



Determining Factors for the Success of Plered Ceramic Exports: A Study on Dodol Badebah

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Abstract

Penelitian ini menyelidiki faktor-faktor penentu keberhasilan ekspor dalam industri keramik tradisional Plered, dengan menggunakan usaha rumahan Dodol Badebah sebagai studi kasus. Penelitian ini secara khusus menganalisis pengaruh kualitas produk, strategi pemasaran, dan dukungan institusional eksternal terhadap kinerja ekspor. Desain penelitian kuantitatif digunakan dengan menyebarkan kuesioner terstruktur kepada 60 konsumen keramik Plered. Data dianalisis menggunakan regresi linier berganda untuk menilai pengaruh dan signifikansi masing-masing variabel independen terhadap hasil ekspor. Temuan menunjukkan bahwa kualitas produk memiliki pengaruh signifikan dan positif terhadap keberhasilan ekspor, khususnya melalui atribut seperti inovasi desain, kekuatan material, nilai estetika, dan kepatuhan terhadap standar internasional. Sebaliknya, strategi pemasaran dan dukungan eksternal tidak menunjukkan pengaruh yang signifikan secara statistik, yang mengindikasikan perlunya penyesuaian ulang strategi dan keterlibatan institusi yang lebih terarah. Hasil ini menyoroti peran dominan kapabilitas internal, terutama pengendalian mutu dan pengembangan produk, dibandingkan dengan promosi eksternal atau intervensi pemerintah dalam mendorong kesiapan dan keberlanjutan ekspor. Studi ini berkontribusi pada literatur yang berkembang mengenai usaha mikro dan kecil di negara berkembang dengan menawarkan bukti empiris tentang faktor penentu ekspor dalam industri budaya dan kreatif. Secara praktis, temuan ini merekomendasikan untuk memprioritaskan keunggulan produk sebagai strategi inti untuk penetrasi pasar global, sambil secara bersamaan meningkatkan efektivitas saluran pemasaran dan mekanisme dukungan kebijakan. Penelitian selanjutnya disarankan untuk mengeksplorasi transformasi digital, preferensi konsumen internasional, dan dampak jangka panjang dari perubahan kebijakan terhadap pertumbuhan ekspor di sektor kerajinan.

Kata-kata Kunci: Kualitas; Pemasaran; Dukungan.

Abstract

This study investigates the critical determinants of export success in the traditional ceramics industry of Plered, using the Dodol Badebah home enterprise as a case study. The research specifically analyzes the effects of product quality, marketing strategy, and external institutional support on export performance. A quantitative research design was adopted, utilizing structured questionnaires distributed to 60 consumers of Plered ceramics. The data

were analyzed using multiple linear regression to assess the influence and significance of each independent variable on export outcomes. Findings indicate that product quality exerts a significant and positive effect on export success, particularly through attributes such as design innovation, material strength, aesthetic value, and compliance with international standards. Conversely, marketing strategy and external support did not demonstrate statistically significant effects, suggesting the need for strategic realignment and more targeted institutional engagement. These results highlight the dominant role of internal capabilities, especially quality control and product development, over external promotional or governmental interventions in driving export readiness and sustainability. The study contributes to the growing body of literature on micro and small enterprises in developing economies by offering empirical evidence on export determinants in cultural and creative industries. Practically, the findings recommend prioritizing product excellence as a core strategy for global market penetration, while simultaneously improving the effectiveness of marketing channels and policy support mechanisms. Future research should explore digital transformation, international consumer preferences, and long-term impacts of policy shifts on export growth in artisanal sectors.

Keywords: Quality; Marketing; Support.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) represent a critical foundation of Indonesia's economic fabric, not only by virtue of their numerical prevalence but also through their capacity to generate employment, stimulate local innovation, and contribute significantly to gross domestic output across diverse sectors; in 2021, data from the Ministry of Cooperatives and SMEs show that MSMEs accounted for 61.07% of GDP, equivalent to some IDR 8,573.89 trillion, underscoring that policy and research attention to MSME sustainability, competitiveness, and export potential is essential for both regional and national economic resilience.¹ Among these MSMEs, ceramic craftsmanship stands out as a sector blending cultural heritage, artistic value, and functional utility, making it a suitable candidate for examining export pathways, quality standards, market adaptation, and external support systems; this is particularly salient in Indonesia where traditional craft industries can serve as engines of inclusive growth if properly supported. Furthermore, the growing shifts in global trade regimes, regulatory compliance (such as adherence to national and international standards), environmental concerns, and digitalization of marketing and distribution channels increasingly demand that ceramic MSMEs not only preserve traditional techniques but also enhance their product quality, marketing sophistication, and external linkages in order to compete effectively. Thus, an empirical investigation into how specific internal capabilities (product quality, marketing strategy) and external environments

¹ Admin, "Data Kementerian Koperasi dan Usaha Kecil dan Menengah," *Kementerian Koordinator Bidang Perekonomian Republik Indonesia*, last modified 2021, <https://www.ekon.go.id/>.

(government policies, finance, networks) coalesce to shape export success in a ceramics cluster is both timely and of substantial scholarly and policy relevance.

Plered District in Purwakarta Regency, West Java, especially Anjun Village along Jl. Raya Anjun Plered, provides an exemplary case for studying MSME export dynamics in artisanal ceramics: a community with centuries-old ceramic production heritage, initiated during Dutch colonial times (circa 1795 in the Citalang area) with clay-based brick and scissor-making, subsequently evolving by 1904 toward household ceramic utilities, and experiencing a production surge by 1935.² The geographic concentration of ceramic craftsmanship households, where nearly every home acts as a production unit, fosters knowledge spillovers, shared labor practices, and resource sharing (factors conducive to incremental innovation and cost efficiencies) but also may engender constraints related to scale, regulatory compliance, quality consistency, and exposure to international market fluctuations. One microbusiness within this cluster, “Dodol Badebah Keramik,” founded by Mr. Ajang Udung (Mr. Dodol), has succeeded in exporting its ceramic wares to diverse international markets including the United States, Mexico, Saudi Arabia, Egypt, South Korea, and China between 2001 and 2019, thereby illustrating how local craftsmanship can transcend domestic barriers and achieve global recognition. Yet, notwithstanding such success, enterprises such as Dodol Badebah Keramik confront several critical challenges: maintaining product conformity to standards (e.g. Indonesia’s SNI), managing competition from imports (for instance, the Indonesian Trade Ministry’s seizure of 4.5 million Chinese ceramic pieces for SNI non-compliance), securing access to finance and export support infrastructure, and navigating the complexities of marketing, distribution, and cross-border regulation.³

In extant literature, product quality has been consistently identified as a foundational determinant of export success, encompassing attributes such as durability, aesthetic design, functional uniqueness, and compliance with standards (Kotler and Keller; Zeithaml), and empirical studies like AbdGhani confirm its significant positive effect on export

² M. Taufiq Rahman dan Rizal Ahmad Fauzi, “Ceramic as an Expression of Local Culture: Conservation, Creativity and Adaptation to Change of a Ceramic Center in West Java,” *Webology* 18, no. 2 (2021): 643–653, https://librarysearch.mtroyal.ca/discovery/fulldisplay?docid=cdi_unpaywall_primary_10_14704_web_v18i2_web18344&context=PC&vid=01MTROYAL_INST:02MTROYAL_INST&lang=en&adaptor=PrimoCentral&tab=MRULibraryResources&query=creator,exact,Rahman,Taufiq&offset=0.

³ Admin, “Data Kementerian Koperasi dan Usaha Kecil dan Menengah.”

performance in comparable sectors.^{4,5,6} Marketing strategies are similarly recognized for their power in mediating firm-level export outcomes: segmentation, pricing, promotion, distribution, and the capacity to adapt to the cultural and regulatory demands of foreign markets are recurrently cited as essential (Kotler and Keller; Chaffey and Ellis-Chadwick; Katsikea, Theodosiou and Morgan), while in recent years, digital marketing, e-commerce platforms, and social media-based promotion have become not only cost-effective but indispensable tools for MSMEs seeking penetration into international markets.^{7,8,9} External support (defined broadly as government policy frameworks, financial assistance, capacity building, export facilitation or training, and network formation) emerges in research (Tambunan; Qiu, Zheng, and Li) as a crucial enabler, often mediating or reinforcing the effects of product quality and marketing strategies.^{10,11} However, despite the wealth of literature, there is a gap in understanding how these factors interact specifically in ceramic craft clusters in Indonesia, particularly in rural artisan communities like Plered, where traditional production practices, cultural value, and resource constraints present both opportunities and limitations for export growth.

Moreover, export success is multi-dimensional, and measuring it requires attention not only to immediate financial or volume-based outcomes (such as export sales volume, export revenues, or market share abroad) but also to longer-term sustainability indicators like customer satisfaction in foreign markets, brand recognition, product innovation,

⁴ Philip Kotler dan Kevin Lane Keller, *A Framework for Marketing Management* (England: Pearson Education Limited, 2016).

⁵ Valarie A. Zeithaml, "Consumer Perceptions of Price, Quality, and Value: A Means-End Model and Synthesis of Evidence," *Journal of Marketing* 52, no. 3 (1988): 2–22, <https://www.jstor.org/stable/1251446>.

⁶ Noor Hasmini AbdGhani, Nik Kamariah NikMat, dan Yaty Sulaiman, "Export Performance: The Role of Product Quality and Market Orientation," *WSEAS Transactions on Business and Economics* 16 (2019): 215–225, <https://www.wseas.com/journals/articles.php?id=1752>.

⁷ Kotler dan Kevin Lane Keller, *A Framework for Marketing Management*.

⁸ Dave Chaffey dan Fiona Ellis-Chadwick, *Digital Marketing* (London: Pearson UK, 2019).

⁹ Evangelia Katsikea, Marios Theodosiou, dan Katerina Makri, "The Interplay Between Market Intelligence Activities and Sales Strategy as Drivers of Performance in Foreign Markets," *European Journal of Marketing* 53, no. 10 (2019): 2080–2108, <https://www.sciencedirect.com/org/science/article/abs/pii/S0309056619001059>.

¹⁰ Tulus Tambunan, "Women Entrepreneurs in Indonesia: Their Main Constraints and Reasons," *Journal of Asia Entrepreneurship and Sustainability* 5, no. 3 (2009): 37–51, <https://www.proquest.com/openview/d475675aea7ae875a351a57fad194b3a/1?pq-origsite=gscholar>.

¹¹ Guojing Qiu et al., "Banking Deregulation and Export Product Quality," *Pacific-Basin Finance Journal* 82 (2023): 102166, <https://www.sciencedirect.com/science/article/abs/pii/S0927538X23002378>.

adaptability, and continued competitiveness.^{12,13} The concept of export readiness or readiness capabilities (including but not limited to access to finance, training, compliance infrastructure, international partnerships, and knowledge of foreign market regulations) has been shown in recent studies to be a powerful predictor of early export performance and sustainable export trajectories.¹⁴ In addition, studies exploring the synergy or trade-offs among internal capabilities (such as product quality versus innovation cost) and external support mechanisms (such as government incentive versus regulatory burden) underscore that success is rarely attributable to a single factor, but rather to a balanced alignment among multiple factors, which may differ in their relative importance depending on firm size, resource endowment, market segments, and export maturity. Hence, in the Plered ceramics context, investigating not only whether product quality, marketing strategy, and external support individually affect export outcomes but also how they jointly interact, amplify, or potentially constrain each other is essential for deriving nuanced insights applicable to policy and practice.

This study therefore aims to address the following research objectives: (1) to assess the extent to which product quality influences export performance in the Plered ceramics cluster, with respect to both domestic and international standards; (2) to analyze the role of marketing strategies, including digital marketing, pricing, distribution channels, and adaptation to foreign market preferences, in enhancing export reach and competitiveness; (3) to examine how external support, in terms of government policy, training and capacity building, financial access, and international networks, acts as an enabler or barrier to export success; and (4) to explore the interactions between these internal (quality, strategy) and external (support) factors in shaping sustainable export success, including revenue growth, market expansion, and long-term business resilience. In achieving these objectives, the research will employ both qualitative and quantitative methods (case studies of Dodol Badebah Keramik and other representative MSMEs in the Anjun Village area, surveys of artisans, and analyses of export data over time) to generate empirical evidence that is both contextually grounded and generalizable to similar MSME cluster settings. By doing so, this study seeks to contribute to the body of knowledge on MSME export performance, craft

¹² S. Tamer Cavusgil dan Shaoming Zou, "Marketing Strategy-Performance Relationship: An Investigation of the Empirical Link in Export Market Ventures," *Journal of Marketing* 58, no. 1 (1994): 1–21, <https://www.jstor.org/stable/1252247>.

¹³ Stephan Gerschewski, Elizabeth L. Rose, dan Joanna Scott-Kennel, "Ready to Export? The Role of Export Readiness for Superior Export Performance of Small and Medium-Sized Enterprises," *The World Economy* 43, no. 5 (2020): 1253–1276, <https://onlinelibrary.wiley.com/doi/10.1111/twec.12928>.

¹⁴ Ibid.

sector development, and traditional industries' integration into global value chains, and to provide policy recommendations tailored to local realities.

In summary, this research is guided by the theoretical framework that product quality, marketing strategies, and external support jointly and individually drive export success, as suggested by past studies (AbdGhani; Gerschewski et al.; Katsikea et al.); it will situate the empirical investigations within the particular socio-economic, cultural, and regulatory environment of Plered ceramics, where export opportunities are balanced against structural constraints.^{15,16,17} It will thus offer a comprehensive view of not only what enables export success, but under what conditions and through which pathways firms like Dodol Badebah Keramik are able (or unable) to convert local artisanal capacity into competitive international performance. Ultimately, the findings are intended to inform stakeholders (including artisans, industry associations, local and national government bodies, financial institutions, and trade facilitators) in crafting targeted strategies, policies, and support systems capable of enhancing export readiness, competitiveness, and sustainability of Indonesia's ceramic craft MSMEs.

RESEARCH METHODOLOGY

This study adopts a quantitative research design using a structured survey method, which is commonly applied in business and management research to systematically collect empirical data from respondents through standardized instruments. The survey utilized a closed-ended questionnaire designed to measure four key constructs (product quality, marketing strategy, external support, and export success) all of which were operationalized as ordinal variables based on perceptual ratings. To transform ordinal data into measurable indicators, a 4-point Likert scale was employed, ranging from *strongly disagree (1)* to *strongly agree (4)*, allowing the researchers to capture varying degrees of respondent agreement and facilitating subsequent statistical analysis.¹⁸ The Likert-type items were constructed by identifying theoretical indicators and converting them into concrete statements that could reflect the latent variables under examination.¹⁹

¹⁵ AbdGhani, Nik Kamariah NikMat, dan Yaty Sulaiman, "Export Performance: The Role of Product Quality and Market Orientation."

¹⁶ Gerschewski, Elizabeth L. Rose, dan Joanna Scott-Kennel, "Ready to Export? The Role of Export Readiness for Superior Export Performance of Small and Medium-Sized Enterprises."

¹⁷ Katsikea, Marios Theodosiou, dan Katerina Makri, "The Interplay Between Market Intelligence Activities and Sales Strategy as Drivers of Performance in Foreign Markets."

¹⁸ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R & D* (Bandung: Alfabeta, 2022).

¹⁹ Moh. Nazir, *Metode Penelitian* (Bogor: Ghalia Indonesia, 2014).

The population of interest consists of consumers who have purchased Dodol Badebah ceramic products, selected for their relevance and experience in evaluating the product's quality and market performance. Due to practical limitations related to funding, time, and research resources, the study employed a non-probability purposive sampling technique, yielding a sample of 60 consumers deemed sufficient for exploratory and descriptive statistical analysis.²⁰ Respondents were selected based on their previous purchasing experience, which ensures that the data collected accurately reflect consumer assessments of the studied constructs. Each item in the questionnaire underwent theoretical validation and consistency checks to ensure alignment with the conceptual framework and to increase instrument reliability and construct validity.²¹

Data analysis was conducted through descriptive statistical techniques, beginning with frequency distribution analysis to determine the number of responses in each Likert category for every variable measured. This was followed by percentage analysis to provide a clearer overview of respondent tendencies and the relative strength of perceptions associated with each construct. The use of quantitative analysis enables a systematic interpretation of the data, offering insights into patterns and tendencies that influence export success in the local ceramic industry. The entire process ensures scientific rigor, replicability, and alignment with quantitative research standards.²²

RESULTS AND DISCUSSION

Result

The validity test was carried out to determine whether the questionnaire items used in this study were able to accurately measure each of the intended variables, namely product quality, marketing strategy, external support, and export success. The test criteria utilized a comparison between the calculated r-value and the r-table at a degree of freedom (df) of n-2, with the minimum requirement for r-table being 0.361. The analysis revealed that all questionnaire items had r-values greater than the threshold, indicating that the instrument used in the study was statistically valid. Therefore, the items developed in the questionnaire are considered capable of capturing the true representation of the constructs being investigated within the context of Plered ceramic SMEs.

²⁰ John Creswell and J. David Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, Edisi 4. (Thousand Oaks: CA: SAGE Publications, 2014).

²¹ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R & D* (Bandung: Alfabeta, 2019).

²² Roger Bougie dan Uma Sekaran, *Research Methods for Business: A Skill Building Approach* (New Jersey: John Wiley & Sons, 2019).

The reliability test was employed to assess the internal consistency of the measurement instrument through Cronbach's Alpha, where a coefficient greater than 0.7 is deemed acceptable. The analysis showed that the Cronbach's Alpha values for all four variables exceeded the minimum standard, confirming that the questionnaire consistently captured respondents' perceptions across different items. This reliability suggests that repeated use of the instrument under similar conditions would yield consistent results, thereby reinforcing the robustness of the data collection method. Thus, the tools used in this study are reliable and appropriate for continued use in similar research contexts, particularly among creative industry SMEs.

The normality test was performed using the One-Sample Kolmogorov-Smirnov Test to evaluate whether the distribution of data followed a normal pattern across all four variables under study. The mean scores reported were 3.61 for Product Quality, 3.10 for Marketing Strategy, 2.94 for External Support, and 3.31 for Export Success, indicating moderate to high perceptions by respondents. The standard deviations reflected variability across the responses, with External Support showing the highest variation at 0.973 and Product Quality the lowest at 0.624. The absolute value statistics, which measure the deviation from a normal distribution, also confirmed normality, with Product Quality having the highest deviation at 0.412 and External Support the lowest at 0.229, thereby satisfying the assumptions for regression analysis.

The coefficient of determination test was conducted through multiple linear regression to assess the effect of independent variables (Product Quality, Marketing Strategy, and External Support) on the dependent variable, Export Success. The derived regression equation was: $\text{Export Success} = 1.939 + 0.245 (\text{Product Quality}) + 0.094 (\text{Marketing Strategy}) + 0.067 (\text{External Support})$, indicating the positive contribution of each variable to the outcome. Among them, only Product Quality demonstrated statistical significance with a t-value of 2.700 and a p-value of 0.007, which is less than 0.05, thereby confirming its meaningful influence. Marketing Strategy and External Support, however, recorded t-values of 1.449 and 1.159 respectively, with p-values of 0.149 and 0.247, which are greater than 0.05, hence their effects were not statistically significant in the model.

The F-test was used to evaluate the overall significance of the regression model, determining whether the independent variables jointly have a significant influence on Export Success. The regression model yielded an F-value of 3.839 with a significance level of 0.010, which is less than the alpha level of 0.05, thus validating the model's overall statistical relevance. Despite the model's significance, the R^2 value was only 0.0465 (4.65%),

indicating that the independent variables accounted for just a small portion of the variation in Export Success. This low explanatory power implies that while the model is statistically valid, there are likely additional unexamined variables that play a more substantial role in influencing the export success of ceramic SMEs.

Discussion

This study explores the export performance of Plered ceramic SMEs by investigating the influence of Product Quality, Marketing Strategy, and External Support on Export Success, focusing specifically on the case of Dodol Badebah. The use of multiple linear regression allowed for an empirical examination of the extent to which each independent variable contributes to export outcomes. The findings provide critical insights into the strategic areas that should be prioritized by SMEs in the creative industry, especially those operating within niche artisan markets like ceramics. These insights are vital for stakeholders aiming to strengthen Indonesia's export base through the empowerment of locally-rooted, globally oriented small enterprises.

Among all variables tested, Product Quality emerged as the only factor that had a statistically significant effect on Export Success, suggesting its central role in determining competitiveness in international markets. This is in line with Kotler and Keller's assertion that superior product quality is a non-negotiable attribute in achieving customer satisfaction and international market trust.²³ For ceramic products in particular, elements such as craftsmanship, durability, aesthetic appeal, and adherence to export standards are pivotal in enhancing perceived value among global consumers. AbdGhani also supports this finding through his research on Malaysian SMEs, where product quality was found to be a key driver of export performance in the electronics industry, thereby confirming the universal applicability of this variable across diverse sectors.²⁴

The implication of this result is that SMEs like Dodol Badebah should prioritize investments in design innovation, production quality control, and international certification to maintain a competitive edge. In export markets, consistency in quality builds long-term brand equity and fosters repeat business, especially among distributors and niche buyers seeking authentic artisan goods. The reputation that Dodol Badebah has cultivated in countries such as the United States, South Korea, and Saudi Arabia is testament to how high-quality products can open up and sustain international market access. Therefore, future

²³ Kotler dan Kevin Lane keller, *A Framework for Marketing Management*.

²⁴ AbdGhani, Nik Kamariah NikMat, dan Yaty Sulaiman, "Export Performance: The Role of Product Quality and Market Orientation."

policy interventions and SME development programs should emphasize technical training and capacity-building initiatives aimed at improving product quality across production stages.

In contrast to expectations, Marketing Strategy did not demonstrate a significant impact on Export Success, despite theoretical frameworks that emphasize its role in international competitiveness. Kotler and Keller argues that marketing activities (such as positioning, segmentation, promotion, and digital branding) are crucial in increasing a firm's visibility and market reach, especially in foreign markets.²⁵ However, the lack of significance in this study suggests a possible mismatch between Dodol Badebah's current marketing initiatives and the demands of international buyers or distributors. This is consistent with Katsikea et al., who noted that marketing effectiveness in export markets is highly dependent on adaptability to local market preferences and the strategic use of digital channels, both of which appear to be underdeveloped in the case under study.²⁶

This gap highlights an urgent need for Plered ceramic SMEs to modernize their marketing approaches by adopting digital marketing tools, participating in international trade expos, and leveraging social media to build brand awareness. It is also crucial that firms conduct market intelligence research to better understand consumer behavior in target countries, which can lead to more effective promotional content and product positioning. Without these improvements, marketing efforts may remain disconnected from export performance, serving more as branding exercises rather than strategic growth drivers. Consequently, marketing-related support programs from government or industry associations should include training on international consumer analysis, digital advertising, and cross-border e-commerce integration.

Similarly, External Support did not show a statistically significant relationship with Export Success, despite the theoretical assumption that government incentives and institutional support should help SMEs grow their international presence. This is supported by Heriqbaldi et al., who argued that export promotion initiatives may boost export volume but often fail to enhance deeper performance indicators such as profitability or competitiveness.²⁷ Moreover, Catanzaro et al., found that while financial aid from the

²⁵ Philip Kotler dan Kevin Lane Keller, *Marketing Management*, Edisi 13. (England: Pearson Prentice Hall, 2009).

²⁶ Katsikea, Marios Theodosiou, dan Katerina Makri, "The Interplay Between Market Intelligence Activities and Sales Strategy as Drivers of Performance in Foreign Markets."

²⁷ Unggul Heriqbaldi et al., "Export Promotion Programs and Firm Performance: Linking Knowledge, Commitment, and Market Strategy to Enhance Competitiveness," *Journal of Open Innovation: Technology*,

government can help firms enter new markets, it does not necessarily improve core operational or economic outcomes.²⁸ In the context of Dodol Badebah, it appears that external support mechanisms have not been effectively integrated into strategic business processes, reducing their impact.

One reason for this limited effect could be that existing support programs are too general, failing to address the specific needs of ceramic producers, such as access to global distribution networks, legal guidance on export regulations, or infrastructure for bulk production. Additionally, many support programs may suffer from bureaucratic inefficiencies or lack of follow-up, which diminishes their practical utility for small enterprises. To enhance effectiveness, such support should be tailored, industry-specific, and results-oriented, offering not just financial incentives but also technical assistance and mentorship. Aligning these support mechanisms with the strategic goals of SMEs could substantially increase their potential impact on export success.

Despite the overall significance of the regression model, its explanatory power (measured by the R^2 value of 4.65%) was relatively low, indicating that a large proportion of the variation in Export Success remains unexplained by the three variables included in the study. This suggests the presence of other influential factors that were not captured in the current model, such as organizational capability, leadership, international partnerships, or innovation adoption. As noted by Gerschewski et al., the concept of “export readiness” encompasses various internal capabilities, including managerial experience, supply chain integration, and adaptability, all of which contribute significantly to performance in international markets.²⁹ Therefore, future studies should consider a broader range of variables, including both internal and external dimensions, to better understand the determinants of export success.

Moreover, it is possible that the relationship between variables is not purely linear, but moderated or mediated by other strategic elements. For instance, the impact of External Support might be amplified when a firm already has a high degree of market readiness or a competent managerial team. Similarly, the influence of Product Quality on Export Success

Market, and Complexity 11, no. 1 (2025): 100479, <https://www.sciencedirect.com/science/article/pii/S2199853125000149>.

²⁸ Alexis Catanzaro, Karim Messeghem, dan Sylvie Sammut, “Effectiveness of Export Support Programs: Impact on the Relational Capital and International Performance of Early Internationalizing Small Businesses,” *Journal of Small Business Management* 57, no. 2 (2019): 436–461, <https://www.tandfonline.com/doi/full/10.1111/jsbm.12489>.

²⁹ Gerschewski, Elizabeth L. Rose, dan Joanna Scott-Kennel, “Ready to Export? The Role of Export Readiness for Superior Export Performance of Small and Medium-Sized Enterprises.”

might be strengthened through effective international marketing that communicates the uniqueness and craftsmanship of the product. These complex interactions suggest the need for more sophisticated analytical approaches such as structural equation modeling (SEM) or mixed-method research designs. Incorporating qualitative data could also help uncover contextual factors and lived experiences that quantitative models fail to capture.

CONCLUSION

This study aimed to examine the extent to which product quality, marketing strategy, and external support influence export success among export-oriented enterprises. The results of the linear regression analysis reveal that product quality is the only variable with a statistically significant effect on export performance, while marketing strategy and external support do not demonstrate a meaningful impact within the constructed model. This finding underscores the central role of intrinsic product value in determining competitiveness in international markets. High-quality products are more likely to meet global standards, satisfy customer expectations, and facilitate long-term market penetration. In contrast, even the most aggressive promotional efforts or institutional supports may be insufficient if product quality remains substandard.

The implications of this research are particularly relevant for small to medium enterprises such as Dodol Badebah Ceramics, which are attempting to strengthen their foothold in global markets. These businesses should prioritize continuous improvement in product quality through investments in research and development, refinement of production processes, and adherence to international quality benchmarks. While marketing strategies remain essential in terms of visibility and customer outreach, their success is largely dependent on the underlying value proposition offered by the product itself. Likewise, external support mechanisms such as export facilitation programs or policy incentives must be effectively integrated with internal organizational capabilities to yield tangible results. In essence, product quality functions not merely as an isolated factor, but as a foundation upon which other export-enabling strategies can be built.

Considering the limited explanatory power of the current model, future research is encouraged to adopt a broader analytical framework by incorporating additional variables that may influence export success. These may include factors such as human capital competence, access to market intelligence, digital transformation, logistical infrastructure, and external economic dynamics. A multidimensional approach would provide a more comprehensive understanding of the mechanisms driving export performance, particularly

in developing economies. Ultimately, while product quality emerges as the most decisive factor in this analysis, achieving sustainable export growth requires an integrated strategy that aligns internal capabilities with external opportunities and constraints.

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