The types of products produced by UMKM Ruba Muri are ikat woven fabrics, both those made from natural basic materials (the coloring is from plant roots), woven fabrics made using manufactured dyes or those that have been modified into prada fabrics. Complementary accessories such as necklaces, earrings, belts and so on which complement the use of woven fabrics according to the themes of each tribe in NTT are also available here.

In running this business, Ruba Muri faces fierce competition with several competitors in this industry, whose development in Kupang City is quite significant. In Kota Raja Subdistrict, there are 112 ikat weaving MSME, 75 of them which are in Airnona sub-district, and 37 of them are members of a group of craftsmen named Ruba Muri (fostered by Ruba Muri). Marketing strategy certainly needs to be formulated appropriately so that it can outperform this tough competition.

Marketing strategy according to Boone (2008: 42), is a comprehensive business strategy that identifies the target market and satisfies customers via the use of factors from the marketing mix: product, distribution, promotion, and pricing,. The problem faced by Ruba Muri is the lack of knowledge about the marketing mix. Limited product innovation and diversification, limited distribution channels, promotional activities that only rely on word of mouth (WOM) communication or join MSME exhibition which only take place once a year. The business management activities have not been neatly coordinated. Human resources are still limited, while the market share and production demand for MSME continues to increase from year to year.

The increasing demand for woven cloth products has occurred since the leadership of the former NTT Governor, Mr. Frans Lebu Raya, who obliged civil servants in provinces, cities and districts to wear NTT woven motifs every Thursday. It was continued during the leadership of Governor Viktor Laiskodat, where not only on Thursday ASN was required to wear NTT woven motifs, but on Tuesday and Wednesday they was obliged to wear NTT woven sarongs / blankets with white tops, and Thursday still wear motifs. In addition, Mrs. Julie Sutrisno-Laiskodat is actively promoting woven fabrics, both nationally and internationally, through her designs that are included in fashion exhibitions abroad. Since the leaders make this important, the attention of the community has begun to focus here. Market interest in woven fabric products is getting higher. Now the use of woven fabrics has become a lifestyle for people in NTT in particular and the world in general.
Besides these opportunities, there are also threats that should be anticipated such as the emergence of competitors, especially from the fostered craftsmen who are now also willing to start a weaving business, piracy of woven fabric design models, changing market tastes, and the existence of substitute products in the form of printed woven fabrics.

In running a business, of course there is a problem that interferes with the running of the business, both from an internal and external perspective of the business itself. Therefore, every company is required to think about and determine what strategies will be implemented to deal with this increasingly complex competition in the business world so that the business they have been running so far does not experience losses that cause a setback in the business. The implementation of this business strategy is certainly not as easy as one might imagine because running a business is not only oriented towards meeting the needs and desires of consumers but also to consider more what has been done and can evaluate performance so far (Sholihin, 2014).

The commonly Strategies used in determining marketing strategy policies are SWOT or commonly called Strength, Weakness, Opportunity, and Threats. In Ruba Muri weaving UMKM, the application of the SWOT strategy is very necessary to be able to find out the weaknesses and threats experienced by this business and to use all strengths to catch an opportunity to survive and compete in the business world.

Based on the above tendencies, this research aims to determine appropriate marketing strategy for Ruba Muri Ikat Weaving MSME can win the competition with other ikat Weaving MSME.

**Literature Review**

**Definition of Strategy**

Strategy is a number of decisions and actions aimed at achieving goals (goals) and adjusting organizational resources to the opportunities and challenges faced in the industrial environment (Kuncoro, 2006: 12). Some of the main features of the strategy are:

1. Goal-directed actions, namely activities that show what is desired and how to implement it
2. Consider all internal strengths (resources and capabilities), and pay attention to opportunities and challenges.
Strategy formulation is the development of a long plan for the effective management of environmental opportunities and threats, in view of the strengths and weaknesses of the organization. Strategy formulation includes determining the mission of the organization, determining the goals to be achieved, developing strategies and establishing policy guidelines (Hunger & Wheelen, 2003).

**Definition of Marketing**

According to Kotler and Armstrong (2003) marketing is a social and managerial process in which individuals and groups get what they need and want by creating and exchanging products and values with other parties.

According to Hasan (2013) marketing is the process of identifying, creating and communicating value, and maintaining satisfying customer relationships to maximize company profits.

From the above understanding, it can be concluded that marketing is a social and managerial process in identifying, creating and communicating value to meet the needs and desires of consumers / customers as well as maintaining satisfying customer relationships to maximize company profits.

**Marketing Strategy**

According to Alma (2013), the marketing strategy is to select and analyze the target market, which is a group of people the company wants to reach and creates a suitable marketing mix that can satisfy the target market. According to Boone (2008), marketing strategy is an entire company program to determine target markets and satisfy consumers by building a combination of elements from the marketing mix: product, distribution, promotion and price.

Based on the above definition, it can be concluded that the marketing strategy is: an entire company program to select, determine and analyze the target market and satisfy consumers by building a combination of elements from the marketing mix which includes product, price, promotion and distribution.

According to Corey in Tjiptono (2008) marketing strategy consists of five elements that are closely related. The five elements are:
1. Market selection is choosing the market to be served by this decision based on factors:
   a. Perceptions of product functions and technology classifications that can be protected and dominated.
   b. Limited internal resources which encourage the need for a narrower focus.
   c. Cumulative experiences based on trial and error in responding to opportunities and challenges.
   d. Special capabilities derived from access to scarce resources or protected markets.

2. Product planning, including specific products sold, formation of product lines and design of individual offerings on each line. The product itself offers the total benefit that a customer can get by making a purchase. These benefits include the product itself, the product brand name, product availability, warranties or guarantees, repair services and technical assistance provided by the seller, as well as personal relationships that may form between the buyer and the seller.

3. Pricing, namely determining prices that can reflect the quantitative value of the product to customers.

4. Distribution system, namely wholesale and retail trade channels through which the product reaches the final consumer who buys and uses it.

5. Marketing communication (promotion) which includes advertising, sales personnel, sales promotion, direct marketing and public relations.

Methods

This is a descriptive study that combines quantitative and qualitative methods. Interviews, surveys, observations, and documentation are all methods for obtaining primary data. The collected data was then analyzed using a SWOT analysis, which resulted in the recommendation of several marketing strategies for Ruba Muri.

In this study, sampling was adjusted to Roscoe's theory (Sugiyono, 2007), that the proper sample size in the study is at least 30 to 500. Based on the limitations of the situation and conditions of the Covid-19 pandemic, respondents in this research took 30 people, with the distribution: 20 customers, 5 suppliers and 5 competitors who are craftsmen of weaving in Airnona village. The method of capturing supplier and competitor respondents was done by using purposive sampling technique while customer respondents used accidental sampling technique.

Data types and data sources in this study use primary data and secondary data. Primary data obtained from observations, questionnaires and interviews. Meanwhile, secondary
data were obtained from related agencies, internet browsing and literature related to this research topic.

Internal factors (IFAS) were analyzed using descriptive methods obtained from the answers to respondents' questionnaires. Meanwhile, the EFAS factor was obtained from interviews with the owner of Ruba Muri. The answers are then classified into categories, by calculating the weight score of each respondent's answer using a SWOT analysis.

SWOT analysis is the methodical identification of relevant elements in order to develop a management plan. This analysis is predicated on a logic that maximizes Strengths and Opportunities while minimizing Weaknesses and Threats. SWOT analysis is used to analyze both the internal and external environments for Strengths and Weaknesses as well as Opportunities and Threats. To begin calculating the SWOT matrix, one must first determine the internal strategy factor (IFAS) and the external strategy component (ESF) (EFAS). The different criteria, their weights, and their relevance are determined using the results of interviews with individuals who are competent in their area and modified to the field's conditions. This is done in order to diminish objectivity. Once all data has been gathered, the internal and external strategy factors must be determined. The following table summarizes the internal strategy component (Rangkuti, 2006):

Determining the variables that contribute to the management activities' strengths and shortcomings.

Considering the relative relevance of each component. All weights must add up to 1.00.

Calculating the Rating (column 3) for each element based on their influence/response on growth (value: 4 = extremely important, 3 = significant, 2 = pretty significant, 1 = less significant).

Multiply column 2's weight by column 3's rating to obtain the weighting factor in column 4. The outcome of this multiplication is the factor's weighted score.

The external strategy factor is as follows:

Determining the elements that contribute to the creation of opportunities and dangers as a result of management actions.

Weights assigned to each of these variables based on their significance. All weights must add up to one.
Calculating the Rating (column 3) for each element based on their influence/response on growth (value: 4 = extremely important, 3 = significant, 2 = significant enough, 1 = less significant).

Calculating the weighting factor in column 4 by multiplying the weight in column 2 by the rating in column 3. As a consequence, each component will get a weighted score.

After completing the IFAS and EFAS matrixes, the components in the matrix are linked to obtain specific critical positions. This matrix may be used in four unique ways. Once the IFAS and EFAS values are determined, the Grand Strategy Matrix may be used to determine the most suited business strategy. This matrix is split into four quadrants, each of which represents the current condition of the enterprise:

The enterprise in Quadrant I is in an advantageous strategic position. Enterprises in this position have sufficient resources to capitalize on the numerous external opportunities that arise in a variety of industries. They are willing to take calculated risks if required.

The enterprise in quadrants II should rethink their market approach. While their industry is expanding, they are unable to compete effectively, and they must determine why their current approach is ineffective and how they can improve their competitiveness.

The enterprise in Quadrant III operates in a slow-growth industry and enjoys a competitive disadvantage. The enterprise must make drastic changes immediately to avert further decline and the possibility of liquidation. Priority must be given to cost reduction and asset expansion.

The Quadrant IV enterprise enjoys a strong competitive position but operate in a slow-growth industry. These businesses have the ability to diversify their programs into more promising areas of growth. The enterprise in Quadrant IV has a high cash flow rate, limited internal growth requirements, and is frequently capable of successfully pursuing a related or unrelated diversified strategy. Additionally, businesses in Quadrant IV may form joint ventures.

After determining the strategic position, the suitable marketing plan for Ruba Muri will be examined using the SWOT analysis. The strategy's priority is determined by evaluating the linked elements in this study. The total amount of weighted scores defines the priority of Ruba Muri's priority approach. The total number of scores is calculated by adding all of the scores for each of the associated strategic elements. The rankings will be calculated in order of the highest number of scores to the lowest number of points for all current methods.
Results and Discussions

General Conditions of Ruba Muri Ikat Weaving MSME

Ruba Muri Ikat Weaving UMKM which is located on Jl. Kancil No.25 Airnona sub-district, Kota Raja District, Kupang City. This MSME in the form of a home industry was founded by Mrs. Maria Baki Nara since 2007. At first she only helped her mother-in-law who was also a weaver. Starting from there, she then took an interest in learning the skill of weaving further, until finally he was able to produce some of his own woven fabrics. At that time, in Airnona sub-district, where she lived, no one had started this weaving business, so there was an idea to sell woven fabrics that he created herself. Starting from there until now her business has survived and her big name is increasingly widely known.

As a pioneer in the weaving business in Air Nona Village, Mrs. Maria Baki Nara has generated a number of craftsmen, who are now starting to independently open their own businesses. They open the same business, either selling woven fabrics of their own creations or supplying from other craftsmen. Apart from selling, they also offer rental services for fabrics and modified woven clothing.

The source of this business capital was originally from her own savings. However, when the market begins to expand and demand increases, additional capital is needed from banks. Until now, the turnover earned in a year has reached IDR 130,000,000. The price set for each product sold is a competitive price, even tends to be cheap compared to its other competitors.

The distribution activities carried out so far by opening outlets which also function as houses and production houses. She also often participates in exhibitions of MSME results where on that occasion his products are promoted as well as sold.

Promotional activities that are carried out are limited to word of mouth (WOM) promotion and also participate in the exhibition of MSME handicrafts which are often held by NTT Provincial Industry & Trade Service every year.

Identification of Internal & External Factors

Internal and external factors obtained from the questionnaire and interviews with respondents and the owner of Ruba Muri. The results of observations directly in the field as follows:
Strengths

As a pioneer in ikat weaving MSME in Airnona sub-district.
A good brand image.
As a mentor who provide free training for beginner weaving craftsmen.
Strong customer relationships.
Relationships with suppliers are strong.
Opening a rental service.
Cheap product selling price.

Weaknesses

Limited owner mindset.
There is no clear organizational structure.
Lack of human resources.
Limited product innovation.
Limited product diversification.
Promotion is less varied.
Limited distribution.

Opportunities

Local government regulations for civil servant are obliged to use ikat weaving.
The tourism sector is the leading sector in NTT.
Advances in ICT That Support Promotion.
Fashion trends "Back to ethnic".
Maintaining cultural heritage.
Regional economic potential.
Rapid market growth.

Threats

Intense competition.
Market tastes continue Changing.
Piracy of woven fabric designs.
There is a substitute product in the form of printed ikat weaving.
Technological changes in weaving.
Increased bargaining power of buyers.
Increased bargaining power of suppliers.
Marketing Strategy for Ruba Muri

Internal and external factors are obtained from the results of questionnaires distributed to respondents and direct observations in the field. Here's the description:

Table 2 Internal Factor Strategies (IFAS)

<table>
<thead>
<tr>
<th>Internal Factor Strategies</th>
<th>Weight</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>As a pioneer in ikat weaving MSME in Airnona sub-district</td>
<td>0.1272</td>
<td>5</td>
<td>0.6362</td>
</tr>
<tr>
<td>A good brand image</td>
<td>0.1161</td>
<td>5</td>
<td>0.5807</td>
</tr>
<tr>
<td>As a mentor who provide free training for beginner weaving craftsmen</td>
<td>0.1136</td>
<td>4</td>
<td>0.4543</td>
</tr>
<tr>
<td>Strong customer relationships</td>
<td>0.0974</td>
<td>3</td>
<td>0.2921</td>
</tr>
<tr>
<td>Relationships with suppliers are strong</td>
<td>0.1033</td>
<td>4</td>
<td>0.4133</td>
</tr>
<tr>
<td>Opening a rental service</td>
<td>0.1136</td>
<td>5</td>
<td>0.5679</td>
</tr>
<tr>
<td>Cheap product selling price</td>
<td>0.1093</td>
<td>4</td>
<td>0.4372</td>
</tr>
<tr>
<td><strong>Score of Strength</strong></td>
<td></td>
<td></td>
<td>3.38</td>
</tr>
<tr>
<td>Limited owner mindset</td>
<td>0.0256</td>
<td>1</td>
<td>0.0256</td>
</tr>
<tr>
<td>There is no clear organizational structure</td>
<td>0.0350</td>
<td>1</td>
<td>0.0350</td>
</tr>
<tr>
<td>Lack of human resources</td>
<td>0.0401</td>
<td>2</td>
<td>0.0803</td>
</tr>
<tr>
<td>Limited product innovation</td>
<td>0.0256</td>
<td>1</td>
<td>0.0256</td>
</tr>
<tr>
<td>Limited product diversification</td>
<td>0.0256</td>
<td>1</td>
<td>0.0256</td>
</tr>
<tr>
<td>Promotion is less varied</td>
<td>0.0418</td>
<td>2</td>
<td>0.0837</td>
</tr>
<tr>
<td>Limited distribution</td>
<td>0.0256</td>
<td>1</td>
<td>0.0256</td>
</tr>
<tr>
<td><strong>Score of weaknesses</strong></td>
<td></td>
<td></td>
<td>0.3</td>
</tr>
<tr>
<td><strong>Total score</strong></td>
<td></td>
<td></td>
<td>3.68</td>
</tr>
</tbody>
</table>

The strength component has a score of 3.38, while the weakness component has a value of 0.3. The difference in internal factor scores then equals 3.1. This score is used to establish the strategy's location in the matrix of great strategies.

Table 3 External Factor Strategies (EFAS)

<table>
<thead>
<tr>
<th>External Factor Strategies</th>
<th>Weight</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local government regulations for civil servant are obliged to use weaving</td>
<td>0.1197</td>
<td>5</td>
<td>0.5984</td>
</tr>
<tr>
<td>The tourism sector is the leading sector in NTT.</td>
<td>0.1092</td>
<td>5</td>
<td>0.5462</td>
</tr>
<tr>
<td>Advances in ICT That Support Promotion</td>
<td>0.1108</td>
<td>5</td>
<td>0.5542</td>
</tr>
<tr>
<td>fashion trends &quot;Back to ethnic&quot;</td>
<td>0.0835</td>
<td>3</td>
<td>0.2506</td>
</tr>
<tr>
<td>Maintaining cultural heritage</td>
<td>0.0964</td>
<td>4</td>
<td>0.3855</td>
</tr>
<tr>
<td>Regional economic potential</td>
<td>0.1100</td>
<td>5</td>
<td>0.5502</td>
</tr>
<tr>
<td>Rapid market growth</td>
<td>0.1052</td>
<td>5</td>
<td>0.5261</td>
</tr>
<tr>
<td><strong>Score of Opportunities</strong></td>
<td></td>
<td></td>
<td>3.4</td>
</tr>
<tr>
<td>Weaknesses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intense competition</td>
<td>0.0241</td>
<td>1</td>
<td>0.0241</td>
</tr>
<tr>
<td>Market tastes continue Changing</td>
<td>0.0426</td>
<td>2</td>
<td>0.0851</td>
</tr>
<tr>
<td>Piracy of woven fabric designs</td>
<td>0.0530</td>
<td>3</td>
<td>0.1590</td>
</tr>
<tr>
<td>There is a substitute product in the form of printed ikat weaving</td>
<td>0.0386</td>
<td>2</td>
<td>0.0771</td>
</tr>
<tr>
<td>Technological changes in weaving</td>
<td>0.0490</td>
<td>3</td>
<td>0.1470</td>
</tr>
<tr>
<td>Increased bargaining power of buyers</td>
<td>0.0337</td>
<td>1</td>
<td>0.0337</td>
</tr>
<tr>
<td>Increased bargaining power of suppliers</td>
<td>0.0241</td>
<td>1</td>
<td>0.0241</td>
</tr>
<tr>
<td><strong>Score of weaknesses</strong></td>
<td></td>
<td></td>
<td>0.6</td>
</tr>
<tr>
<td><strong>Total score</strong></td>
<td></td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

According to the data in Table 3, Opportunity has a score of 3.4 and Threat has a score of 0.6. Then the difference in external factor scores is 2.8. This score is used to establish the strategy's location inside the grand strategy matrix.
If these values are applied to the Grand Approach Matrix and the strategic position is
drawn in quadrant 1, the suitable strategy is market concentration (market penetration and
market development) and product concentration (development product). When a business
is in Quadrant 1 and has excess resources, the most successful strategy is backward,
forward, or horizontal integration. Diversification may assist mitigate the risk associated
with a restricted product line when a business is reliant on a single product. Enterprises in
this quadrant have the resources to capitalize on the numerous external possibilities that
present themselves in a variety of sectors. They are willing to take calculated risks if
required.

**SWOT Analysis**

Combining the SWOT matrix obtained several alternative S-O strategies, S-T strategies,
W-O strategies, and W-T strategies. The SWOT results for Ruba Muri can be seen in
table 4 below:

**Table 4 SWOT Matrix for Internal and External Environment Analysis of Ikat Weaving
MSME Ruba Muri**

<table>
<thead>
<tr>
<th>Internal Factor</th>
<th>Strength</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
|                 | 1. As a pioneer in ikat weaving MSME in Airnona sub-district  
|                 | 2. A good brand image  
|                 | 3. As a mentor who provide free training for beginner weaving craftsmen  
|                 | 4. Strong customer relationships  
|                 | 5. Relationships with suppliers are strong  
|                 | 6. Opening a rental service  
|                 | 7. Cheap product selling price  |
| Opportunities   | Strategi SO | Strategi WO |
|                 | 1. Product development strategy  
|                 | 2. Market development strategy  
|                 | 3. Conducting vigorous promotion via social media  
|                 | 4. Forward integration: partnering with tailors accessories craftsmen, shoe and bag craftsmen  
|                 | 5. Backward integration: by providing free training for prospective craftsmen, then implementing a work contract system with the fostered craftsmen.  |
|                 | 1. Changing the mindset to be more competitive and not just complacent with current achievements  
|                 | 2. Establish a clear organizational structure with a clear division of tasks  
| Threats         | 3. More frequent innovations to be able to follow the trend of market tastes  
|                 | 4. Take advantage of the advancement of ICT through the use of the internet for promotion, especially on social media  
|                 | 5. Conduct intensive distribution, especially at tourist attraction points.  |
|                 | Strategi ST | Strategi WT |
|                 | 1. Take advantage of the position as a pioneer that already has a strong brand image in the minds of consumers  
|                 | 2. Registering patents so that the uba Muri design and brand are not hijacked by competitors  
|                 | 3. Applying more efficient and effective technology  
|                 | 4. Empower customers by implementing CRM  
|                 | 5. Establish solid partnerships with suppliers.  |
|                 | 1. Innovate and differentiate products  
|                 | 2. Diversify  
|                 | 3. Promotional activities are more active  
|                 | 4. Distribution is more widespread  |

1. Intense competition  
2. Market tastes continue Changing  
3. Piracy of woven fabric designs  
4. There is a substitute product in the form of printed ikat weaving  
5. Technological changes in weaving  
6. Increased bargaining power of buyers  
7. Increased bargaining power of suppliers
Determining the Priority Strategy

According to the grand strategy matrix computation, the strategy is located in Quadrant I. (SO). After establishing the quadrant position, the total number of scores generated from the relationship between each strategy SO is sorted by the highest value to determine the most prioritized strategy in the development of community-based ecotourism in Lasiana. Table 5 below details the methodology used to determine the priority of the SO-related strategy:

<table>
<thead>
<tr>
<th>No.</th>
<th>Strategy</th>
<th>Linkages</th>
<th>Total Scores</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Product development strategy</td>
<td>S1, S2, O1, O2, O4</td>
<td>2.61</td>
<td>I</td>
</tr>
<tr>
<td>2</td>
<td>Market development strategy</td>
<td>S2, S4, O2, O7</td>
<td>1.95</td>
<td>II</td>
</tr>
<tr>
<td>3</td>
<td>Conducting vigorous promotion via social media</td>
<td>S2, S4, S7, O3</td>
<td>1.86</td>
<td>III</td>
</tr>
<tr>
<td>4</td>
<td>Forward integration</td>
<td>S5, S6, O6</td>
<td>1.53</td>
<td>IV</td>
</tr>
<tr>
<td>5</td>
<td>Backward integration</td>
<td>S3, O5</td>
<td>0.84</td>
<td>V</td>
</tr>
</tbody>
</table>

Based on the table above, it is found that the priority strategies for the marketing strategy of the Ruba Muri Ikat Weaving UMKM are as follows:

Product development strategy, Ruba Muri needs to develop products by innovating products based on input from customer requests, conducting surveys of competitors. The motive is adjusted to the current market demand trend without leaving the element of local wisdom. Products that are sold can be developed not only in the form of woven fabrics as currently sold, but can also be diversified into products for bags, wallets, and regional woven motif shoes. Jewellery accessories are also innovated not only as currently available in the form of complementary accessories, but can also be developed to be more varied.

Market development strategy, with a brand image that has been well embedded in the minds of consumers because it is a pioneer, and a strong customer base, the Ruba Muri market segment needs to be expanded, not only reaching the inner-city market, but also markets outside NTT and even abroad. This can be done by expanding distribution, by not only opening outlets at home, but also by partnering with Deskranasda for example, or partnering with NTT souvenirs selling outlets at airports. Moreover, the tourism sector in NTT is booming, this is an opportunity for Ruba Muri to introduce its products to foreign tourists who come to NTT. In addition, market development strategies can also be carried out by selling Ruba Muri products in online marketplace such as Shoope, Tokopedia, Lazada, and others which are low cost and have wide reach.
Conducting heavy promotions via social media, Promoting via social media such as Facebook and Instagram, where the costs incurred are minimal with a large and broad promotional exposure effect.

Forward integration, by hooking up tailor partners, accessories craftsmen and shoe and bag craftsmen. This is a hat so that the products that are sold are not only woven fabrics, but also the modification into ready-to-wear clothes. Ruba Muri can offer services to customize the clothing designs that customers want, with woven fabrics from Ruba Muri itself and those done by tailor partners. Likewise, accessories for necklaces, earrings, bracelets made of woven cloth produced by Ruba Muri, can be done by accessories craft partners. Woven fabric products can be innovated into bag, wallet or shoe products, this can be done by shoe craft partners.

Backward integration, Ruba Muri gave birth to many weaving craftsmen around Air Nona Village, through training provided by the owner for free. However, unfortunately there is no cooperation contract, such as the craftsman concerned who has received training must work in Ruba Muri for a few years, and if on the way the person's performance is good and improving can be hired there. This can solve the problem of human resource shortages in Ruba Muri.

Conclusion

Based on the discussion that has been stated, it can be concluded that the marketing strategy of Ruba Muri is in the position of the Strength-Opportunities (SO) strategy with strategic priorities, namely carrying out a product development strategy, implementing a market development strategy, conducting vigorous promotion via social media, forward integration and backward integration.

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The researchers are full-time lecturers at Nusa Cendana University's Business Administration Department. Marketing, tourism, and entrepreneurship are all subjects taught in this course. They have Extensive experience doing entrepreneurial research, both government-funded and self-funded and participating in community outreach activities on a regular basis. Over the last three years, researchers have been actively involved in the development and support of many micro and small enterprises in Kupang City. The Faculty of Social and Political Science of Nusa Cendana University in Indonesia completely sponsored this research.
References


Alex. (2019). There are 104,157 MSMEs spread across 22 regencies/cities.


