

Strategic Analysis of the Export Potential of Sentul Drums from Blitar: A Desk Research Approach

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ABSTRACT

This study aims to conduct a strategic analysis of the export potential of Sentul Drums (also known as Kendang Sentul or Kendang Jimbe) from Blitar, East Java, using a pure desk-research approach. Anchored in Porter's competitive advantage theory and the Uppsala internationalization model, the research synthesizes secondary data from government reports (BPS, Disperindag), official regulations, credible media (Antara News, Kompas, BlitarKawentar), and peer-reviewed literature (2021–2026). Findings reveal that Kendang Jimbe has become Blitar's leading export commodity, generating Rp17.99 billion in 2025, driven by large-scale shipments to China (3,500 units worth Rp17.6 billion via BUMDes Ngoran in 2024 and over 5,000 units via UKM Jatim in early 2025). PESTLE analysis confirms a highly supportive macro-environment, while the updated SWOT/IFAS-EFAS matrix positions the industry in a growth quadrant. The study formulates actionable SO, ST, WO, and WT strategies focusing on BUMDes collaboration, digital marketing, logistics optimization, and market diversification. This desk-based synthesis fills a literature gap by providing an objective, up-to-date roadmap for enhancing MSME export competitiveness in Indonesia's creative economy sector.

Keywords: *Sentul Drums, Kendang Jimbe, Export Potential, Creative Industry Msmes, Desk Research, Blitar, Internationalization Strategy, Porter's Competitive Advantage*

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INTRODUCTION

The creative handicraft industry has become a cornerstone of Indonesia's economic development strategy, serving as a vital engine for non-oil and gas exports, job creation, and cultural preservation. According to national policy frameworks, the creative economy contributes significantly to gross domestic product (GDP) and employs millions of workers, particularly in micro, small, and medium enterprises (MSMEs). Within this landscape, traditional handicrafts such as wooden percussion instruments represent a unique fusion of local artistry and global market appeal. Sentul Drums also known as *Kendang Sentul* or *Kendang Jimbe/Djembe* are handcrafted percussion instruments primarily fabricated from high-quality mahogany wood and goat or sheep skin. These

products originate from the Sentul Village cluster in Kepanjenkidul District, Blitar City, East Java, where community-based woodworking skills have been refined over generations (Meldona et al., 2022).

The instruments blend traditional Javanese kendang techniques with djembe-style designs inspired by African percussion traditions, resulting in versatile products suitable for both cultural performances and modern musical applications worldwide. Production is highly labor-intensive and artisanal, involving multiple stages: wood selection and seasoning, lathe turning, skin preparation, assembly, and finishing. This process not only preserves local cultural heritage but also supports sustainable livelihoods for hundreds of craftsmen, many of whom operate as home-based enterprises within village-level cooperatives or BUMDes (village-owned enterprises). The Sentul cluster has evolved from a domestic supplier for Balinese tourism markets in the early 2000s into a recognized export-oriented creative hub, demonstrating the potential of Indonesia's MSMEs to penetrate international value chains through cultural products (Guntarayana, 2018; Osijo et al., 2022).

Recent export performance underscores the strategic importance of Sentul Drums to Blitar's economy. In 2025, Kendang Jimbe ranked as the city's leading export commodity, generating a total value of Rp17.9 billion. A landmark case occurred in November 2024 when BUMDes Ngoran in Blitar Regency shipped 3,500 units valued at Rp17.6 billion to China via 24 containers delivered progressively over one year (Antara News, 2024). Similarly, in January 2025, the Blitar City Government coordinated the first UKM Jatim export of the year, dispatching two containers containing more than 5,000 units to China (Kompas, 2025). Established exporters such as CV Cherry Blossom have shown resilience despite fluctuations: container shipments declined from 70 in 2023 to 41 in 2024 before rebounding strongly in 2025 (BlitarKawentar, 2026). These developments reflect both the industry's post-pandemic recovery and ongoing vulnerabilities related to global supply chains, shipping costs, and raw material availability.

This strategic analysis is theoretically anchored in two foundational frameworks. First, Michael Porter's theory of competitive advantage (Porter, 1990) posits that firms achieve superior performance through cost leadership, differentiation, or focus strategies. For Sentul Drums, differentiation arises from unique cultural authenticity, superior artisanal quality, and sustainable local materials, creating a defensible edge in the global percussion market. Second, the Uppsala Internationalization Model (Johanson & Vahlne, 1977) explains the gradual, incremental process of entering foreign markets through increasing market knowledge and commitment. Sentul Drums exporters exemplify this model: starting with domestic and psychically close markets (e.g., Bali tourism) before scaling to China and other Asian destinations. At the national level, Indonesia's creative economy roadmap emphasizes internationalization of MSMEs as a pathway to inclusive growth and foreign exchange earnings. In this context, a strategic analysis of the export potential of Sentul Drums is highly relevant. It addresses the intersection of cultural heritage preservation, MSME empowerment, and regional economic development while applying these established theories to a specific creative cluster (Haryadi et al., 2021; Asmoro et al., 2022).

The academic literature on the Kendang Djembe/Sentul Drums industry in Blitar has grown steadily since the late 2010s, primarily through qualitative case studies published in reputable national and international peer-reviewed journals. These works focus on firm-level internationalization, entrepreneurial characteristics, and strategic management frameworks applied to creative MSMEs. Employing SWOT analysis and Internal-External (IFAS-EFAS) matrices across four SMEs and ten key informants, the authors mapped the internationalization process of Kendang Djembe creators. Their findings positioned the industry in the “growth (cautious)” quadrant (IFAS = 3.39; EFAS = 3.22), emphasizing strengths in craftsmanship and design adaptability alongside opportunities from high global demand. The study recommended SO, ST, WO, and WT strategies centered on online marketing expansion, product diversification, association-driven logistics cooperation, technology up skilling, and government lobbying for export facilitation (Meldona et al., 2022).

Complementing this, a research conducted a single-firm analysis of strategic entrepreneurship at UD. Budi Luhur (Guntarayana, 2018). Other research examined business success factors among Kendang craftsmen, identifying achievement orientation, risk-taking, persistence, discipline, innovation, and multi-level training as critical drivers (Guntarayana, 2018). Further studies explored market orientation through networking and employee engagement within the cluster (Ratnawati et al., 2022; Zuli et al., 2022). Internationally oriented literature on creative-industry MSMEs provides broader theoretical context. Studies applying Porter’s competitive advantage framework highlight differentiation through cultural authenticity and quality as key drivers of export success in handicraft sectors (Kaleka & Morgan, 2017; Keskin et al., 2021; Lantu, 2022). Similarly, research grounded in the Uppsala model underscores the incremental nature of internationalization among emerging-market SMEs, where psychic distance and experiential learning shape market entry (Johanson & Vahlne, 1977; Lamb et al., 2022). In the Indonesian context, the experts analyzed competitiveness and export performance in creative sectors, emphasizing policy support and digital integration for ASEAN and global markets (Haryadi et al., 2021; Asmoro et al., 2022). Broader UNCTAD reports on creative goods trade further contextualize the global demand for cultural products like percussion instruments (UNCTAD, 2021).

Collectively, the state of the art (primarily 2018–2025) offers rich, context-specific insights derived from primary data (interviews, observations, and surveys) within a limited number of enterprises. These studies pre-date the full post-pandemic export recovery and the notable 2024–2025 surges facilitated by BUMDes involvement and digital platforms. However, they remain narrowly scoped to fieldwork-based case studies and lack a comprehensive synthesis of the latest secondary data on export statistics, policy developments, and macro-environmental trends. Critically, no published research has adopted a *pure desk-research approach* that systematically integrates updated secondary sources (2021–2026) to evaluate broader strategic factors and formulate prescriptive recommendations for export optimization using Porter’s competitive advantage and the

Uppsala model. This study directly addresses that gap by providing an objective, replicable, and timely strategic overview grounded exclusively in verifiable secondary data.

The primary objective of this study is to conduct a strategic analysis of the export potential of Sentul Drums from Blitar using a desk research approach. Specifically, the study aims to (1) map the current profile and export performance of the industry based on the latest secondary data; (2) identify key internal and external factors (through PESTLE and SWOT frameworks) influencing export competitiveness; and (3) formulate actionable strategic recommendations to strengthen and optimize the product's export potential in international markets. By addressing the central research question "What are the critical internal and external factors affecting the export potential of Sentul Drums from Blitar, and what strategic measures can be recommended to strengthen it?" this research delivers an evidence-based roadmap for sustainable internationalization.

This study offers several novel contributions to both academic literature and practical policy. First, it is among the first to employ an exclusively desk-research methodology, synthesizing and updating secondary sources including 2024–2025 export statistics, BUMDes case studies, and policy documents that earlier primary-data studies could not capture. This approach provides a more objective, cost-effective, and replicable framework for analyzing similar creative MSME clusters across Indonesia and other emerging markets. Second, by focusing explicitly on identifying factors and formulating strategies to *strengthen export potential* within Porter's competitive advantage and the Uppsala internationalization frameworks, the research extends beyond descriptive studies to deliver prescriptive, actionable insights particularly regarding BUMDes collaboration, digital marketing integration, logistics optimization, and policy advocacy that have not been consolidated in prior work.

Third, the findings contribute theoretically by refreshing classic strategic tools (SWOT/IFAS-EFAS and PESTLE) with contemporary post-pandemic data, offering fresh perspectives on creative-industry internationalization in emerging economies. Practically, the study equips Blitar policymakers, MSME associations, craftsmen collectives, and national creative economy agencies with evidence-based recommendations to enhance competitiveness, diversify export destinations, and improve supply-chain resilience. Overall, this desk-based strategic analysis fills a timely literature gap, opens avenues for future comparative studies on cultural product exports, and supports the United Nations' emphasis on creative economies as drivers of inclusive development (UNCTAD, 2021).

METHOD

This study adopts a qualitative descriptive approach using the desk research (also known as library research) method (Ashley et al., 2022). The desk research strategy was deliberately chosen because the study aims to examine the export potential of Sentul Drums through the systematic analysis of already published and officially documented secondary data (Meldona et al., 2022). This non-intrusive design enables the researcher to obtain a comprehensive, objective, and up-to-date picture of the internal and external factors affecting the industry without any direct intervention with research subjects or the

collection of primary data (Meldona et al., 2022). The desk research approach is particularly suitable for strategic analysis in the creative industry, as it allows for the synthesis of diverse secondary sources including statistical reports, academic literature, policy documents, and credible media coverage into a coherent strategic framework (Meldona et al., 2022).

The study relies exclusively on secondary data, that is, information that has already been collected and published by other parties (Ashley et al., 2022). The secondary data sources include scientific journal articles that provide theoretical foundations on internationalization strategies, creative industry development, and previous empirical studies on the Kendang Sentul/Djembe industry; official government reports from the Central Bureau of Statistics (BPS), the Ministry of Industry and Trade, the East Java Provincial Government, and Blitar City/Regency Government, including export statistics, MSME policies, and creative economy roadmaps; credible mass media such as economic news reports and in-depth coverage from reputable national and regional outlets (e.g., Antara News, Kompas, and local Blitar media) concerning the Sentul Drums cluster and recent export activities; and official websites and digital platforms offering current market trends and trade statistics (Meldona et al., 2022). All sources were limited to materials published or updated between 2021 and 2026 to ensure relevance to the post-pandemic recovery period and the most recent export dynamics (Meldona et al., 2022).

Data collection was conducted through systematic documentation techniques and literature review (Ashley et al., 2022). The process followed three structured stages. First, relevant digital sources were identified using specific keywords such as “Ekspor Kendang Sentul Blitar”, “Kendang Jimbe export performance”, “UMKM Blitar go global”, “SWOT analysis Kendang Djembe”, and “creative industry internationalization Indonesia”. Searches were performed on Google Scholar, official government portals, and major news databases. Second, documents, journal articles, statistical reports, and news articles were systematically downloaded and organized in a digital repository. Third, each source underwent validity and credibility verification by cross-referencing publication dates, author or institutional authority, and consistency across multiple outlets (Ashley et al., 2022). Only verified, high-quality sources were retained for analysis.

The primary research instrument in this desk study is the researcher himself, acting as the human instrument, supported by auxiliary tools to enhance systematic data handling (Creswell, 2000). These tools include a literature matrix table used to map key findings, themes, and data points from various sources for easy comparison and synthesis, as well as digital tools such as a laptop and reliable internet connection to access academic databases, government websites, and news archives. No physical instruments or field tools were required, consistent with the purely secondary nature of the desk research design (Creswell, 2000).

The collected data were analyzed using content analysis techniques (Gürel & Tat, 2017). The analytical process consisted of four sequential stages. First, data reduction was performed by filtering out irrelevant or repetitive information and retaining only data directly related to the export potential, internal factors, and external factors of the Sentul Drums industry. Second, the reduced data were organized and presented in a SWOT matrix

(Strengths, Weaknesses, Opportunities, Threats) to provide a clear visual overview of strategic factors (Gürel & Tat, 2017). Third, internal and external factors were further examined through the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices (Gürel & Tat, 2017). These matrices enabled the formulation of SO, ST, WO, and WT strategies aimed at strengthening the export potential of Sentul Drums (Gürel & Tat, 2017). Where appropriate, PESTLE analysis was integrated to complement the SWOT/IFAS-EFAS framework for a more holistic understanding of the macro-environmental context (Gürel & Tat, 2017). Finally, conclusions were drawn to determine the current level of export potential and to propose concrete, actionable strategic recommendations (Gürel & Tat, 2017).

To ensure the trustworthiness and objectivity of the findings, the researcher applied source triangulation (Creswell, 2000). Information obtained from mass media was systematically compared and cross-checked against official government statistics and peer-reviewed journal articles. Only findings that demonstrated consistency across at least two different types of sources were accepted as valid (Creswell, 2000). This triangulation technique minimizes bias and strengthens the credibility of the desk research results (Creswell, 2000).

FINDING AND DISCUSSION

RESEARCH RESULT

The results of the desk research on the strategic analysis of the export potential of Sentul Drums from Blitar (also known as Kendang Sentul or Kendang Jimbe/Djembe) are based on the systematic synthesis of secondary data from official government reports, credible national and regional media outlets (Antara News, Kompas, BlitarKawentar), previous peer-reviewed studies, and policy documents published or updated between 2021 and 2026.

Based on the findings, it is indicated that the export potential of Sentul Drums is strong and continues to grow rapidly. Kendang Jimbe has become Blitar City's leading export commodity, with a total export value of Rp17.99 billion in 2025. Large-scale shipments to China through BUMDes and UKM Jatim have demonstrated the industry's capacity to penetrate international markets at scale. Production remains centered in the Sentul Village cluster (Kepanjenkidul District, Blitar City), where hundreds of craftsmen produce handcrafted percussion instruments from mahogany wood and goat/sheep skin using traditional Javanese kendang techniques combined with djembe-style designs. In 2024 alone, BPS recorded 302 home-based kendang industries in Blitar City, with 298 units concentrated in Kepanjenkidul District.

The following tables and descriptions present the key facts according to the research objectives.

Table 1: Export Performance of Kendang Jimbe/Sentul Drums from Blitar (2023–2025)

No	Year	Description	Value (Rp billion)	Quantity	Destination	Source
1	2023	CV Cherry Blossom container shipments	–	70 containers	Various	BlitarKawentar (2026)
2	2024	CV Cherry Blossom container shipments	–	41 containers	Various	BlitarKawentar (2026)
3	2024 (Nov)	BUMDes Ngoran export shipment	17.6	3,500 units (24 containers over 1 year)	China	Antara News (2024)
4	2025 (Jan)	UKM Jatim first export of the year	–	>5,000 units (2 containers)	China	Kompas (2025)
5	2025	Overall Kendang Jimbe as leading export commodity	17.99	–	Various (primarily China)	Disperindag Kabupaten Blitar via KabarBaik.co (2026)

Source: Synthesized from Antara News (2024), Kompas (2025), BlitarKawentar (2026), and Disperindag Kabupaten Blitar (2026).

Table 2: SWOT Analysis of Sentul Drums Export Potential (Synthesized from Secondary Sources)

Aspect	Factors
Strengths	<ul style="list-style-type: none"> • Unique cultural authenticity and artisanal quality • Generational woodworking skills and sustainable local materials (mahogany, goat/sheep skin) • Product versatility (traditional Javanese + modern djembe-style) • Strong community-based production through village cooperatives and BUMDes
Weaknesses	<ul style="list-style-type: none"> • Highly labor-intensive and manual production process • Vulnerability to raw material price and availability fluctuations • Limited adoption of digital marketing and modern logistics technology • Small-scale home-based enterprises with limited production capacity
Opportunities	<ul style="list-style-type: none"> • High global demand for authentic cultural percussion instruments • Government support through creative economy roadmap and MSME export facilitation • BUMDes-led large-volume shipments and digital platform integration • Expansion to new Asian and international markets beyond China
Threats	<ul style="list-style-type: none"> • Global supply chain disruptions and rising shipping costs • Post-pandemic market volatility • Competition from other countries' handicraft exporters • Dependence on a narrow set of destination markets (primarily China)

Source: Synthesized and updated from Meldona et al. (2022), Guntarayana (2018), Ratnawati et al. (2022), and recent export reports (2024–2025). The IFAS score from the most recent referenced study was 3.39 and EFAS score was 3.22, placing the industry in the “growth (cautious)” quadrant.

PESTLE Analysis (Key Macro-Environmental Factors Identified)

Political

Strong and consistent government support at national and local levels forms a highly enabling environment for creative MSME internationalization. The foundational legal instrument is *Undang-Undang Nomor 24 Tahun 2019 tentang Ekonomi Kreatif*, which positions the creative sector as a strategic driver of inclusive growth, further implemented through *Peraturan Pemerintah Nomor 24 Tahun 2022* on financing, intellectual property-based marketing, infrastructure development, and incentives for creative economy actors. This is reinforced by the *Rencana Strategis Kementerian Ekonomi Kreatif/Badan Ekonomi Kreatif Tahun 2025–2029*, which explicitly prioritizes export expansion, digital integration, and MSME empowerment. At the local level, BUMDes-led initiatives (such as the Rp17.6 billion shipment from BUMDes Ngoran) are enabled by *Undang-Undang Nomor 6 Tahun 2014 tentang Desa* and *Peraturan Pemerintah Nomor 11 Tahun 2021 tentang Badan Usaha Milik Desa*, which grant villages direct authority to manage export-oriented enterprises. Recent deregulation packages, including *Peraturan Menteri Perdagangan Nomor 16 Tahun 2025* and the *UMKM BISA Ekspor program*, demonstrate proactive policy alignment to reduce barriers and accelerate MSME global market entry.

Economic

Sentul Drums deliver substantial contributions to regional foreign exchange and employment. BPS and Disperindag data confirm that Kendang Jimbe generated Rp17.99 billion in exports for Blitar in 2025, accounting for the dominant share of the city's total export value (up from approximately Rp14.8 billion in 2024). Nationally, the creative economy absorbed 27.4 million workers in 2025 (18.70% of total national employment), reflecting robust job creation and resilience post-pandemic (BPS, 2025). In Blitar City specifically, 302 home-based kendang industries operated in 2024, predominantly in Kapanjenkidul District, underscoring the sector's role in sustaining hundreds of craftsmen and supporting village-level economic multipliers through BUMDes and UKM cooperatives.

Social

The industry plays a vital role in cultural preservation and community empowerment. Rooted in generational Javanese woodworking traditions within the Sentul Village cluster, production activities align directly with Village Law No. 6/2014's objectives of poverty alleviation, inequality reduction, and local economic institution building. BUMDes function as community-owned vehicles that channel village funds into export-oriented creative businesses, fostering social cohesion, skill transmission, and inclusive development for rural artisans (Ikhwansyaha, 2020; research on BUMDes in village development).

Technological

While the Sentul cluster still exhibits limited digital infrastructure, national policies actively bridge this gap to support export scaling. Key initiatives include the Digital

Entrepreneurship Academy (Kominfo), UKM Campus program (KemenkopUKM), and the “Go Modern – Go Digital – Go Online” framework by Rumah BUMN, which provide structured training in e-commerce, social media marketing, marketplace optimization, and digital business management tailored for MSMEs. These efforts are embedded within broader digital economy targets projecting USD 146 billion by 2025, with public-private collaborations (e.g., Kadin partnerships) aimed at equipping up to 50,000–60 million MSMEs with digital skills for international market access.

Legal

Export procedures for creative MSME products have been significantly streamlined through Bea Cukai and trade regulations. Peraturan Menteri Keuangan Nomor 96 Tahun 2023 (amended by PMK No. 4 Tahun 2025) facilitates simplified consignment-note-based exports for non-business-entity shipments under 30 kg gross weight, reducing administrative burdens. Additional support comes from *Peraturan Direktur Jenderal Bea dan Cukai Nomor PER-25/BC/2024* on customs facilitation agents and broader trade deregulation under Permendag No. 16 Tahun 2025. For wood-based products, compliance with *the Sistem Verifikasi Legalitas Kayu (SVLK)* remains mandatory under Ministry of Trade Regulation No. 15/2020 (as reinstated), ensuring legal export clearance while aligning with international standards.

Environmental

Production depends on sustainable local timber (primarily mahogany), governed by *Undang-Undang Nomor 41 Tahun 1999 tentang Kehutanan* and the SVLK system, which mandates legality and sustainability verification for all exported wood products. Recent 2025 regulations on the “Assurance of Legality for Imported Forestry Products” (effective December 2025) require importers and domestic users to demonstrate legal sourcing via the SILK Portal, mitigating risks of raw material scarcity and illegal logging. These measures, administered by the Ministry of Forestry (post-2024 restructuring from the former Ministry of Environment and Forestry), promote responsible harvesting while addressing environmental vulnerabilities inherent in artisanal woodworking.

DISCUSSION

The desk research findings demonstrate that the export potential of Sentul Drums from Blitar is not only viable but actively expanding, as evidenced by the sharp post-pandemic recovery and record-high export values in 2024–2025. The Rp17.99 billion contribution in 2025 and the successful large-volume shipments to China (3,500 units worth Rp17.6 billion and >5,000 units in early 2025) indicate that the industry has moved beyond cautious growth into a more robust internationalization phase. This is important because it positions Sentul Drums as a flagship creative MSME product that can drive regional economic development, foreign exchange earnings, and cultural preservation simultaneously—directly answering the central research question on critical internal/external factors and strategic measures needed to strengthen export potential.

Internally, the strengths in artisanal quality, cultural authenticity, and community-based production (aligned with Porter's differentiation strategy) provide a clear competitive edge. Externally, opportunities arising from global demand, BUMDes involvement, and government policy support (consistent with the Uppsala model's incremental market commitment) are being actively realized through China-focused exports. However, persistent weaknesses in production scale and logistics, combined with threats from supply chain volatility, explain why earlier studies described the position as "growth (cautious)." The recent data show these external opportunities are now outweighing some threats, confirming that targeted interventions can accelerate internationalization.

These results are consistent with and extend previous literature. Meldona et al. (2022) reported an IFAS of 3.39 and EFAS of 3.22 using primary data from four SMEs; the present desk research confirms those internal strengths while updating the external picture with 2024–2025 export surges that were not yet available at the time of their study. Guntarayana (2018) and Ratnawati et al. (2022) similarly highlighted craftsmanship, networking, and market orientation as success drivers—factors that are now visibly translating into tangible export growth through BUMDes and UKM Jatim initiatives. The findings also align with broader international frameworks (Porter, 1990; Johanson & Vahlne, 1977; Kaleka & Morgan, 2017; UNCTAD, 2021) that emphasize differentiation through cultural authenticity and incremental learning in emerging-market creative industries. This study fills the identified gap by providing a pure desk-research synthesis that captures the latest secondary data and offers an updated, replicable strategic overview.

Limitations of the study stem primarily from its exclusive reliance on secondary sources. While source triangulation (government statistics cross-checked with media and academic literature) was rigorously applied, the analysis cannot capture unpublished real-time operational challenges faced by individual craftsmen or very recent (post-March 2026) market shifts. The desk-research design also means quantitative export figures are aggregate and may not reflect firm-level profitability or exact container utilization rates.

The implications are both practical and theoretical. For policymakers, MSME associations, BUMDes, and craftsmen collectives in Blitar, the study provides an evidence-based roadmap: prioritize SO strategies (leverage craftsmanship and BUMDes networks for larger-volume exports), ST strategies (use quality differentiation to mitigate shipping cost volatility), WO strategies (invest in digital marketing and logistics training to overcome scale limitations), and WT strategies (diversify destination markets and strengthen raw-material supply chains). Nationally, the findings support Indonesia's creative economy roadmap by showing how cultural products can generate inclusive growth. Theoretically, the research refreshes classic tools (SWOT/IFAS-EFAS and PESTLE) with contemporary post-pandemic data and demonstrates the value of desk-research methodology for cost-effective strategic analysis of MSME clusters. Future research could complement this desk overview with primary surveys or comparative studies across other Indonesian creative handicraft clusters to validate and deepen the prescriptive recommendations. Overall, the export potential of Sentul Drums is strategically strong and can be further optimized through the actionable measures identified in this analysis.

CONCLUSION

The desk research conclusively demonstrates that the export potential of Sentul Drums (Kendang Sentul / Kendang Jimbe) from Blitar is strategically strong and positioned for sustained growth. As Indonesia's creative MSME flagship product, Kendang Jimbe has emerged as Blitar City's leading export commodity, generating Rp17.99 billion in 2025 and achieving large-scale penetration into the Chinese market through BUMDes- and UKM Jatim-coordinated shipments of over 8,500 units in late 2024 until early 2025. The comprehensive PESTLE analysis reveals a highly supportive macro-environment underpinned by robust political and legal frameworks (Undang-Undang No. 24/2019 on Creative Economy, Peraturan Pemerintah No. 24/2022, BUMDes regulations, and Bea Cukai simplifications), substantial economic contributions to regional foreign exchange and employment (302 home-based industries in 2024 per BPS data), social benefits in cultural preservation and community empowerment, accelerating technological digitalization programs, and environmental safeguards through the SVLK system. Integrated with the updated SWOT/IFAS-EFAS framework, these findings confirm that internal strengths in artisanal quality and cultural authenticity (aligned with Porter's differentiation strategy) combined with favorable external opportunities (consistent with the Uppsala model's incremental internationalization) outweigh current weaknesses and threats, directly answering the central research question on critical internal and external factors and enabling clear strategic optimization.

Practically, the study provides an evidence-based roadmap for Blitar policymakers, BUMDes, MSME associations, and craftsmen collectives: prioritize SO strategies (leverage craftsmanship and BUMDes networks for scaled exports), ST strategies (use quality differentiation to counter shipping volatility), WO strategies (invest in digital marketing and logistics training), and WT strategies (diversify markets beyond China and secure sustainable raw-material chains). These measures will enhance competitiveness, supply-chain resilience, and inclusive growth in line with Indonesia's national creative economy roadmap.

For further research, future studies should complement this pure desk-research synthesis with primary data collection (e.g., surveys or in-depth interviews with exporters and craftsmen) or conduct comparative analyses across other Indonesian creative handicraft clusters. Such extensions would validate and deepen the prescriptive recommendations while exploring post-2026 market dynamics in an increasingly digital and sustainable global trade landscape. Overall, Sentul Drums exemplify how Indonesia's cultural heritage can be transformed into a high-potential export driver for regional and national economic development.

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