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Business Feasibility Analysis Based on Digital Marketing Strategy in Printed Batik Imitation MSMEs (Case Study: MEA Batik Pekalongan)

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Abstract:

Purpose: This study aims to analyze the business feasibility of the printed batik imitation MSME MEA Batik Pekalongan based on digital marketing strategies through Shopee, TikTok, and Telegram, and to examine how multi-platform marketing contributes to profitability and business sustainability.

Design/methodology/approach: A descriptive quantitative approach with qualitative support was applied using a case study design. Data were collected through interviews, observations, and documentation of sales, production costs, and promotional activities. Financial feasibility was analyzed using Break Even Point (BEP), Payback Period (PP), and Benefit-Cost Ratio (B/C).

Findings: The results show that the business generates a monthly gross revenue of IDR 52,050,000 with a net profit of IDR 10,342,625. The BEP of 423 units per month is below the actual sales volume of 875 units, indicating business feasibility. The Payback Period is approximately 1.93 months, with a B/C ratio of 1.29. Telegram yields the highest profit margin due to the absence of platform fees, while Shopee and TikTok expand market reach despite service and affiliate costs.

Research limitations/implications: This study is limited to a single MSME case in Pekalongan and focuses on three digital platforms. Future studies should involve broader samples and comparative analyses across regions and industries.

Practical implications: The findings provide strategic insights for MSMEs in optimizing multi-platform digital marketing to improve profitability and business sustainability.

Social implications: The study supports the sustainability of local MSMEs through the effective use of digital platforms to enhance economic growth and employment opportunities in the community.

Originality/value: This study integrates multi-platform digital marketing analysis with comprehensive financial feasibility evaluation in the context of printed batik imitation MSMEs.

Keywords: Business Feasibility; Digital Marketing Strategy; Multi-Platform Marketing; Printed Batik Imitation MSMEs; Profitability

INTRODUCTION

Pekalongan is widely recognized as the “World's City of Batik” and plays a strategic role in the national textile industry (Widadi et al., 2025). The development of the batik industry in this region is not limited to hand-drawn and stamped batik with high artistic value, but also includes printed batik produced using modern printing technology to meet mass market demand at

more competitive prices (Haris et al., 2025b).

Unlike *batik tulis* and *batik cap*, which emphasize cultural authenticity, craftsmanship, and artistic exclusivity, printed batik imitation operates in a highly competitive market characterized by rapid production cycles, lower profit margins, and strong dependence on market trends and consumer purchasing power. This segment also faces unique challenges, including intense price competition, low product differentiation, easy replication of motifs, and limited consumer awareness regarding the distinction between authentic and imitation batik products (Yuniarsih et al., 2009). Consequently, printed batik imitation MSMEs are more vulnerable to market fluctuations and require adaptive marketing strategies to maintain business sustainability.

Printed batik imitation refers to textile products that replicate batik motifs using modern printing technology rather than traditional methods(Yuniarsih et al., 2009). It is not considered authentic batik because it does not involve the use of hot wax (*malam*) or manual techniques such as hand-drawing (*canting*) or stamping (*cap*) in the dyeing process (Haris et al., 2025a). The presence of printed batik imitation MSMEs represents a significant economic alternative, as it caters to middle- and lower-income consumers while enabling faster product distribution. However, amid increasing industry competition and rapid digital transformation, MSMEs are no longer competing solely on product quality and price, but also on the effectiveness of their digital marketing strategies (Tarmidi et al., 2026).

The growth of digital commerce has shifted consumer behavior toward online platforms. Shopee as a marketplace (Natalia, 2022), TikTok as a video-based promotion and live shopping medium (Mulyaningsih et al., 2025), and Telegram as a communication and promotional distribution channel have become strategic tools for expanding MSME market reach (Bayhaqi and Silitonga, 2025). Nevertheless, many printed batik imitation businesses still use these platforms conventionally without measurable analysis of promotional effectiveness, conversion rates, advertising costs, or their impact on business sustainability. This condition leads to issues such as revenue fluctuations, unhealthy price competition, and dependence on marketplace discounts that may reduce profit margins (Mulyaningsih et al., 2023).

Academically, previous studies have generally focused only on financial feasibility analysis, such as Net Present Value (NPV), Internal Rate of Return (IRR), and Benefit-Cost Ratio (B/C), or have discussed digital marketing strategies in MSMEs separately without integrating both aspects in the context of printed batik imitation industries (Aneli and Yusuf, 2016). There is still limited research directly linking multi-platform digital marketing performance with comprehensive business feasibility indicators, including market, technical, managerial, and financial aspects. Therefore, a research gap exists in examining how marketing strategies through Shopee, TikTok, and Telegram influence business feasibility in printed batik MSMEs, particularly in the case of MEA Batik Pekalongan.

The novelty of this study lies in integrating multi-platform digital marketing strategy analysis with a comprehensive business feasibility evaluation in the context of printed batik imitation MSMEs. This research not

only identifies promotional strategies through Shopee, TikTok, and Telegram, but also evaluates their effectiveness in increasing sales performance, managing marketing costs, strengthening market competitiveness, and supporting long-term business sustainability. Thus, this study offers a more contextual and practical approach to understanding digital marketing dynamics in the textile-based creative industry, particularly within the printed batik imitation segment that has received limited scholarly attention.

The urgency of this study is based on the need for printed batik imitation MSMEs to adapt to the digital economic ecosystem while facing increasingly intense competition from both local and online markets. Without measurable digital marketing strategies and comprehensive business feasibility analysis, these MSMEs are at risk of declining profitability, unstable market positioning, and reduced long-term sustainability. Therefore, this study aims to analyze the business feasibility of MEA Batik Pekalongan based on marketing strategies through Shopee, TikTok, and Telegram, as well as to evaluate the contribution of each platform to sales growth and business sustainability. The findings are expected to serve as a strategic reference for batik MSMEs in optimizing digital marketing effectively and sustainably.

RESEARCH METHODS

This study employs a quantitative descriptive approach supported by qualitative analysis to examine the business feasibility of a printed batik imitation MSME, MEA Batik Pekalongan, as reviewed from its digital marketing strategies through Shopee, TikTok, and Telegram. The quantitative approach is used to calculate and evaluate financial feasibility indicators, including revenue, net profit, Break Even Point (BEP), Payback Period (PP), and Benefit-Cost Ratio (B/C). Meanwhile, the qualitative approach is applied to understand the implemented marketing strategies, digital promotion patterns, and challenges encountered during their implementation. This research adopts a case study design focusing on a single business entity, enabling an in-depth and contextual understanding of the actual business conditions and the effectiveness of its digital marketing strategies (Akina et al., 2025).

The data used in this study consist of primary and secondary data. Primary data were obtained through direct interviews, observations, and documentation activities. The interview process involved the owner of MEA Batik Pekalongan, Ika Alviany Pratiwi, as the main informant who possesses comprehensive knowledge regarding business operations, financial conditions, and digital marketing strategies implemented through Shopee, TikTok, and Telegram. The interview focused on business development history, marketing decision-making, sales strategies, promotional activities, operational challenges, and business sustainability efforts in the digital marketplace era.

Observation activities were carried out directly on the business operational processes and digital promotional activities conducted through Shopee, TikTok, and Telegram. The observations included product upload activities, live shopping implementation, promotional content creation,

interaction with consumers, transaction flows, and customer response patterns on each platform. In addition, documentation techniques were used to collect sales reports, advertising expenditure records, transaction recapitulations, screenshots of promotional activities, and other supporting business documents over a specified observation period (Yarham, 2025). Secondary data were collected from scientific literature, previous research journals, books, and theoretical references related to business feasibility studies and digital marketing (Febriyanti, 2023).

To ensure the validity and reliability of the qualitative data, this study applied technique triangulation methods (Zulfa and Penangsang, 2024). Technique triangulation was conducted by comparing interview results from Ika Alviany Pratiwi with direct observation findings and documented business records, such as sales reports, transaction data, and promotional cost documentation. This process was intended to verify the consistency of the obtained information and minimize subjectivity in data interpretation. In addition, repeated observations and cross-checking procedures were implemented to strengthen the credibility and accuracy of the research findings.

Data analysis was conducted in several stages, including marketing aspect analysis to assess the effectiveness of each platform in increasing market reach and sales, and financial aspect analysis to determine business feasibility based on economic indicators (Handayani et al., 2019). Furthermore, a comparative descriptive analysis was performed to evaluate the contribution of Shopee, TikTok, and Telegram to revenue growth and business profitability. The results were then interpreted to draw conclusions regarding the feasibility level of MEA Batik Pekalongan based on the applied digital marketing strategies. This study was conducted in Pekalongan over a specific observation period considered representative of the business's marketing and financial performance.

RESULTS

The production of jumbo-size sleepwear sets (tops and bottoms), as shown in Figure 1, uses rayon santung fabric with a construction of 84/54. The production capacity reaches 3,000 yards within two weeks, which is equivalent to 48 kodi or 960 finished product units. Each unit requires 2.9 yards of fabric as the primary raw material. These technical specifications and material requirements indicate that production planning has been aligned with material capacity and fabric utilization efficiency. Detailed production specifications and material requirements are presented in Table 1.




Picture 1. Example of Jumbo-Size Sleepwear Set (Top and Bottom)

Table 1. Production Specifications and Material Requirements

No	Desciption	Specification
1	Product	Jumbo-Size Sleepwear Set (Top And Bottom)
2	Fabric Type	Rayon Santung
3	Fabric Construction	84/54
4	Product Size	All size
5	Production Capacity	3.000 yards / 2 weeks
6	Total Production	48 kodi (960 pcs)
7	Fabric Requirement Per Unit	2.9 yards

The production cost structure per unit consists of fabric cost, dyeing cost, color removal cost, and sewing cost. Fabric cost represents the largest component of the cost of goods manufactured (COGM), followed by sewing costs as well as dyeing and color removal processes. The total COGM is IDR 40,865 per unit (all size). This cost composition indicates that raw materials account for more than half of the total production cost; therefore, efficient fabric procurement and cost control in processing are critical factors in maintaining profit margins. Detailed production cost structures are presented in Table 2.

Table 2. Production Cost Breakdown per Unit

Cost Component	Calculation	Cost (IDR/unit)
Fabric cost	9.300 × 2,9 yard	26.790
Dyeing cost	1.800 × 2,9 yard	5.220
Color removal cost	750 × 2,9 yard	2.175
Sewing cost	-	6.500
Total COGM		40.865

The pricing strategy varies across each marketing platform. Sales through Telegram are targeted at resellers, with a selling price of IDR 51,000 per unit without any platform fees. In contrast, sales through Shopee and TikTok have higher selling prices, as they incorporate administrative fees, service charges, taxes, and affiliate commissions. Shopee imposes a fee of 19.5%, while TikTok charges a total of 21.5%, including affiliate

commissions. This pricing structure reflects a price differentiation strategy based on the characteristics and cost burdens of each platform. Detailed selling prices and platform cost structures are presented in Table 3.

The monthly sales volume indicates that the Telegram channel contributes the largest share, with an estimated 400–500 units per month, followed by Shopee with 200–250 units per month. Meanwhile, sales through TikTok depend on the intensity of live promotions and the use of affiliates. This distribution of sales volume reflects that the reseller-based community strategy via Telegram remains the backbone of marketing, while marketplaces and social media serve as channels for market expansion. The estimated monthly sales volume for each platform is presented in Table 4.

Table 3. Production Cost Breakdown per Unit

Platform	Selling Price (IDR/unit)	Additional Cost Components	Cost Percentage
Telegram (Reseller)	51.000	-	-
Shopee	68.000	Administration, service, and tax	19.5%
TikTok	69.000	Service, administration, tax, and affiliates	16.5% + 5% affiliate

Table 4. Estimated Monthly Sales Volume

Platform	Estimated Sales (units/month)
Telegram (Reseller)	400 - 500
Shopee	200 - 250
TikTok	100 - 200

The recap of monthly revenue and net profit shows that the total gross revenue from all platforms reaches IDR 52,050,000, with net revenue after cost deductions amounting to IDR 46,099,500. After subtracting the total production cost of IDR 35,756,875, the net profit is IDR 10,342,625 per month. Detailed figures for each platform are presented in Table 5.

Sales through Telegram contribute the highest profit due to the absence of platform fees, while Shopee and TikTok still generate positive margins despite deductions for service fees and commissions. This indicates that a multi-platform strategy remains profitable and supports the financial feasibility of the business.

Table 5. Recapitulation of Revenue and Net Profit per Platform (Monthly)

	Platform			
	Telegram (Reseller)	**Shopee**	**TikTok**	**Total**
Volume (units)	450	225	200	**875**
Selling	51.000	68.000	69.000	**-**

Price (IDR)				
Gross Revenue (IDR)	22.950.000	15.300.000	13.800.000	**52.050.000**
Net Revenue after Fees (IDR)	22.950.000	12.316.500	10.833.000	**46.099.500**
Total Production Cost (IDR)	18.389.250	9.194.625	8.173.000	**35.756.875**
Net Profit (IDR)	4.560.750	3.124.875	2.660.000	**10.342.625**

The contribution margin analysis shows that the average net revenue per unit is IDR 52,685, with a cost of goods manufactured (COGM) of IDR 40,865, resulting in a contribution margin of IDR 11,820 per unit. Assuming fixed costs of IDR 5,000,000 per month, the Break Even Point (BEP) is calculated at 423 units per month. The actual sales volume of 875 units per month is significantly higher than the break-even point, indicating that the business operates in a safe and profitable condition. Detailed calculations are presented in Table 6.

Table 6. Contribution Margin and Break Even Point (BEP) Analysis

Component	**Value**
COGM per unit	IDR 40.865
Average net revenue per unit	IDR52.685
Contribution Margin (CM) per unit	IDR 11,820
Fixed cost (assumption)	5,000,000/month
BEP (units/month)	**423 units**
Actual sales	875 units/month
Status	Above BEP (Feasible)

Based on the Payback Period (PP) calculation, assuming an initial investment of IDR 20,000,000 and a monthly net profit of IDR 10,342,625, the payback period is 1.93 months, or approximately 2 months. This indicates a very fast and efficient return on investment. Detailed analysis is presented in Table 7.

Table 7. Payback Period (PP) Analysis

Component	**Value**
Initial investment	IDR 20.000.000
Monthly net profit	IDR 10.342.625
Payback Period	**1.93 months (± 2 months)**

Furthermore, the Benefit-Cost Ratio (B/C) calculation results in a value

of 1.29. Since the B/C ratio is greater than 1, the business is considered financially feasible and generates economic benefits that exceed the total costs incurred. Detailed results of the B/C analysis are presented in Table 8.

Table 8. Benefit-Cost Ratio (B/C) Analysis

Component	Value
Total net revenue	IDR 46.099.500
Total production cost	IDR 35.756.875
B/C Ratio	**1.29**
Criteria	Feasible (B/C > 1)

DISCUSSION

Based on the financial analysis, the jumbo-size sleepwear business made from rayon santung fabric demonstrates positive economic performance and is feasible for further development. The total monthly gross revenue reaches IDR 52,050,000, with net revenue after platform-related deductions amounting to IDR 46,099,500. After deducting total production costs of IDR 35,756,875, the business generates a net profit of IDR 10,342,625 per month. This level of profit indicates a stable margin and a substantial surplus over total operating costs.

From a platform-based perspective, Telegram contributes the highest profit due to the absence of administrative fees and commissions, highlighting the efficiency of a reseller-based community strategy. Meanwhile, Shopee and TikTok continue to generate positive returns despite service fees and affiliate commissions. This suggests that a multi-platform strategy effectively balances sales volume and market expansion, although the profit margin per unit is relatively lower compared to direct sales through Telegram.

In addition, Telegram sales were dominated by reseller transactions, where products purchased from MEA Batik Pekalongan were resold to consumers. This reseller-based system increased sales volume up to 450 units, much higher than Shopee and TikTok. Most Telegram consumers also came from Pekalongan City and surrounding areas, where social relationships and direct communication between sellers, resellers, and buyers are still strong. This condition creates higher customer trust, easier product distribution, and more stable repeat purchases.

From a consumer behavior perspective, printed batik imitation buyers in the local market tend to prioritize affordable prices, practical transactions, and trusted seller networks rather than visual shopping experiences. Therefore, Telegram is considered more suitable for the characteristics of batik consumers in Pekalongan and nearby regions, while Shopee and TikTok require more intensive promotions and discount strategies that reduce profit margins.

BEP analysis shows that the business reaches its break-even at 423 units per month, while actual sales amount to 875 units per month—more than double the break-even level. This reflects a high margin of safety, indicating a low risk of loss as long as sales volume is maintained.

Furthermore, the Payback Period (PP) analysis reveals that the initial

investment of IDR 20,000,000 can be recovered within approximately 1.93 months (around 2 months). This rapid payback period indicates strong liquidity and efficient cash flow management. From an investment perspective, a shorter payback period implies lower business risk.

The Benefit-Cost Ratio (B/C) of 1.29 further supports the feasibility findings, indicating that every IDR 1 of cost generates IDR 1.29 in benefits. This confirms that the business produces economic returns exceeding its total production costs. A B/C value greater than 1 is a key indicator of financial viability and long-term sustainability.

Overall, the integration of marketing strategies across Telegram, Shopee, and TikTok has a positive impact on revenue growth and profitability. The diversification of marketing channels not only expands market reach but also enhances income stability. With consistent profitability, a significantly exceeded break-even point, a rapid payback period, and a B/C ratio above one, this business can be classified as highly feasible and holds strong potential for further development at a larger production scale.

CONCLUSION, LIMITATION, AND FUTURE RESEARCH

Based on the results of the business feasibility analysis from the perspective of digital marketing strategies, it can be concluded that the jumbo rayon santung sleepwear set business at MEA Batik Pekalongan MSME is financially feasible and has strong prospects for further development. The total monthly gross revenue reaches IDR 52,050,000, with a net profit of IDR 10,342,625 per month.

The Break Even Point (BEP) analysis indicates that the business reaches its break-even point at 423 pieces per month, while the actual sales volume is 875 pieces per month. This shows that the business is operating in a safe position with a high margin of safety. The Payback Period (PP) of approximately 2 months reflects a rapid return on investment, while the Benefit-Cost Ratio (B/C) of 1.29 indicates that the benefits outweigh the costs incurred.

Marketing strategies implemented through Telegram generate the highest profit margin due to the absence of platform fees. Meanwhile, marketing through Shopee and TikTok significantly contributes to expanding market reach, despite the presence of service fees and commissions. Therefore, the implementation of a multi-platform marketing strategy has proven to be effective in increasing revenue and sustaining business growth.

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Authors' Contributions:

Conceptualization, methodology, data validation, supervision, and writing, review and editing, Daru Anggara Murty; investigation and interview process at MEA Batik, Saghira Nurul Adhifa; data processing and formal analysis, Muhammad

Naoval Haris; writing original draft preparation, Daru Anggara Murty, Muhammad Naoval Haris, and Saghira Nurul Adhifa. All authors have read and agreed to the published version of the manuscript.

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Ethical Compliance:
All procedures performed in this study involving human participants were in accordance with the ethical standards of the institutional research committee and comparable ethical standards. Approval from the relevant research committee was obtained and attached to comply with ethical requirements.

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