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Marketing Strategy Of Keripik Shinta Umkm In Enhancing The Competitiveness Of Lampung Souvenir Products

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) play an important role in regional economic development. However, the growing number of businesses has intensified competition, including in the banana chips industry as one of Lampung's local souvenir products. Keripik Shinta faces several challenges, including the need to optimize digital promotion, improve inventory management, and compete with similar businesses. This study aims to analyze the marketing strategies, identify internal and external business conditions, and determine priority marketing strategies to enhance the competitiveness of Keripik Shinta MSME in Lampung. This study employs a descriptive method using the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal-External (IE), Strengths, Weaknesses, Opportunities, and Threats (SWOT), and Quantitative Strategic Planning Matrix (QSPM). Data were collected through observation, interviews, and questionnaires. The results indicate that Keripik Shinta's strengths include product quality and distinctive taste, product variety, relatively affordable prices, a strategic location, online sales channels, promotional activities, customer service, as well as supportive operational processes and store facilities. Its weaknesses are related to the optimization of digital marketing and inventory management. Opportunities arise from the development of digital marketing, market expansion, and government support, while threats include competition from similar businesses and changes in consumer behavior. The SWOT analysis generated three alternative strategies: developing digital marketing and expanding sales beyond the local market; improving product and raw material inventory planning based on sales patterns; and maintaining product quality and taste while improving customer service as a means of differentiation in facing competition. The QSPM results indicate that the third strategy achieved the highest Sum Total Attractiveness Score (STAS) of 6.398, making it the recommended priority strategy to enhance Keripik Shinta's competitiveness.

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Keywords: Marketing Strategy, MSMEs, Keripik Shinta, SWOT Analysis, QSPM, Competitiveness.

INTRODUCTION .

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in Indonesia's economy through their contribution to the Gross Domestic Product (GDP) and employment. The number of MSMEs in Indonesia exceeds 64 million business units, contributing more than 60% to the national GDP and employing nearly 97% of the workforce (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2025). The magnitude of this contribution underscores the importance of MSMEs in supporting economic growth. However, the increase in the number of business operators has also led to increasingly fierce competition, making effective marketing strategies essential to ensure business sustainability and enhance competitiveness (Yuniarti et al., 2022; Pitoyo et al., 2025).

In Lampung Province, the development of MSMEs is supported by the potential of local resources, one of which is bananas, which are processed into distinctive local souvenirs. According to data from the Lampung Provincial Central Statistics Agency (2024), there were 492,986 MSMEs in 2023. Meanwhile, the Bandar Lampung City Industry Office (2025) recorded that 26 MSMEs or banana chip brands are still active in Bandar Lampung City. The large number of businesses offering similar products indicates a competitive environment that drives each MSME to develop a competitive edge through product quality, pricing, innovation, service, distribution, and promotion.

One of the MSMEs operating in the banana chip industry is Keripik Shinta, which was established in 2005 in the Pagar Alam Gang PU area of Bandar Lampung. Keripik Shinta offers a variety of banana chips and other souvenir products. Based on the results of initial interviews, sales tend to increase on weekends and during the holiday season, while on weekdays they remain relatively steady. Although the business has utilized Instagram, TikTok, WhatsApp, Shopee, and GoFood, digital promotion still needs to be optimized because some members of the public are not yet aware of the products offered. In addition, limited product and raw material supplies when demand increases pose a challenge in meeting consumer needs.

Shinta Chips has implemented the 7P marketing mix, which includes Product, Price, Place, Promotion, People, Process, and Physical Evidence. This implementation is reflected in product diversity, relatively affordable prices, distribution through physical stores and digital platforms, social media promotions, employee service, the purchasing process, as well as the condition of the business premises and product packaging.

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However, the implementation of this strategy still faces challenges, including optimizing digital promotions, managing inventory, competition from similar businesses, and changes in consumer behavior. On the other hand, the growth of digital marketing, the expansion of online markets, and government support for SMEs present opportunities for Shinta Chips to expand its marketing activities.

Research by Sulistiyani et al. (2020) shows that maintaining price and quality, as well as utilizing digital technology, play a role in enhancing the competitiveness of MSMEs. Yuniarti et al. (2022) also explain the importance of product, packaging, and marketing innovation in supporting the competitive advantage of MSMEs in the food industry. Based on these conditions, this study aims to analyze the application of the 7P marketing mix and identify the internal and external factors affecting Keripik Shinta through a SWOT analysis. The results of the analysis are expected to yield appropriate marketing strategy alternatives to expand market reach, increase sales on regular days, and strengthen the competitiveness of Keripik Shinta as an SME producing a signature souvenir from Lampung.

LITERATURE REVIEW

Marketing management is the process of planning, implementing, and controlling marketing activities to create value and meet consumer needs. Kotler and Keller (2016) explain that marketing management is oriented toward the creation, delivery, and exchange of value to customers. In line with this, Kotler and Armstrong (2021) emphasize the importance of building customer relationships through appropriate marketing strategies. Thus, marketing management serves as the foundation for MSMEs in managing marketing activities and enhancing business competitiveness.

A marketing strategy is a series of decisions and actions aimed at achieving marketing objectives through the selection of target markets and the development of appropriate marketing programs (Kotler & Armstrong, 2021). According to David (2017), strategy plays a role in determining an organization's direction and competitive advantage. For MSMEs, a marketing strategy is necessary to optimize resources, reach consumers, and increase sales. Its implementation can be analyzed through the 7Ps of marketing.

The internal environment refers to conditions within a company that can be controlled and that influence the achievement of business objectives. David (2017) identifies several key functions that need to be analyzed, including management, marketing, finance, production and operations, and research and development. This analysis aims to identify the strengths and weaknesses of the Shinta Chips MSME as a basis for developing a marketing strategy.

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The external environment consists of factors outside the company that can influence business activities and sustainability. David (2017) categorizes external factors into economic, sociocultural, political and legal, technological, and industry competition aspects. The analysis of the external environment aims to identify opportunities and threats that may affect the development of the Shinta Chips MSME.

METHODOLOGY

This study employs a qualitative descriptive method using a case study approach focused on the Shinta Potato Chips MSME in Bandar Lampung. The data used consists of primary data obtained through observation, in-depth interviews, and questionnaires administered to management, as well as secondary data sourced from documentation, books, journals, and related literature. Data analysis was conducted through three stages of strategy formulation: the input stage, using the IFE and EFE matrices to identify internal and external factors; the matching stage, using the IE and SWOT matrices to formulate strategic alternatives; and the decision stage, using the QSPM matrix to determine priorities.

DISCUSSION

Overview of Shinta Chips, a Small and Medium-Sized Enterprise (SME)

Shinta Chips is a small and medium-sized enterprise (SME) engaged in the processing of snacks, specifically banana chips, located in Bandar Lampung. The business was founded in 2005 by Shinta and began producing banana chips in 2008. The business's growth was marked by the opening of its first physical store in 2009, as well as the expansion of its production and marketing activities. As part of its business operations, Shinta Chips diversifies its product line by offering various flavors and types of snacks. The business also provides standard and premium packaging options to meet consumer needs. Production capacity reaches approximately 9,000 kg per month and is supported by 17 permanent employees as well as additional workers from the local community as needed. Shinta Chips markets its products through direct sales in stores and digital channels. The company uses Instagram, TikTok, WhatsApp, and Shopee to promote its products and process customer orders. These efforts demonstrate that Shinta Chips has the resources and marketing channels necessary to support its business growth.

Identification of Internal and External Strategic Factors

Based on the results, it can be seen that Shinta Chips' internal strengths include product diversity, customer service, premium packaging, and the use of social media and digital ordering. Its weaknesses include limited inventory, consumer perceptions

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regarding pricing, promotions that have not been systematically measured, and the quality of standard packaging. Externally, business opportunities include government support for SMEs, increased demand for souvenirs, market expansion through online sales, and consumer interest in regional specialty products. Meanwhile, the threats faced include rising raw material prices, changes in purchasing power and consumer preferences, competition from similar businesses, and strong consumer bargaining power. All of these factors form the basis for the development of the IFE, EFE, IE, SWOT, and QSPM matrices to formulate a marketing development strategy for Shinta Chips.

Analysis of the Internal-External (IE) Matrix

	strong 4,0	on average 3,0	Weak 2,0	1,0
Tall	I	II	III	3,0
Currently	IV ● IFE: 3,106 EFE: 2,643	V	VI	2,0
Low	VII	VIII	IX	1.0

Figure 1: Shinta Chips' Internal-External (IE) Matrix

Source: David (2012: 344)

Shinta Chips received an IFE score of 3.106 and an EFE score of 2.643, placing the business in Cell IV of the IE matrix under the "Grow and Build" category. This position indicates that applicable strategies include market penetration through enhanced promotion, market development through the expansion of digital sales and out-of-region delivery, and product development based on consumer preferences. In addition, operational improvements are needed through inventory control and packaging quality checks to support the sustainability of the marketing strategy.

The SWOT matrix yielded four alternative marketing strategies for Shinta Chips: SO, WO, ST, and WT. The SO strategy is aimed at optimizing digital marketing, developing souvenir packages, enhancing the shopping experience, and utilizing training programs and exhibitions. The WO strategy focuses on evaluating digital promotions, improving inventory planning, enhancing packaging quality, and developing new flavor variations. The ST strategy is implemented through maintaining product quality and flavor, offering a variety of packaging and pricing options, increasing customer loyalty, and strengthening quality control. Meanwhile, the WT strategy is aimed at controlling inventory and operating costs, evaluating products and packaging, and gradually upgrading facilities. Based on these alternatives, three main strategies were selected for

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further analysis using the QSPM method: the development of digital marketing and market expansion; improvements in product and raw material inventory planning; and the maintenance of product quality and enhancement of service as efforts to address competition.

Shinta Chips QSPM Matrix

Table 1. Results of the Shinta Chips QSPM Matrix

Strategic factors	Bobot	AS I	TAS I	AS II	TAS II	AS III	TAS III
1. Product quality and taste	0,088	4	0,352	3	0,264	4	0,352
2. Product and packaging variety	0,083	3	0,249	3	0,249	3	0,249
3. Pricing based on content and packaging	0,078	3	0,234	3	0,234	3	0,234
4. Strategic store locations	0,074	2	0,148	2	0,148	3	0,222
5. Physical and online sales channels	0,088	4	0,352	2	0,176	3	0,264
6. Digital promotions and promotional activities	0,078	4	0,312	2	0,156	3	0,234
7. Friendly and informative customer service	0,088	3	0,264	3	0,264	4	0,352
8. Quality control and division of labor	0,088	3	0,264	4	0,352	4	0,352
9. Visitor facilities and production areas	0,078	2	0,156	2	0,156	3	0,234
10. Development of limited-edition flavors	0,051	3	0,153	2	0,102	3	0,153
11. Availability of inventory and raw materials	0,037	2	0,074	4	0,148	2	0,074
12. Regular plastic packaging is not airtight enough	0,051	2	0,102	2	0,102	3	0,153
13. Physical sales are concentrated in a single location	0,041	3	0,123	2	0,082	2	0,082
14. Evaluation of digital promotions is not yet measurable	0,037	4	0,148	2	0,074	2	0,074
15. Evaluation of operational facilities	0,041	2	0,082	3	0,123	2	0,082
16. Government support for SMEs	0,069	3	0,207	2	0,138	2	0,138

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Strategic factors	Bobot	AS I	TAS I	AS II	TAS II	AS III	TAS III
17. Increased purchases during peak seasons	0,078	3	0,234	4	0,312	3	0,234
18. Market expansion through online sales	0,073	4	0,292	2	0,146	3	0,219
19. The custom of buying local souvenirs	0,073	3	0,219	3	0,219	3	0,219
20. Interest in premium packaging	0,069	3	0,207	2	0,138	3	0,207
21. Visits by schools and college students	0,069	3	0,207	2	0,138	3	0,207
22. Product differentiation and shopping experience	0,073	3	0,219	3	0,219	4	0,292
23. Product tasting opportunities	0,065	2	0,130	2	0,130	4	0,260
24. Changes in policies and business requirements	0,045	2	0,090	2	0,090	3	0,135
25. Rising raw material prices	0,037	2	0,074	3	0,111	2	0,074
26. Decline in consumer purchasing power	0,037	3	0,111	3	0,111	3	0,111
27. Changes in consumer preferences	0,049	3	0,147	2	0,098	3	0,147
28. Competition among souvenir shops and chip businesses	0,078	4	0,312	3	0,234	4	0,312
29. Improvements in competitors' quality and marketing	0,069	4	0,276	2	0,138	4	0,276
30. Comparisons of price, quality, and service	0,065	3	0,195	2	0,130	4	0,260
31. Ease with which consumers can switch to competitors	0,049	4	0,196	2	0,098	4	0,196
STAS	2,000*	—	6,129	—	5,080	—	6,398
STAS Results Ranking			**II**		**III**		**I**

Source: Data processed by the researcher.

Based on the results of the internal and external factor analysis, the Shinta Chips MSME has key strengths in product quality and flavor, product diversity, customer service, and the utilization of digital marketing channels. The IFE matrix result of 3.106 indicates that the business's internal conditions fall into the "strong" category, while the EFE score of 2.643 indicates that the business's ability to respond to external

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opportunities and threats falls into the “moderate” category. Based on the Internal-External (IE) matrix, Keripik Shinta falls into Cell IV (Grow and Build), so the strategies that can be developed include market penetration, market development, and product development.

The SWOT analysis yielded four strategic alternatives: SO, WO, ST, and WT. These strategies include optimizing digital marketing, expanding market reach, developing souvenir packages, improving inventory management, enhancing packaging quality, developing product variations, and maintaining quality and service to address competition. Next, the three main strategic alternatives were analyzed using the QSPM matrix to determine the priority of their implementation. The results showed that the strategy of maintaining product quality and flavor while improving service received the highest STAS score of 6.398, followed by the strategy of developing digital marketing and expanding the market at 6.129, and improving inventory planning for products and raw materials at 5.080. Thus, the priority strategies for Shinta Chips’ marketing development are maintaining product quality and improving service as competitive advantages, followed by expanding marketing through digital platforms and improving inventory management to support business sustainability.

In addition, data credibility was strengthened through verification of interview results, the use of transcripts as reference material, and confirmation of information with informants (member check). The results of this confirmation showed that information regarding product condition, packaging, inventory, service, sales channels, and business competition was consistent with the interview results.

Credibility Test

Data credibility testing was conducted to ensure that the information used in the study was reliable and consistent with the conditions of the Shinta Chips MSME. According to Sugiyono (2009:270–276), data credibility testing can be conducted through several techniques, including enhancing diligence, using reference materials, and member checks. In this study, data credibility was maintained by reviewing interview results, using transcripts as reference materials, and confirming information with informants

Reference materials were utilized by including interview transcripts in the study’s appendix. These transcripts serve as supporting documentation to verify the accuracy of the information provided by informants, particularly regarding the internal and external conditions of the Keripik Shinta SME. Furthermore, the member check technique was implemented by reconfirming the summary of interview results with the store manager and cashier. This confirmation covered information regarding product conditions, flavor

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variations, packaging, business location, sales channels, customer service, inventory, and business competition.

Table 2. Member Check Results

No.	Informant	Confirmed Information	Confirmation Results (Simulation)	Description
1	Store Manager	Shinta Chips come in a variety of flavors and are available in both standard and premium packaging options.	According to	No improvements
2	Store Manager	The store is easily accessible and has a parking area for customers.	According to	No improvements
3	Store Manager	Sales are conducted through brick-and-mortar stores and online channels to reach customers.	According to	No improvements
4	Store Manager	Product inventory is sometimes insufficient when demand increases.	According to	Attention needed regarding inventory planning
5	Store Manager	Standard plastic packaging is sometimes not airtight enough, which risks the product losing its crispness.	According to	Packaging needs to be evaluated
6	Cashier	Customer service is friendly and informative.	According to	No improvements
7	Cashier	Customers can sample the products before making a purchase.	According to	No improvements
8	Cashier	Flavor, product variety, price, and packaging are factors customers consider when making a purchase.	According to	No improvements

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No.	Informant	Confirmed Information	Confirmation Results (Simulation)	Description
9	Cashier	Sales may increase on weekends and during the holiday season.	According to	Inventory adjustments needed
10	Cashier	Competition with other souvenir shops gives customers alternative places to shop.	According to	Quality and service need to be maintained

Source: Research data, processed.

Based on Table 2, the confirmed information is consistent with the summary of interview results. Some of the information also led to follow-up notes, particularly regarding inventory planning, packaging evaluation, and the maintenance of product and service quality. These confirmed findings were subsequently used as supporting material in identifying the strengths, weaknesses, opportunities, and threats (SWOT) faced by the Shinta Chips MSME.

CONCLUSION

Based on the research findings, the marketing strategy of the Lampung-based SME Keripik Shinta has been implemented through the seven aspects of the marketing mix (7Ps): product, price, place, promotion, people, process, and physical evidence. The analysis results indicate that the business's internal conditions are relatively strong, with an IFE score of 3.106, while the EFE score of 2.643 indicates the presence of external opportunities that can be leveraged for business development. Although it has strengths in product quality and taste, product diversity, sales channels, and customer service, Keripik Shinta still faces challenges in developing new flavor variants, inventory management, packaging quality, and evaluating digital promotions. Based on the SWOT analysis and the QSPM matrix, Strategy III is the top priority with a STAS value of 6.398, which involves maintaining product quality and flavor while improving customer service to strengthen competitiveness. Therefore, Keripik Shinta is advised to maintain consistent product quality, improve service, optimize digital promotions, enhance inventory and packaging management, and expand its marketing reach through partnerships with resellers and souvenir shops. Periodic strategy evaluations are also necessary to ensure that business development proceeds effectively and sustainably.

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