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Analysis of the Implementation of a Green Supply Chain-Based Quality Management System in Improving Product Marketing at the Tradjumas Batik Center in Depok

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Abstract: *This study aims to analyze the implementation of a Quality Management System (TQM, ISO 9001:2015) based on Green Supply Chain Management (GSCM) in improving product marketing at the Tradjumas Batik Center in Depok. The method used in this study is qualitative descriptive, which allows researchers to describe and understand the meaning of the data found. This study involved in-depth interviews, participatory observation, and the collection of documentation related to the implementation of TQM, ISO 9001:2015, and GSCM at the Tradjumas Batik Center. The results of the study indicate that although the implementation of TQM and ISO 9001:2015 has had a positive impact on improving product quality, there are obstacles related to limitations in human resources, infrastructure, and managerial commitment. In addition, the implementation of GSCM, although still in its early stages, provides significant added value in improving product competitiveness by adopting environmentally friendly practices. Despite challenges in cost management and supply chain management, the implementation of GSCM plays a crucial role in strengthening product marketing in a market increasingly concerned with environmental sustainability. Overall, the implementation of quality management systems based on TQM, ISO 9001:2015, and GSCM at the Tradjumas Batik Center in Depok demonstrates significant potential in enhancing product quality and competitiveness in both domestic and international markets.*

Keywords: *Total Quality Management (TQM), ISO 9001:2015, Green Supply Chain Management (GSCM), Quality Management, Product Marketing, Tradjumas Batik Center, Product Quality, Sustainability*



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INTRODUCTION

The batik industry in Indonesia, particularly in the Tradjumas Batik Center in Depok, faces increasingly complex challenges in maintaining competitiveness in both domestic and international markets. Amidst intense competition and high consumer demands for quality products, the implementation of effective quality management is key to ensuring business sustainability. One concept that has proven effective in improving product quality is Total Quality Management (TQM), which emphasizes the importance of continuous improvement, the involvement of all parties within the organization, and a focus on customer satisfaction (El Khatib et al., 2020a). TQM serves to create a culture of quality in every aspect of a company's operations, from planning to implementation.

In addition, in this era of globalization and international quality standards, ISO 9001:2015 serves as an important guideline to ensure that a company's quality management system runs systematically and measurably. ISO 9001:2015 provides guidelines for organizations to manage the quality of their products and services consistently, with a focus on continuous improvement, customer satisfaction, and the application of a risk-based approach. The implementation of ISO 9001:2015 at Sentra Batik Tradjumas Depok can enhance their quality management system, strengthen operational efficiency, and provide assurance to consumers that the products produced meet the established quality standards.

However, amid the importance of implementing quality management, there is also a growing global awareness of environmental sustainability. Issues of sustainability and environmental friendliness have become one of the determining factors in product selection, especially in the context of a market that is increasingly concerned with ecological issues. Therefore, the integration of Green Supply Chain Management (GSCM)

principles with TQM and ISO 9001:2015 approaches at the Tradjumas Batik Center is highly relevant. The implementation of environmentally friendly GSCM in every stage of batik production will reduce negative impacts on the environment while adding value to the products produced.

The integration of TQM with GSCM and ISO 9001:2015 can strengthen the quality management system at Sentra Batik Tradjumas. In this case, TQM will direct the entire organization to focus on comprehensive quality improvement, while ISO 9001:2015 provides a clear framework for achieving recognized international quality standards. (Dentch, 2017) Meanwhile, by applying GSCM principles, Sentra Batik Tradjumas can ensure that every product produced is not only of high quality but also environmentally friendly, thereby attracting consumers who are more concerned about sustainability.

The implementation of a quality management system based on TQM, ISO 9001:2015, and GSCM at the Tradjumas Batik Center in Depok has the potential to improve operational efficiency, reduce resource waste, and enhance product competitiveness in the global market, while also having a positive impact on environmental sustainability. Therefore, this article aims to analyze how the implementation of a quality management system that combines these three elements can enhance batik product marketing and support business sustainability at the Tradjumas Batik Center in Depok.

The Tradjumas Batik Center, located in Depok, is a batik production hub that continues to grow to meet the increasingly diverse demands of the market. Over the past three years, batik production at this center has seen a significant increase, from 50,000 pieces in 2022 to 60,000 pieces in 2024. The types of products produced include hand-drawn batik, stamped batik, and a combination of both, with proportions that continue to evolve to reach various market segments.

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The Tradjumas Batik Center relies on approximately 130 employees involved in various stages of production. Over the past three years, the demand for key raw materials such as fabric, wax, and natural dyes has also increased in line with the rise in production volume, from 50,000 meters of fabric in 2022 to 60,000 meters of fabric in 2024. The procurement of these raw materials reflects the company's efforts to support sustainable production capacity expansion.

The batik products produced are primarily targeted at three buyer segments: individuals, companies, and exports. Individual buyers purchased approximately 35,000 pieces of batik in 2024, while corporate buyers purchased 13,000 pieces, and exports reached 8,000 pieces. This export demand comes from ASEAN countries such as Singapore, Malaysia, and Thailand. In facing increasingly competitive market challenges, the Tradjumas Batik Center needs to implement an effective quality management system, using the Total Quality Management (TQM) approach and ISO 9001:2015 standards. These approaches ensure that all production processes adhere to high and consistent quality standards. Additionally, integrating Green Supply Chain Management (GSCM) principles will enhance production sustainability by reducing environmental impact through the use of eco-friendly raw materials and improved waste management. The implementation of TQM, ISO 9001:2015, and GSCM can strengthen the competitiveness of Tradjumas Batik Center products, both in the domestic and international markets, while improving quality and meeting the needs of consumers who are concerned about sustainability.

Based on this explanation, a study was conducted entitled "Analysis of the Implementation of a Green Supply Chain-Based Quality Management System in Improving Product Marketing at the Tradjumas Batik Center in Depok."

Quality Management System

Total Quality Management (TQM) is a management approach that emphasizes continuous improvement in every aspect of an organization's operations, with a primary focus on customer satisfaction (Ologbon, 2025). TQM involves all parts of the organization, from top management to production line employees, in contributing to the creation of the highest quality. The core principles of TQM include performance measurement, employee involvement, and data-driven decision-making. By implementing TQM, companies can proactively identify and address quality issues, ensuring that the products produced meet the standards desired by consumers (Sila & Ebrahimpour, n.d.).

ISO 9001:2015 is an international standard that sets requirements for quality management systems (QMS). This standard helps organizations of all sizes and sectors to improve their performance, meet customer expectations, and demonstrate their commitment to quality. ISO 9001:2015 covers a range of topics, including organizational context, leadership, planning, support, operations, performance evaluation, and continuous improvement (Ebrahim, 2024). Implementing ISO 9001 means that an organization has established effective processes and trained staff to consistently deliver flawless products or services (El Khatib et al., 2020b).

The integration of TQM and ISO 9001:2015 enables companies to focus not only on improving product quality but also on environmental sustainability. By combining these two approaches, companies can ensure that the products they produce are not only of high quality but also environmentally friendly, thereby meeting the expectations of consumers who are increasingly concerned about sustainability issues. The joint implementation of TQM and ISO 9001:2015 can improve operational efficiency, reduce production costs, and strengthen the company's competitiveness in the global market (El Khatib et al., 2020a). Additionally, this approach can help companies

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comply with increasingly stringent environmental regulations and enhance their image as socially and environmentally responsible entities.

Thus, the simultaneous implementation of TQM and ISO 9001:2015 can provide dual benefits for companies, namely improved product quality and environmental sustainability, which in turn can enhance the company's competitiveness and business sustainability (Limón-Romero et al., 2024).

Green Supply Chain Management (GSCM)

Green Supply Chain Management (GSCM) is a strategic approach that integrates environmental considerations into every stage of supply chain management, from product design to waste management (Rasheed, 2024). This concept aims to reduce negative impacts on the environment while improving operational efficiency and corporate competitiveness (Qin, 2019). In its implementation, GSCM encourages companies to collaborate with suppliers and business partners in adopting comprehensive environmentally friendly practices, such as selecting sustainable raw materials, improving energy efficiency, reducing waste, and utilizing clean technology (Ricardianto et al., 2022).

The main advantage of implementing GSCM is improved corporate environmental performance, as reflected in reduced waste, more efficient use of resources, and the implementation of environmentally friendly production processes (Mutingi, 2013). In addition, GSCM also provides a competitive advantage, as environmentally friendly products are increasingly sought after by consumers who are concerned about sustainability issues. Companies that implement GSCM can differentiate themselves in the market, comply with increasingly stringent environmental regulations, and build a strong reputation as environmentally responsible entities (Al Khattab et al., 2015).

Furthermore, GSCM also has a positive impact on a company's operational efficiency.

Environmental practices, such as designing recyclable products and effective waste management, contribute to reduced production costs, improved logistics efficiency, and optimized resource utilization. Thus, the implementation of GSCM not only supports environmental conservation but also plays a role in enhancing business performance and providing long-term value for companies (Hasan, 2013; Mishra et al., 2019).

GSCM is a solution that enables companies to remain competitive in a global market that increasingly prioritizes environmental sustainability, while meeting consumer demand that is increasingly aware of ecological issues (Hasan, 2013). By integrating GSCM principles into the supply chain, companies not only create quality products but also ensure operational sustainability that is beneficial both economically and environmentally.

Product Marketing Strategy

Marketing strategy is an approach used by companies to market products or services with the aim of achieving broader business objectives, such as increasing sales, expanding market share, and strengthening competitive position in the market (Yatna, 2024). In developing an effective marketing strategy, it is important for companies to understand consumer needs and preferences, as well as the ever-changing dynamics of the market.

One theory often applied in marketing strategy is Segmentation, Targeting, and Positioning (STP). This concept focuses on a deep understanding of the market and dividing the market into smaller segments based on similar consumer characteristics or behaviors. After segmentation is completed, companies will select which segments will be their primary targets (targeting) (de Esteban Curiel et al., 2015). Next, companies determine the position of their products or services in the market by differentiating them from competitors and highlighting the relevant added value for consumers. With this approach, companies can



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ensure that the marketing messages they convey are more targeted and relevant to the needs of the intended market (Li, 2018).

Additionally, in the digital age, technology-based marketing strategies have become increasingly important. The use of digital platforms for marketing, sales, and communication with consumers can expand market reach and improve operational efficiency (Prasetyo & Setyadharma, 2022). Digitalization of marketing enables companies to interact directly with consumers through social media, websites, and e-commerce applications, which in turn facilitates access to consumers in various geographical locations. Therefore, the application of digital technology in marketing strategies is an important step to maintain competitiveness, especially in highly competitive markets (Nolato & Zhang, 2025).

By combining STP theory and the use of digital technology, companies can design more effective, targeted, and highly competitive marketing strategies. This will not only enhance the company's ability to meet consumer needs but also enable the company to remain relevant in the face of rapid market changes (Budi Setiawan et al., 2023). A good marketing strategy must be continuously updated and adapted to evolving market needs and technological advancements to ensure the sustainability and long-term growth of the business (Prasetyo & Setyadharma, 2022).

METHOD

The research method used in this study is qualitative descriptive, which aims to explore, describe, and understand the phenomena occurring at the Tradjumas Batik Center in Depok related to the implementation of a TQM-based Quality Management System, ISO 9001:2015, and Green Supply Chain Management (GSCM) in improving product marketing. This study will employ a qualitative approach as it enables researchers to uncover the deeper meanings and processes behind the implementation of quality management systems and sustainability in the supply chain,

as well as their impact on product competitiveness and marketing in the market.

According to Sugiyono (2009), qualitative methods are used to describe and understand the meaning of data found in research, as well as to explain complex realities in a more understandable way. This approach focuses on gathering in-depth information through direct interaction with various stakeholders within the organization, such as managers, staff, and external parties involved in the supply chain and marketing (Oranga & Matere, 2023). The aim is to provide a clearer understanding of how TQM, ISO 9001:2015, and GSCM are applied at Sentra Batik Tradjumas, as well as how the three interact to improve product quality and marketing effectiveness.

To collect data, this study will use several techniques, including:

1. In-depth interviews: Researchers will conduct interviews with management and workers at the Tradjumas Batik Center to understand their experiences with the implementation of TQM, ISO 9001:2015, and GSCM, as well as their impact on product quality and marketing.
2. Participatory Observation: Researchers will be directly involved in activities at the Tradjumas Batik Center to observe the direct implementation of quality management and sustainability systems in the supply chain.
3. Documentation: Secondary data in the form of production reports, documents related to the implementation of ISO 9001:2015 standards, and policies related to GSCM will be collected to provide a comprehensive overview of the implementation of the existing management system.

The collected data will be analyzed using thematic analysis techniques, in which researchers will identify and organize the main themes related to the implementation of TQM, ISO 9001:2015, and GSCM in the context of the Tradjumas Batik Center. This analysis will help illustrate how quality management and sustainability systems influence product quality and marketing strategies implemented, as well

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as the challenges and opportunities that arise during the implementation process.

Using qualitative descriptive methods, this research will provide a deeper and more comprehensive understanding of the implementation of TQM, ISO 9001:2015, and GSCM at the Tradjumas Batik Center, as well as their impact on product marketing and business competitiveness in both domestic and international markets.

RESULTS AND DISCUSSION

The implementation of a quality management system at Sentra Batik Tradjumas Depok faces several challenges related to Total Quality Management (TQM) and ISO 9001:2015. Although both systems are designed to improve product quality and operational efficiency, their implementation does not always run smoothly, especially in the context of small and medium-sized industries such as Sentra Batik Tradjumas.

1. Limitations of Human Resources (HR)

One of the biggest obstacles in implementing TQM and ISO 9001:2015 is the limitation in the quality and quantity of human resources (Muka, 2024). Many employees are not yet fully trained to consistently apply high quality standards. Adequate and ongoing training is essential, but in practice, time and cost constraints often hinder the full implementation of training programs. This results in an inability to maintain consistent quality standards at every stage of production.

2. Lack of Full Commitment from Top Management

The implementation of TQM and ISO 9001:2015 requires strong commitment from top management. However, in some cases, managers at Sentra Batik Tradjumas have not given sufficient attention and support to the implementation of these two systems. Without clear commitment from the managerial level, the implementation of TQM and ISO 9001:2015 principles tends to be suboptimal, as there is no strong control over the entire existing system.

3. Limitations in Infrastructure and Technology

In implementing ISO 9001:2015, companies need to have a good documentation system, performance measurement tools, and clearly documented procedures. However, Sentra Batik Tradjumas faces infrastructure constraints that do not fully support this. The manual data management system and the lack of an integrated information technology system hinder efforts to efficiently record and analyze data, which should be an integral part of implementing ISO 9001:2015.

Analysis of Quality Management Implementation: TQM, ISO 9001:2015, and GSCM at the Tradjumas Batik Center in Depok

Despite facing various obstacles, the implementation of TQM, ISO 9001:2015, and Green Supply Chain Management (GSCM) at Sentra Batik Tradjumas Depok continues to have a positive impact on product quality and marketing. The following is an analysis of the application of these three quality management systems:

1. Implementation of TQM (Total Quality Management)

The implementation of TQM at the Tradjumas Batik Center has brought about significant changes in product quality and work culture. TQM emphasizes continuous improvement and the involvement of all parties in the organization to achieve quality objectives (Waheed, 2024). In this context, the Tradjumas Batik Center has successfully established a culture of quality improvement that involves batik artisans at every stage of production, from raw material selection to final product design. Although the full implementation of TQM principles is still hindered by human resource factors, the company demonstrates an increasingly strong commitment to improving quality and operational efficiency.

2. Implementation of ISO 9001:2015

The implementation of ISO 9001:2015 at the Tradjumas Batik Center has also contributed significantly to improving quality management. This standard provides a clear



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framework for quality management, including process documentation, performance measurement, and corrective and preventive actions. Despite challenges in full implementation, such as inadequate infrastructure, the documentation and monitoring of product quality have heightened awareness of the importance of consistent quality and customer satisfaction. This has indirectly driven improvements in internal management and operational processes.

3. Implementasi Green Supply Chain Management (GSCM)

The GSCM principles applied at Sentra Batik Tradjumas aim to reduce environmental impact through the use of environmentally friendly raw materials, energy efficiency, and waste management. Although the company is still in the early stages of implementation, efforts to select more environmentally friendly raw materials have improved the company's image, especially among consumers who are increasingly concerned about sustainability. The implementation of GSCM not only enhances product quality but also adds value to marketing, as more consumers are supporting products produced in a sustainable manner.

The implementation of TQM, ISO 9001:2015, and GSCM at the Tradjumas Batik Center in Depok has shown positive results despite the challenges encountered during its implementation. TQM helps foster a sustainable quality culture, ISO 9001:2015 provides a more structured system for maintaining quality, and GSCM introduces environmentally friendly practices that enhance competitiveness in a market increasingly concerned with sustainability.

However, to achieve more optimal results, improvements are needed in human resource training, stronger commitment from top management, and strengthening of infrastructure that supports documentation and data management processes. In addition, the implementation of GSCM must be encouraged with more in-depth policies related to raw material and waste management, as well as more efficient system integration to accelerate

continuous improvement in the production process.

Analysis of the Implementation of a Green Supply Chain-Based Quality Management System in Improving Product Marketing at the Tradjumas Batik Center in Depok

1. Implementation TQM (Total Quality Management)

The implementation of Total Quality Management (TQM) at the Tradjumas Batik Center in Depok has shown significant progress in improving product quality. One of the key elements of TQM is continuous improvement, which involves all levels of the organization, from management to employees (Mahmudah, 2025). The Tradjumas Batik Center has successfully integrated TQM principles by increasing the involvement of batik artisans in a more structured and measurable production process.

However, despite TQM's focus on sustainable quality, challenges arise due to limitations in trained human resources (HR) and insufficient infrastructure to support optimal performance measurement. Quality management is still hindered by inadequate training for employees, which impacts product quality inconsistency across some production lines. Furthermore, the incomplete structuring of TQM implementation reduces the effectiveness of quality oversight, particularly in production stages involving numerous external factors.

2. Implementation ISO 9001:2015

ISO 9001:2015 provides a more structured systematic guide to quality management that focuses on customer satisfaction and continuous improvement (Dewi, 2024). The implementation of this standard at Sentra Batik Tradjumas Depok shows an effort to align the quality management system with recognized international standards. Clear systems, such as standardized documentation and more organized performance measurement, enable companies to manage product quality in a more measurable way.



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However, several challenges remain in the implementation of ISO 9001:2015, particularly related to infrastructure that does not yet fully support integrated documentation processes and efficient data management. The lack of a digital system to monitor and manage product quality data is a major obstacle in ensuring the smooth implementation of this international standard. Additionally, difficulties in providing sufficient training for all employees on the ISO 9001:2015 standard also pose a barrier that affects the effectiveness of implementation.

3. Implementation Green Supply Chain Management (GSCM)

The implementation of Green Supply Chain Management (GSCM) at the Tradjumas Batik Center in Depok aims to reduce environmental impact through the use of environmentally friendly raw materials, efficient waste management, and resource optimization. One example of GSCM implementation is the selection of more environmentally friendly raw materials and the use of natural dyes, which demonstrates the company's commitment to sustainability.

However, the implementation of GSCM is still in its early stages and faces challenges in terms of managing a more complex supply chain and controlling costs. Environmentally friendly raw materials are sometimes more expensive than conventional raw materials, which can affect profit margins. In addition, the company also faces difficulties in managing waste in a truly efficient manner, requiring further investment in technology and systems that can support better waste management and recycling.

4. Impact on Product Marketing

The implementation of TQM, ISO 9001:2015, and GSCM at the Tradjumas Batik Center in Depok has had a significant impact on product marketing. The application of TQM and ISO 9001:2015 has helped improve product quality, which plays an important role in increasing customer satisfaction. Consumers are increasingly demanding products with

guaranteed quality, and the standards set by ISO 9001:2015 provide that assurance.

Additionally, the implementation of GSCM adds value to the batik products being marketed, particularly in markets that are increasingly concerned about sustainability and environmental issues. By using environmentally friendly raw materials and minimizing ecological impact, the Tradjumas Batik Center can differentiate its products in the market, attracting consumers who prioritize sustainability.

Although the implementation of GSCM still faces challenges related to costs and management, a marketing strategy that highlights the sustainability aspects of the product can be a unique selling point, especially in markets that are increasingly concerned about environmental issues. This provides a competitive advantage in marketing, where environmentally friendly products have a stronger position in domestic and international markets.

CONCLUSIONS

Overall, the implementation of TQM, ISO 9001:2015, and GSCM at Sentra Batik Tradjumas Depok shows that despite various challenges in its implementation, the impact on product quality and marketing is very positive. The implementation of a more structured and sustainability-based quality management system not only helps improve product quality but also provides a competitive advantage in the market. Therefore, to optimize the implementation of this quality management system, Sentra Batik Tradjumas needs to focus on infrastructure development, human resource training, and the utilization of technology to support more efficient processes. With these steps, Sentra Batik Tradjumas can continue to strengthen its market position and enhance the competitiveness of its products

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