

# Optimizing the Partnership System as an Effort to Increase Sales at Ramli

Calya Berliana Dewi Erlinda<sup>1</sup>, Putra Panji Respati<sup>2</sup>, Aries Kurniawan<sup>3</sup>

<sup>123</sup>Entrepreneurship Study Program, Faculty of Economics and Business,  
Universitas Muhammadiyah Gresik, Indonesia

E-Mail: [calyaerlinda@gmail.com](mailto:calyaerlinda@gmail.com), [putrapr@umg.ac.id](mailto:putrapr@umg.ac.id), [ariesaja@umg.ac.id](mailto:ariesaja@umg.ac.id)

## Abstract

This research aims to analyze and optimize the partnership system (distributors, agents, and resellers) at Ramli Collection, a local Muslim men's clothing brand, in an effort to increase sales. Based on data from January to August 2025, sales through the partnership channel showed a fluctuating and declining trend, indicating that the current partnership system is not yet optimal. The core problems identified are the lack of standards in the selection of new partners, resulting in payment defaults and contract terminations, and the absence of a structured mentoring program for partners, which has led to a decline in sales performance. This study uses a qualitative approach with data collection techniques in the form of observation, interviews, and documentation. The results of the analysis show that a comprehensive partnership system improvement is needed. The proposed solutions include: (1) Developing a Structured Partnership System by establishing strict partner selection criteria (surveys, interviews, and preliminary assessments) and formulating binding cooperation agreements; (2) Standardization of Partner Assistance through regular training programs (marketing and inventory management) and digital promotional material support; and (3) Strengthening Brand Awareness through strategic collaboration with public figures relevant to the brand image. Optimizing this partnership system is expected to overcome payment default issues, consistently improve partner sales performance, and ultimately contribute significantly to increasing Ramli Collection's total sales.

Keywords: Partnership, Optimization, Sales Improvement, Marketing Strategy.

## Introduction

According to data from the Micro and Small Industry Profile (IMK), the number of IMK businesses in Indonesia in 2022 reached around 4.34 million business units. Most of these businesses are concentrated on the island of Java, accounting for around 62.58 percent of the total IMK businesses throughout Indonesia. The provinces with the highest number of MSME businesses are Central Java (20.56 percent), East Java (20.15 percent), and West Java (15.39 percent). Based on 2-digit KBLI data for 2024, the clothing industry is the second

largest type of MSME business after the food industry, with 594,597 businesses.

The Muslim fashion industry sector is one of the potential parts of Indonesia's creative economy. With the majority of the population being Muslim, namely around 86% of the total population, the demand for Muslim clothing continues to increase, including in the men's Muslim clothing segment. The fashion sector's contribution to the Gross Domestic Product (GDP) of the creative economy reaches more than 17%, reflecting high domestic consumption and increasing exports of Indonesian fashion products. This data shows that the opportunities for developing the Muslim fashion industry are still vast and promising.

In the face of increasingly fierce competition, businesses are required to have optimal marketing strategies in order to increase sales and competitiveness. According to Kotler and Keller, a marketing strategy is "the marketing logic by which a business unit hopes to achieve its marketing objectives, including decisions regarding target markets, value propositions, and ways to build profitable relationships with customers." One strategy that can be applied by businesses is through a partnership system. Through partnerships, business actors can maintain business continuity, expand market reach, strengthen distribution networks, and improve operational efficiency to achieve sustainable sales growth.

This analysis has been enriched by including several studies that focus on partnership strategies. Research by (Nur Widyanti et al., 2025) shows that partnerships have a positive and significant effect on business sustainability. Research conducted by (Kurniawan et al., 2023) shows that partnership strategies have an effect on business income. Partnership strategies are quite effective in achieving competitive advantage. By forming partnerships, companies gain several important benefits, one of which is access to markets.

Partnership systems play an important role in expanding market access for small businesses, especially for producers who do not yet have the resources to market their products independently. Partnerships enable mutually beneficial relationships between producers and sales partners through clear division of roles, good communication, and transparent cooperation mechanisms. However, the effectiveness of partnership systems greatly depends on how these cooperation patterns are designed, implemented, and evaluated on an ongoing basis.

Ramli, a local business in Gresik city, is an MSME that has implemented a partnership system in an effort to expand its market and increase product sales. However, several obstacles have been encountered in its implementation, such as fluctuating and declining sales due to suboptimal research and selection in the recruitment of partners. This condition shows that the partnership system that is

being implemented is not yet running optimally. Therefore, efforts are needed to optimize the partnership system as a strategy to increase sales at Ramli. Through this research, it is hope that a deep understanding of the effectiveness, and the steps that can be taken to improve it can be obtained. The results of this study are expected to provide strategic contributions to the development of a more effective partnership model for MSMEs, particularly in the men's Muslim fashion industry.

## **LITERATURE REVIEW**

### **Partnership**

Defined as a form of business cooperation, either direct or indirect, based on the principles of mutual need, mutual trust, mutual reinforcement, and mutual benefit, which usually involves Micro, Small, and Medium Enterprises (MSMEs) with large companies (Vieri et al., 2024). Partnerships are considered a highly relevant strategy for optimizing market share, as they facilitate the expansion of distribution networks and enable risk sharing with business partners (Azzahra, 2025).

Government Regulation No. 44 of 1997 on Partnerships also explains that a partnership is a business collaboration between a small business and a medium or large business, accompanied by guidance and development by the medium or large business, taking into account the principles of mutual need, mutual reinforcement, and mutual benefit.

### **Marketing Strategy**

This is a large and forward-looking plan designed to enable an organization to interact effectively in a competitive environment in order to optimize the achievement of its goals (Dinaloni & Muktiadji, 2022). This strategy serves as a guide for management in determining products, target markets, quantities offered, and sales methods (Rusdiana, 2020). One form of marketing strategy that can support product marketing to create customer satisfaction is the use of the marketing mix, which consists of 7Ps, namely: Product, Price, Promotion, Place, Participant, Physical Evidence, and Process.

### **Marketing Mix**

According to Kotler (2005:17), the marketing mix is "a set of marketing tools used by companies to continuously achieve their marketing objectives in their target markets.

1. Product

A service product (product) according to (Kotler & Keller, 2016) is anything that can be offered by producers to be seen, requested, sought after, purchased, used, or consumed by the market as a fulfillment or demand of market desires that are influenced.

2. Price, Price is everything that customers give in exchange for the benefits offered by the company's marketing mix (Cannon et al., 2018).
3. Place, according to Lupiyoadi (2016), refers to where the company has its headquarters and must conduct its operations or activities. Determining the location for each business is an important task for marketing professionals, because the wrong decision can lead to failure before the business even starts.
4. Promotion, refers to promotional activities that support the dissemination of information about products and services to the wider community so that they are aware of the products and services we provide (Pakpahan et al., 2025).
5. People, according to Hurriyati (2015), are all actors involved in the delivery of services who can influence buyer perceptions. Some elements of people are employees, consumers, and other consumers in the service environment.
6. Process, according to Hurriyati (2015), refers to all actual procedures, mechanisms, and activities used to provide services. This process element means something to convey services. The service process is a key factor in the marketing mix because customers want to understand the service delivery system as part of the service itself.
7. Physical evidence is the physical environment in which the service company was created and where service providers and consumers interact, plus any tangible elements used to communicate or support the role of the service (Lupiyoadi, 2016).

## **METHODOLOGY**

This study is a qualitative study to determine the strategies used by Ramli in implementing partnerships with case study designs. This research was conducted at Ramli, a manufacturer of Muslim clothing and skullcaps located in Gresik Regency. In accordance with the research objectives, the type of research used was descriptive. Descriptive research can be defined as a method of solving problems related to the subject/object of research based on facts that are apparent or as they are (Ghassani, 2015). This study used qualitative research because it sought to obtain as much information as possible about the partnership between Ramli and its

partners. The information for this study was gathered through interviews. There were three informants in this study, whose profiles included the owner, marketing manager, and Ramli's partners.

Table 1. Profile of Informant Ramli

No.	Name	Gender	Status
1	Jefri	Male	Business Owner
2	Erin	Female	Marketing Manager
3	Pratiwi	Female	Mitra

Source: Researcher (2025)

## RESULTS

Based on the results of a study conducted using descriptive qualitative methods, it was found that the partnership strategy implemented by Ramli is an effective way to increase sales and expand the market network. This partnership program has been implemented since 2018, collaborating with various parties such as resellers, Muslim fashion stores, and agents outside the region. Overall, this partnership system has a positive impact on sales, especially at the beginning of its implementation. However, sales data for the period from January to August 2025 shows that sales fluctuate and tend to decline.

Month	Total Sold (pcs)	income (Rp)
January	7.995	IDR 448.517.000,-
February	6.639	IDR 513.582.000,-
March	5.616	IDR 419.658.000,-
April	1.191	IDR 104.162.500,-
Mey	3.081	IDR 96.587.268,-
June	2.438	IDR 150.548.776,-
July	2.293	IDR 129.482.898,-
August	3.438	IDR 149.296.989,-

The factors behind the decline in sales were explained by Mr. Jefri, the owner of Ramli:

*"...Ramli started working with these partners around 2018. At that time, the goal was to sell Ramli's products in many areas without the hassle of opening his own stores. The results were decent, with sales increasing. However, every year there are moments when sales decline, possibly because some partners are less active in selling. Some promote diligently, while others are not as active. Additionally, there are some partners whose partnerships with Ramli have been terminated because they were unable to make payments on time."*

From this statement, it can be seen that the partnership strategy was successful in

helping to expand the market and increase sales, but challenges arose in terms of consistency and partner involvement in sales. In addition, some partners had their partnerships terminated because they had difficulty fulfilling their payment obligations to Ramli.

Erin, the Marketing Manager, added that the main issue currently lies in the uneven development of partners:

*"...If you look at it, our partners have different levels of enthusiasm. Some are diligent in updating social media, but others are passive, just waiting for orders. We don't have a training or regular mentoring system yet, so the results are uneven. Sometimes partners are also confused about the right promotional strategy."*

From this explanation, it is evident that the lack of standardized mentoring and regular communication has led to uneven performance among partners, thereby affecting sales stability. Efforts have been made to address the challenge of declining partner sales, as stated by Erin, the marketing manager:

*"...When Ramli's partners experienced a drastic decline in sales, we tried several ways to improve their sales performance. For example, we prepared video content for marketing. So they just had to accept it. The hope was that those who are passive in promoting products can actively update their social media."*

One of Ramli Songkok's partners, who has been working with us for several years, shared their experience:

*"Ramli's products are already well-known, so they're easy to sell. But we rarely get direct guidance from headquarters, so we just do whatever we can for promotion. Sometimes we want to attend training to learn better sales techniques."*

From this interview, it can be concluded that partners actually have the motivation to grow, but they need more support and guidance from headquarters so that promotional activities can be more focused and sales results improve.

## **DISCUSSION**

Based on the results of interviews and field observations, it is evident that the partnership strategy implemented by Ramli has had a significant impact on increasing sales and expanding the market network. Partnerships are an effective means of expanding product distribution and strengthening brand presence in various regions. However, observation and sales data from January to August 2025 show fluctuations and even a downward trend in sales in recent months. This indicates that the partnership system is still not optimal enough to maintain consistent sales performance.

This data shows a gap between the partnership objectives and their

implementation in the field. Overall, the main challenge faced by Ramli is the suboptimal research and selection process in recruiting partners, resulting in a number of partners whose cooperation was terminated by Ramli because they had difficulty fulfilling their payment obligations, which posed a potential risk to the sustainability of the partnership. In addition, there is no standardization of Ramli's assistance to partners, resulting in a decline in partner sales. This is in line with Kotler and Keller (2018), who state that the effectiveness of a marketing strategy depends not only on distribution and promotion but also on the company's ability to build and maintain long-term relationships with its business partners.

Interviews with informants revealed two main reasons for the suboptimal performance of the partnership. First, the selection of partners was not standardized. The process of engaging new partners was not based on clear selection criteria such as financial solvency, market potential, and managerial capacity. As a result, some partners were unable to fulfill their agreed financial commitments and operational responsibilities, causing disruptions in the sales and marketing chain.

Second, there is a lack of assistance and guidance for partners. Observations show that there is no structured and sustainable training system for partners. Training activities are not well planned. This results in partners lacking knowledge about effective marketing strategies, stock management, and customer service. As a result, some partners experience a decline in sales because they are unable to adapt to market dynamics.

To overcome these challenges, comprehensive strategic measures are needed. First, Ramli needs to develop a more structured and professional partnership system. The partner selection process must be based on standard operating procedures (SOPs) that include surveys, interviews, and market potential assessments prior to partnership. In addition, partnership agreements must be made in writing and legally binding so that the rights and obligations of both parties are protected.

Second, Ramli needs to create a continuous mentoring and training program for partners. This program can include training in marketing strategies, customer service, and business financial management. Two-way communication between Ramli and partners also needs to be strengthened, for example through monthly coordination forums or digital communication groups to share promotional information and product updates. Digital promotional support, such as creating social media content and visual promotional materials, will help partners. Third, Ramli can implement a brand awareness strategy by collaborating with public figures or influencers who have a positive and religious image. This kind of collaboration is in line with modern branding strategies, where association with public figures can increase consumer trust and market reach (Kotler & Keller,

2009). The selection of public figures who are in line with Islamic values, such as Qori' al-Quran or young religious figures, can strengthen Ramli's brand image as a high-quality and highly religious Muslim clothing brand. Brand image is one of the determining factors that underlie consumers' purchasing decisions. Each consumer has their own perception of the brands they know, which may differ from one another. In other words, brand image is what comes to mind when individuals think of a brand. Brand name mentioned. Kotler and amstrong define brand image as a set of beliefs held by consumers about a particular brand (Rianto, 2022).

Dengan demikian, strategi kemitraan yang dilakukan Songkok Ramli memiliki potensi yang besar untuk meningkatkan daya saing dan kinerja bisnis jika dikelola secara terencana dan bijaksana. Optimalisasi proses seleksi, pembinaan dan komunikasi dengan mitra akan membantu perusahaan untuk menjaga kestabilan penjualan dan memperkuat posisi merek di pasar busana muslim nasional.

Thus, the partnership strategy implemented by Songkok Ramli has great potential to increase competitiveness and business performance if managed in a planned and prudent manner. Optimizing the selection, coaching, and communication processes with partners will help the company maintain sales stability and strengthen its brand position in the national Muslim fashion market.

## **CONCLUSION AND RECOMMENDATIONS**

Based on the results of this study, it can be concluded that the partnership strategy implemented by Ramli plays an important role in increasing sales and expanding the market network. This partnership, which has been running since 2018, has proven to be effective in introducing products to a wider area without the need to open new branches. However, observations and interviews show that there are still several obstacles in its implementation, particularly in terms of partner involvement and unstructured partner assistance. This has led to varying partner performance, resulting in fluctuating sales that tended to decline between January and August 2025.

Overall, the partnership strategy remains an effective measure but needs to be balanced with a stronger system and better communication between the center and partners. It is hoped that with more focused and standardized partnership management, Songkok Ramli will not only be able to maintain its existing market but also continue to grow and become more competitive in the Muslim fashion industry, especially for songkok products at the national level.

The results of this study can be used as a reference for SMEs to develop a more structured partnership system. For Ramli, the results of this study can be used as a basis for improving the partnership model by developing a structured

partnership system, creating partner assistance standards, and evaluating partner performance so that the partnership is stronger and more sustainable.

## REFERENCES

- Azzahra, W. (2025). *ANALISIS SISTEM KEMITRAAN SEBAGAI STRATEGI OPTIMALISASI PANGSA PASAR DALAM BISNIS FASHION MUSLIM PERSPEKTIF EKONOMI ISLAM (Studi Kasus Dzeera Bisnis Fashion Muslim di Kabupaten Cilacap)*.
- Cannon, J. P., Perreault, W. D., & McCarthy, E. J. (2018). *Dasar-Dasar Pemasaran: Pendekatan Manajerial Global* (16th ed.). Salemba 4.
- Dinaloni, D., & Muktiadji, H. (2022). MODEL PEMBERDAYAAN EKONOMI KELUARGA MELALUI SISTEM KEMITRAAN BISNIS BERBASIS MOMPREENEUR DI DESA MOJOSARIREJO, KEMLAGI, MOJOKERTO. *JPEKBM (Jurnal Pendidikan Ekonomi, Kewirausahaan, Bisnis Dan Manajemen)*, 6(1), 097. <https://doi.org/10.32682/jpekbm.v6i1.2540>
- Ghassani, N. (2015). KEMITRAAN PENGEMBANGAN UMKM (Studi Deskriptif Tentang Kemitraan PT. PJB (Pembangkit Jawa Bali) Unit Gresik Pengembangan UMKM Kabupaten Gresik). *Kebijakan Dan Manajemen Publik*. <http://www.surabayakita.com/index.php?option=co>
- Hurriyati, R. (2015). *Bauran Pemasaran dan Loyalitas Konsumen*. Alfabeta.
- Kotler, P., & Keller, K. L. (2009). *MANAJEMEN PEMASARAN* (13th ed.). Erlangga.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson.
- Kurniawan, M. L., Kadang, J., & Waluyo, M. (2023). Membangun Strategi Kemitraan Dalam Meningkatkan Pendapatan Usaha Aura Bedda Lotong. *Journal of Management and Creative Business (JMCBUS)*, 1(2).
- Lupiyoadi, R. (2016). *Manajemen Pemasaran Jasa Berbasis Kompetensi*. Salemba Empat.
- Nur Widyanti, O., Siringoringo, H., & Kuswanto, A. (2025). Pengaruh Kemitraan, Teknologi Informasi, Dukungan Eksternal, dan Inovasi Terbuka terhadap Keberlanjutan UMKM Kuliner (Studi Kasus: Bogor dan Depok). *Jurnal Manajemen Dan Organisasi*, 16(3), 306–323. <https://doi.org/10.29244/jmo.v16i3.65951>
- Pakpahan, E. P., Prayudi, A., & Pribadi, T. (2025). Pengaruh Bauran Pemasaran (Strategi Marketing Mix7P) Terhadap Kepuasan Pelanggan di Pasar Pajus Kelurahan Padang Bulan. *Journal Of Social Science Research*.
- Rianto, J. (2022). *Semua Tentang Merek*. Nas Media Pustaka.
- Rusdiana, A. (2020). *Manajemen Strategi* (1st ed.). Jurusan Manajemen Pendidikan Islam Fakultas Tarbiyah dan Keguruan.
- Vieri, J. H., Hugo, J., Iusteli, V., & Kira, S. (2024). Analisis Penanganan Perkara Kemitraan dalam Kasus Kemitraan Usaha yang Melibatkan PT Sinar Ternak Sejahtera. *Journal of Law Education and Business*.