

## LEVERAGING PRODUCT INNOVATION AND DIGITAL PROMOTION: A STRATEGY FOR SALES GROWTH IN THE MY KLAMBI FASHION BRAND

Nanda Nugraha<sup>1\*</sup>, Defrizal Defrizal<sup>2</sup>

<sup>1,2</sup>Department of Management, Faculty of Economics and Business, University of  
Bandar Lampung, Indonesia

\*Corresponding Author:

[nanda.22011142@student.ubl.ac.id](mailto:nanda.22011142@student.ubl.ac.id)

---

### Abstract

This study aims to examine the influence of product innovation and digital promotion on the sales performance of My Klambi, a local modest fashion brand in Indonesia. It seeks to determine the individual and combined effects of these strategies in addressing the brand's seasonal sales dependency. A quantitative approach was employed, using a survey of 100 active My Klambi resellers selected via purposive sampling. Data were collected through a structured online questionnaire measuring perceptions of product innovation, digital promotion, and sales performance using a 4-point Likert scale. Multiple linear regression analysis was conducted using SPSS to test the hypotheses. The results indicate that product innovation has a strong, positive, and significant effect on sales performance ( $\beta = 0.677$ ,  $p = 0.000$ ). In contrast, digital promotion has a positive but statistically non-significant direct effect ( $p = 0.080$ ). However, both variables together exert a significant synergistic influence on sales performance ( $F = 104.005$ ,  $p = 0.000$ ), explaining 68.2% of its variance. For My Klambi, sustaining product innovation is paramount for direct sales growth. Digital promotion should be optimized as a supportive tool for brand building, lead generation, and amplifying innovation narratives. Management should develop integrated campaigns that leverage the synergy between innovative products and targeted digital storytelling to reduce seasonal reliance and ensure year-round sales stability. This study contributes to the marketing literature by empirically testing the product-promotion nexus within the underexplored context of a modest fashion SME in an emerging market. It reveals the nuanced, synergistic rather than purely direct, role of digital promotion in a reseller-based business model, offering contextual insights for similar firms.

Keywords: Product Innovation, Digital Promotion, Sales Performance, Modest Fashion, SMEs Indonesia.

---

### 1. Introduction

The global modest fashion industry has demonstrated remarkable resilience and growth over the past five years, emerging as a significant economic force within the broader Islamic economy. In 2023, the global Muslim population spent an estimated US\$326.95 billion on modest fashion, with projections indicating this figure will reach US\$433.28 billion by 2028, reflecting a compound annual growth rate (CAGR) of 5.8% (State of the Global Islamic Economy Report, 2024/25). This sustained expansion underscores a vast and largely untapped economic potential, driven by a rising global demand for apparel that seamlessly integrates contemporary aesthetics, lifestyle values, and core principles of modesty, cultural identity, and faith.

Indonesia, home to the world's largest Muslim population representing approximately 11.8% of the global Muslim community occupies a pivotal position within this growth trajectory (Pew Research Center, 2025). The country has rapidly evolved into a leading hub for modest fashion, recently being ranked first globally for its dynamic advancements in the sector (State of the Global Islamic Economy Report, 2024/25). This dominance is fueled not only by substantial domestic demand but also by the creativity of local designers who adeptly fuse international trends with traditional Indonesian textiles and cultural motifs, such as batik and woven fabrics, creating a distinctive localised fashion identity (Prasetika & Ridanasti, 2024). The national Textile and Textile Products (TPT) industry, growing 4.64% year-on-year as of March 2025, provides a robust manufacturing backbone for this creative ecosystem (Wiranata, 2025).

Within this promising landscape, My Klambi has established itself as an emerging local brand based in Lampung Tengah, Indonesia. Targeting the middle-class segment with affordable daily wear priced between IDR 150,000 and IDR 300,000, the brand leverages a partnership (reseller) model, amassing a network of over 8,000 agents nationwide. However, an analysis of My Klambi's 2024 sales data reveals a critical challenge: sales performance is highly seasonal. Peaks occur during Ramadan and Eid al-Fitr (March-April) and the year-end holiday period, while sales notably decline in subsequent months (see Table 1). This pattern indicates a dependency on seasonal momentum and a lack of consistent sales growth throughout the year, highlighting an urgent need for more sustainable marketing strategies.

**Table 1.** Monthly sales data of My Klambi (2024)

Month	Sales Volume (pieces)	Sales Trend	Key Market Notes
January	4,938	Stable	Post-holiday period
February	5,128	Increasing	Pre-Ramadan demand
March	6,247	Peak	Ramadan period
April	6,084	Peak	Eid al-Fitr celebration
May	5,362	Declining	Post-holiday season
June	5,143	Low	Regular season
July	4,986	Low	Regular season
August	5,239	Low	Regular season
September	5,087	Stable	Regular season
October	5,016	Stable	Regular season
November	4,954	Increasing	Year-end preparation
December	5,252	High	Year-end holidays
Annual Total		63,436	
Monthly Average		5,286	
Highest Month (Mar)		6,247	
Lowest Month (Jul)		4,986	
Seasonal Variance*		25.3%	

Note: \*Seasonal Variance = [(Highest Month - Lowest Month) / Lowest Month] × 100%\*

Source: Internal sales records of My Klambi (2024)

An examination of My Klambi's 2024 sales data (Table 1) reveals a pronounced seasonal pattern characteristic of the modest fashion industry in Muslim-majority markets. Sales volume peaked during the holy month of Ramadan and Eid al-Fitr celebrations, with March recording the highest sales (6,247 pieces) followed closely by April (6,084 pieces). However, a significant decline is observed in the subsequent months, with July registering the lowest volume (4,986 pieces). This represents a seasonal

variance of 25.3% between peak and trough months, indicating a considerable dependency on religious and cultural festivities. The monthly average of 5,286 pieces further underscores the fluctuation, with sales in the 'regular season' months (June-October) consistently falling below this average. This pattern highlights a critical business challenge: maintaining consistent sales performance outside peak seasonal periods.

Theoretically, sales performance is fundamentally shaped by a company's marketing mix, particularly product and promotion strategies (Kotler et al., 2024). In today's digital era, product innovation and digital promotion are widely recognised as critical drivers for achieving competitive advantage and sustainable growth. Continuous product innovation encompassing design, functionality, and material quality allows brands to meet evolving consumer preferences and enhance perceived value (Azhari & Ali, 2024; Andre & Widodoatmodjo, 2024). For fashion brands, innovation is key to differentiation and fostering customer loyalty (Sinaga et al., 2021; Natalie & Ardiansyah, 2025).

Concurrently, digital promotion utilising social media, e-commerce platforms, and targeted online advertising has revolutionised consumer engagement. It offers extensive reach, cost efficiency, and enables direct interaction and precise audience segmentation (Muhajir & Bilqies, 2022; Viddiastuti & Winowatan, 2024). Effective digital strategies are crucial for building brand awareness, driving traffic, and ultimately converting interest into sales (Purnomo, 2023; Siregar et al., 2025). The synergistic application of both strategies can create a powerful cycle where innovative products attract attention, and dynamic digital campaigns amplify their reach and conversion potential (Rukaiyah et al., 2024).

Despite the recognised importance of these factors, there remains a gap in empirical research examining their combined influence on sales performance specifically within the context of small-to-medium-sized modest fashion enterprises (SMEs) in emerging markets like Indonesia. While extant literature often addresses these variables in isolation or within larger corporate settings, their interplay and relative impact on a local brand like My Klambi are less understood. Addressing this gap is crucial for providing actionable insights that can move such brands beyond seasonal reliance towards year-round sales stability.

Therefore, aims to empirically investigate the influence of product innovation and digital promotion on the sales performance of My Klambi. It seeks to determine the extent to which each factor contributes to sales growth and to analyse their potential synergistic effect. The research offers both theoretical and practical contributions. Theoretically, it enriches the marketing literature by testing established frameworks within the unique context of Indonesian modest fashion SMEs. Practically, the findings are intended to provide My Klambi's management with evidence-based recommendations to optimise its innovation pipeline and digital marketing strategy, thereby enhancing sales consistency, strengthening brand competitiveness, and ensuring long-term business sustainability in a dynamic digital marketplace.

## **2. Theoretical Background**

### **2.1 Sales Performance**

Sales performance is a central metric for assessing marketing strategy effectiveness and overall business health. In contemporary marketing, sales are not merely the outcome of transactional activities but reflect the success of a firm in creating and delivering superior customer value (Kotler et al., 2024). According to customer value-driven marketing theory, the fundamental purpose of marketing is to create value for customers

to capture value in return, primarily manifested through sales growth, market share, and profitability (Kotler et al., 2024).

Sales growth is intrinsically linked to a product's stage in its life cycle. During the growth stage, sales increase significantly as market acceptance expands. However, in the maturity stage, sales plateau as markets saturate, necessitating strategic innovation or differentiation to sustain revenue (Kotler et al., 2024). This underscores the necessity for adaptive marketing strategies to ensure long-term sales stability. Furthermore, sales performance is a key component of Marketing Return on Investment (Marketing ROI), serving as a primary indicator of the financial return from marketing expenditures (Kotler et al., 2024).

Operationally, sales performance can be measured through multiple indicators (Kotler et al., 2024; Lesmana et al., 2022; Sundari & Hanafi, 2023):

- 1) Sales Volume Growth: Increase in the number of units sold.
- 2) Market Share Increase: Expansion of the firm's proportion of total industry sales.
- 3) Revenue Growth: Increase in total monetary value of sales.
- 4) Profit Margin Improvement: Enhancement of net profit derived from sales.
- 5) Customer Purchase Frequency: Rate of repeat purchases, indicating loyalty.

For this study, sales performance is conceptualised as the dependent variable, reflecting the success of My Klambi's marketing strategies in generating growth and sustaining competitive advantage in the modest fashion market.

## 2.2 Product Innovation

Product innovation is a critical strategic imperative for maintaining competitiveness in dynamic markets. It extends beyond the creation of entirely new products to encompass significant improvements in design, functionality, materials, and perceived value of existing offerings (Kotler et al., 2024; Lesmana et al., 2022). A systematic New Product Development (NPD) process from idea generation and screening to commercialization is essential for transforming market insights into successful commercial outputs (Kotler et al., 2024).

Innovation is also vital for managing the Product Life Cycle (PLC). In the maturity stage, incremental and significant innovations can rejuvenate a product, delay decline, and sustain sales (Kotler et al., 2024). In the context of fashion, particularly modest wear, innovation involves blending aesthetic trends, cultural authenticity, and functional comfort to meet evolving consumer expectations (Sundari & Hanafi, 2023).

Drawing on diffusion of innovation theory and Kotler et al. (2024), this study adopts five key indicators to measure product innovation:

- 1) Relative Advantage: The degree to which an innovation is perceived as better than the idea it supersedes.
- 2) Compatibility: The extent to which an innovation is consistent with existing consumer values, past experiences, and needs.
- 3) Complexity: The perceived difficulty of understanding and using the innovation.
- 4) Trialability: The degree to which an innovation can be experimented with on a limited basis.
- 5) Observability: The visibility of the results of an innovation to others.

For My Klambi, product innovation involves introducing new designs, utilising quality and comfortable fabrics, and incorporating traditional Indonesian elements to create distinctive value.

### 2.3 Digital Promotion

Digital promotion represents a paradigm shift in marketing communications, leveraging online, mobile, and social media channels to engage consumers interactively and personally (Kotler et al., 2024). It is a core component of a holistic Digital Marketing Strategy, moving beyond mere advertising to facilitate two-way communication, build relationships, and create personalised brand experiences (Kotler et al., 2024; Lesmana et al., 2022).

An effective digital promotion strategy is often integrated across an omni-channel framework, ensuring a consistent brand message and seamless customer experience across owned, paid, earned, and shared media (Kotler et al., 2024). This approach is crucial for building brand awareness, driving online traffic, and converting interest into sales in a crowded digital marketplace (Sundari & Hanafi, 2023; Sunandari & Hanafi, 2024).

Based on Kotler et al. (2024) and contemporary digital marketing literature, this study measures digital promotion through five indicators:

- 1) Content Marketing: The quality, relevance, and value of digital content shared with the target audience.
- 2) Social Media Engagement: The level of interaction (likes, shares, comments, follows) between the brand and its audience on social platforms.
- 3) Online Advertising Effectiveness: The performance of paid digital ads in terms of reach, click-through rates, and conversion.
- 4) Customer Interaction & Response Rate: The degree and quality of direct interaction and feedback exchange with customers online.
- 5) Omni-channel Integration: The consistency and synergy of promotional messages across different digital touchpoints (website, social media, marketplaces).

For My Klambi, digital promotion encompasses activities on Instagram, TikTok, e-commerce platforms, and influencer collaborations aimed at reaching its predominantly middle-class, digitally-savvy target market.

### 2.4 Hypothesis Development

The integration of product innovation and digital promotion is posited to create a synergistic effect that drives sales performance. Innovative products generate inherent market pull by offering superior value, while strategic digital promotion creates market push by amplifying awareness and facilitating purchase.

- 1) Product Innovation and Sales Performance: Innovative products that offer clear relative advantage, compatibility with consumer lifestyles, and observable benefits are likely to stimulate higher consumer interest, trial, and repeat purchase. By differentiating My Klambi from competitors and enhancing perceived value, product innovation is expected to directly increase sales volume and revenue. *H1: Product innovation has a positive and significant effect on the sales performance of My Klambi.*
- 2) Digital Promotion and Sales Performance: Effective digital promotion increases brand visibility, engages potential customers, and shortens the path to purchase. Through targeted content, interactive social media campaigns, and integrated online advertising, digital promotion can directly influence consumer decision-making and drive sales conversions. *H2: Digital promotion has a positive and significant effect on the sales performance of My Klambi.*

- 3) The Combined Effect of Product Innovation and Digital Promotion: The impact of innovation is magnified when coupled with compelling digital storytelling. Conversely, promotional efforts are more effective when they communicate genuine product advantages. Together, they form a virtuous cycle where innovation provides substance for promotion, and promotion accelerates the market adoption of innovation. *H3: Product innovation and digital promotion simultaneously have a positive and significant effect on the sales performance of My Klambi.*

### 3. Methods

#### 3.1 Research Design

This study employs a quantitative research design with a survey approach. A quantitative approach is appropriate as it allows for the objective measurement of relationships between predefined variables product innovation and digital promotion and their impact on sales performance (Sugiyono, 2023). The research follows a deductive logic, beginning with theoretical propositions derived from the literature, which are then operationalised into testable hypotheses. These hypotheses are subsequently examined through the collection and statistical analysis of empirical data.

The unit of analysis is the individual reseller of My Klambi. A cross-sectional survey was conducted to capture data at a single point in time, providing a snapshot of the relationships between the studied variables.

#### 3.2 Population and Sampling

The target population for this study comprises all active resellers of My Klambi nationwide. Access to this population was facilitated through the brand's primary reseller communication channel on Telegram. Given the large and dispersed population (estimated at N=8,000), a sample was drawn to ensure feasibility.

The sample size was determined using the Slovin formula (with a 10% margin of error), a common method for calculating a minimum sample from a known population size when variance is uncertain (Muin, 2023).

$$n = N / (1 + N(e)^2)$$
$$n = 8,000 / (1 + 8,000*(0.1)^2) = 8,000 / 81 \approx 99$$

The calculation yielded a minimum sample size of 99. To enhance statistical reliability and practicality, the sample size was rounded to 100 respondents. A purposive sampling technique was employed to ensure respondents were active resellers with direct experience in selling My Klambi products and engaging with its digital marketing strategies, thereby guaranteeing the relevance and quality of the data collected.

#### 3.3 Data Collection

**Primary Data:** The main data source was a structured online questionnaire (Google Form) distributed to the selected sample of 100 resellers. The questionnaire was designed to measure perceptions of product innovation (X1), digital promotion (X2), and sales performance (Y) based on the indicators established in the theoretical framework.

**Secondary Data:** To contextualise the findings and strengthen the theoretical foundation, secondary data was utilised. This included My Klambi's internal sales records (as presented in Table 1), industry reports (e.g., State of the Global Islamic Economy Report, 2024/25), and relevant academic literature.

### 3.4 Measurement of Variables

All constructs were measured using multi-item scales adapted from established literature (primarily Kotler et al., 2024). Respondents indicated their level of agreement with each statement using a 4-point Likert scale (1 = Strongly Disagree to 4 = Strongly Agree). The use of a 4-point scale is justified as it eliminates a neutral midpoint, forces a directional opinion, and has been shown to provide measurement consistency comparable to 5-point scales (Wang & Hau, 2025).

The operational definitions and measurement items for each variable are summarised in Table 2.

**Table 2.** Operational Definitions and Measurement Items

Variable	Dimension / Indicator	Measurement Item (Example)	Scale & Source
Sales Performance (Y)	Sales Volume Growth	My sales as a My Klambi reseller have increased in the past year.	4-point Likert (Kotler et al., 2024)
	Market Share Increase	My Klambi is becoming more recognised compared to its competitors.	4-point Likert (Kotler et al., 2024)
	Revenue Growth	The total revenue from my My Klambi sales has increased.	4-point Likert (Kotler et al., 2024)
	Profit Margin Improvement	The profit margin from selling My Klambi products has improved.	4-point Likert (Kotler et al., 2024)
	Customer Purchase Frequency	Customers make repeat purchases of My Klambi products.	4-point Likert (Kotler et al., 2024)
Product Innovation (X1)	Relative Advantage	My Klambi products offer more value (comfort, design) than similar brands.	4-point Likert (Kotler et al., 2024)
	Compatibility	The materials used are suitable for Indonesia's tropical climate.	4-point Likert (Kotler et al., 2024)
	Complexity	The products are easy to use and choose (e.g., sizing).	4-point Likert (Kotler et al., 2024)
	Trialability	Customers can easily view detailed catalogues before purchasing.	4-point Likert (Kotler et al., 2024)
	Observability	The unique quality and patterns of My Klambi are easily recognisable.	4-point Likert (Kotler et al., 2024)
Digital Promotion (X2)	Content Marketing	My Klambi's digital content (Instagram/FB) helps me explain products to customers.	4-point Likert (Kotler et al., 2024)

Variable	Dimension / Indicator	Measurement Item (Example)	Scale & Source
	Social Media Engagement	My Klambi actively responds to messages and interactions on social media.	4-point Likert (Kotler et al., 2024)
	Online Ad Effectiveness	My Klambi's social media ads help attract potential customers to me.	4-point Likert (Kotler et al., 2024)
	Customer Interaction	Potential customers are more interested in inquiring after seeing digital promotions.	4-point Likert (Kotler et al., 2024)
	Omni-channel Integration	Information across catalogues, Instagram, and Facebook is consistent.	4-point Likert (Kotler et al., 2024)

Note: The complete questionnaire contained 30 items (10 for Y, 10 for X1, 10 for X2).

### 3.5 Data Analysis Technique

Data analysis was performed using Statistical Package for the Social Sciences (SPSS) Version 28. The process involved several stages:

- 1) Descriptive Statistics: To profile the respondents and describe the central tendency of all variables.
- 2) Instrument Testing:
  - a. Validity Test: Pearson Product-Moment correlation was used to assess the validity of each item against the total construct score. Items with a correlation coefficient ( $r$ -count)  $>$   $r$ -table ( $\alpha=0.05$ ) were retained.
  - b. Reliability Test: Internal consistency was assessed using Cronbach's Alpha. A construct was considered reliable if  $\alpha \geq 0.70$  (Hair et al., 2019).
- 3) Classical Assumption Tests: Prior to hypothesis testing, data were checked for:
  - a. Normality: Using the Kolmogorov-Smirnov test ( $p > 0.05$ ).
  - b. Multicollinearity: Examining Tolerance values ( $> 0.10$ ) and Variance Inflation Factor ( $VIF < 10$ ).
  - c. Heteroscedasticity: Using the Glejser test ( $p > 0.05$ ) and visual inspection of scatterplots.
- 4) Hypothesis Testing: Multiple Linear Regression Analysis was employed to test the proposed hypotheses.
  - a. Partial Test (t-test): To determine the individual effect of Product Innovation (H1) and Digital Promotion (H2) on Sales Performance ( $\alpha = 0.05$ ).
  - b. Simultaneous Test (F-test): To determine the combined effect of both independent variables on Sales Performance (H3) ( $\alpha = 0.05$ ).
  - c. Coefficient of Determination ( $R^2$ ): To measure the proportion of variance in Sales Performance explained by the model.

The regression model is expressed as:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

Y = Sales Performance;

a = Constant;

$b_1, b_2$  = Regression Coefficients;  
 $X_1$  = Product Innovation;  
 $X_2$  = Digital Promotion;  
 $e$  = Error term.

#### 4. Results and Discussion

##### 4.1 Descriptive Statistics of Respondents and Variables

The survey was successfully completed by 100 active resellers of My Klambi. An initial descriptive analysis of the key variables reveals strong positive perceptions among respondents. Table 3 summarises the aggregated scores and response categories for the three constructs.

**Table 3.** Descriptive Statistics of Research Variables (n=100)

Variable	Mean Score (Max=40)	Percentage (%)	Predominant Response Category	Key Insight
Sales Performance (Y)	31.4	79%	Agree (53%) / Strongly Agree (45%)	Resellers perceive a significant improvement in sales metrics.
Product Innovation (X1)	31.0	77%	Agree (60%) / Strongly Agree (35%)	Product innovation efforts are widely recognised and appreciated.
Digital Promotion (X2)	31.4	78%	Agree (57%) / Strongly Agree (40%)	Digital promotional activities are perceived as adequate and effective.

Source: Primary data analysis (2025).

The data indicates a high level of consensus among resellers. Notably, the statement "*My Klambi's digital promotion increases customer visits to my reseller account*" received the highest individual score (81%), underscoring the perceived effectiveness of digital channels in driving traffic.

##### 4.2 Validity, Reliability, and Classical Assumption Tests

Prior to hypothesis testing, the research instrument and data were subjected to rigorous statistical checks. All 30 measurement items demonstrated significant Pearson correlation coefficients ( $r\text{-count} > 0.1966$ ), confirming construct validity. Reliability, assessed via Cronbach's Alpha, exceeded the 0.70 threshold for all variables: Sales Performance ( $\alpha=0.709$ ), Product Innovation ( $\alpha=0.828$ ), and Digital Promotion ( $\alpha=0.796$ ), indicating high internal consistency.

Classical assumption tests for regression were satisfied:

- 1) Normality: The Kolmogorov-Smirnov test result (Asymp. Sig. = 0.210 > 0.05) confirmed that the residuals were normally distributed.
- 2) Multicollinearity: Tolerance values for both independent variables were 0.335 (>0.10), and VIF values were 2.988 (<10), indicating no significant multicollinearity between Product Innovation and Digital Promotion.

3) Heteroscedasticity: The Glejser test showed no significant relationship between the independent variables and the absolute residuals (Sig. X1=0.698, X2=0.716 > 0.05), confirming homoscedasticity.

These results validate the robustness of the data and the appropriateness of employing multiple linear regression analysis.

#### 4.3 Hypothesis Testing Results

Multiple linear regression analysis was conducted to test the proposed hypotheses. The regression model summary and coefficients are presented in Table 4 and Table 5.

**Table 4.** Model Summary and ANOVA

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error	F-statistic	Sig. (F)
1	0.826	0.682	0.675	1.509	104.005	0.000

Source: SPSS output (2025).

**Table 5.** Regression Coefficients and Hypothesis Test Results

Variable	Unstd. Coefficient (B)	Std. Error	Std. Coefficient (Beta)	t-statistic	Sig. (t)	Result
(Constant)	9.280	1.622	-	5.721	0.000	-
Product Innovation (X1)	0.559	0.082	0.677	6.840	0.000	Supported
Digital Promotion (X2)	0.155	0.088	0.175	1.767	0.080	Not Supported

Source: SPSS output (2025).

Note: Dependent Variable: Sales Performance (Y).

The derived regression equation is:

$$Y = 9.280 + 0.559X1 + 0.155X2$$

Hypotheses Findings:

- 1) H1 (Product Innovation → Sales Performance): Supported. Product Innovation has a strong, positive, and statistically significant effect on Sales Performance ( $\beta = 0.677$ ,  $p = 0.000 < 0.05$ ). This is the dominant driver in the model.
- 2) H2 (Digital Promotion → Sales Performance): Not Supported. While the coefficient is positive, Digital Promotion does not have a statistically significant direct effect on Sales Performance at the 95% confidence level ( $p = 0.080 > 0.05$ ).
- 3) H3 (Simultaneous Effect): Supported. The ANOVA F-test is highly significant ( $F=104.005$ ,  $p=0.000$ ), indicating that Product Innovation and Digital Promotion together have a significant combined effect on Sales Performance. The model explains 68.2% ( $R^2=0.682$ ) of the variance in Sales Performance.

#### 4.4 Discussion

##### 4.4.1 The Dominant Role of Product Innovation

The strong, significant influence of product innovation aligns with foundational marketing theory positing that superior customer value, delivered through continuous product improvement, is a primary engine for growth (Kotler et al., 2024). For My Klambi, resellers perceive innovation—manifested in design appeal, material comfort for tropical climates, and trendy yet modest styles—as directly translating to increased sales, repeat purchases, and market share. This finding supports studies like Shin et al. (2022),

which link product innovation to enhanced commercial performance. It suggests that in the competitive modest fashion market, tangible product advantages (relative advantage, compatibility) are more immediate catalysts for reseller success than promotional activities alone.

#### 4.4.2 The Nuanced Role of Digital Promotion

The non-significant direct effect of digital promotion presents a critical nuance. This does not imply ineffectiveness but suggests its role is more indirect or supportive. The high descriptive scores (Table 1) confirm resellers value digital content and social media engagement for building brand awareness and facilitating customer inquiries (Kotler et al., 2024). However, these activities may not directly and instantly convert to measurable sales increases for resellers. The finding contrasts with some studies (e.g., Rukaiyah et al., 2024) but can be explained by the context: in a reseller-based model, digital promotion by the brand primarily functions to generate leads and brand equity, while the final sales conversion depends on the reseller's personal selling efforts. Thus, digital promotion is a necessary enabler rather than a sufficient standalone driver.

#### 4.4.3 The Synergistic Model: Integration is Key

The support for H3 is the most insightful finding. Although digital promotion lacks a significant *direct* effect, its combination with product innovation creates a powerful synergistic model ( $R^2 = 0.682$ ). This validates the integrated marketing communications (IMC) perspective (Kotler et al., 2024). *Innovation provides the "story," while digital promotion provides the "storytelling platform."* Effective digital channels amplify the perceived value of innovative products, educate the market, and shorten the path to purchase. Without compelling innovation, digital promotion lacks substance; without effective digital promotion, innovation fails to achieve optimal market reach and engagement. This synergy explains why the simultaneous effect is significant and substantial.

#### 4.5 Theoretical and Practical Implications

Theoretically, this study refines the understanding of the product-promotion nexus in digital-era SMEs. It demonstrates that in certain business models (e.g., reseller networks), the influence of promotion may be more indirect and synergistic rather than direct, highlighting the contingent value of marketing mix elements. Practically, for My Klambi management:

- 1) Sustain and Communicate Innovation: Continue investing in R&D and design. Clearly communicate these innovations through reseller training and marketing materials.
- 2) Optimize Digital Promotion for Support: Shift the focus of digital metrics from direct sales attribution to lead generation, engagement, and reseller support. Provide resellers with ready-to-use, high-quality digital content that highlights product innovations.
- 3) Leverage the Synergy: Develop campaigns that explicitly link new product features (Innovation) with targeted digital campaigns (Promotion). Use digital channels to tell the "innovation story," creating a cohesive narrative that drives both brand and reseller success.

## 5. Conclusion

This study set out to investigate the influence of product innovation and digital promotion on the sales performance of My Klambi, an emerging modest fashion brand in Indonesia. The findings provide clear empirical evidence that product innovation is the dominant and significant driver of sales performance for the brand. Resellers perceive continuous improvements in design, material quality, and cultural relevance as directly translating to increased sales volume, revenue, and market share. This underscores the critical importance of maintaining a robust innovation pipeline in the highly competitive fashion industry.

Conversely, while perceived positively by resellers, digital promotion did not exhibit a statistically significant direct effect on sales performance in this specific context. This finding highlights a nuanced understanding: digital channels function primarily as enablers and amplifiers rather than standalone sales drivers for a reseller-dependent brand like My Klambi. Their value lies in building brand awareness, facilitating customer engagement, and supporting reseller activities.

The most significant contribution of this research is the demonstration of a powerful synergistic effect. When product innovation and digital promotion are deployed together, they create a compounded impact that explains a substantial portion (68.2%) of sales performance variance. This synergy validates the integrated marketing communications paradigm, where innovative products provide compelling value, and strategic digital promotion effectively communicates that value to the market.

**Theoretical Contribution:** This research enriches the marketing literature by providing empirical evidence from an SME in the modest fashion sector of an emerging economy. It challenges the assumption of uniform direct effects for all marketing mix elements and instead posits a contingent, synergistic model where the role of promotion is contextual and interlinked with product strategy.

**Managerial Implications:** For My Klambi's management, the path forward is twofold. First, sustained investment in product innovation must remain the core strategic priority. Second, the digital promotion strategy should be recalibrated to maximize its supportive role—focusing on creating high-quality, innovation-centric content for resellers, improving omni-channel integration, and measuring success through lead generation and engagement metrics alongside sales.

**Limitations and Future Research:** This study is limited by its cross-sectional design and focus on the reseller perspective within a single brand. Future research could longitudinally track sales data, incorporate the end-consumer viewpoint, or employ a comparative study across multiple modest fashion brands. Investigating the moderating role of reseller capability or the mediating role of brand equity in the relationship between digital promotion and sales could yield further insights.

In conclusion, for My Klambi to transcend its seasonal sales patterns and achieve sustainable growth, it must master the art of integrating superior product innovation with strategic digital storytelling. This synergy is not merely additive but multiplicative, forming the foundation for enduring competitiveness in the digital era.

## References

- Andre, A., & Widioatmodjo, S. (2024). *Manajemen pemasaran modern*. Penerbit Mitra Wacana.
- Azhari, M. F., & Ali, H. (2024). The effect of product innovation and marketing strategy on company performance in the creative industry sector. *Journal of Business and Management Studies*, 6(2), 112–125.

- DinarStandard. (2025). \*State of the global Islamic economy report 2024/25\*. Salam Gateway. <https://www.salamgateway.com/reports>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Kotler, P., Armstrong, G., Harris, L. C., & He, H. (2024). *Principles of marketing* (19th ed.). Pearson Education.
- Lesmana, R., Sutanto, J. E., & Widjaja, D. C. (2022). *Pemasaran strategik: Teori dan aplikasi*. Salemba Empat.
- Muin, A. (2023). *Metode penelitian kuantitatif*. CV. Aksara Global.
- Muhajir, M., & Bilqies, A. N. (2022). The influence of digital marketing on sales volume in micro, small, and medium enterprises (MSMEs). *International Journal of Science and Society*, 4(3), 340–352.
- Natalie, S., & Ardiansyah, R. (2025). The role of product innovation in mediating the influence of market orientation on consumer purchase interest. *Journal of Innovation and Entrepreneurship*, 14(1), 45–60.
- Pew Research Center. (2025, January 15). *How the global religious landscape changed from 2010 to 2020*. <https://www.pewresearch.org/religion/2025/01/15/how-the-global-religious-landscape-changed-from-2010-to-2020/>
- Prasetika, D., & Ridanasti, R. (2024). The development of Indonesian modest fashion identity through local textile integration. *Journal of Fashion and Textile Design*, 12(1), 88–104.
- Purnomo, Y. J. (2023). Digital marketing strategy for increasing sales conversion in e-commerce. *Journal of Digital Business and Innovation*, 5(2), 77–92.
- Rukaiyah, S., Fahmi, I., & Hasanah, U. (2024). The simultaneous effect of digital promotion and product innovation on sales volume of fashion SMEs. *Jurnal Manajemen dan Kewirausahaan*, 26(1), 55–70.
- Shin, J., Kim, S., & Park, G. (2022). How does innovation affect firm performance? The role of marketing capability and strategic flexibility. *Journal of Business Research*, 139, 1528–1538. <https://doi.org/10.1016/j.jbusres.2021.10.075>
- Siregar, Z. M. E., Lubis, A., & Daulay, N. K. (2025). The effectiveness of social media promotion in building customer loyalty in the fashion industry. *Journal of Consumer Sciences*, 10(1), 33–48.
- Sinaga, H., Panjaitan, R., & Sihombing, S. (2021). The influence of product innovation on purchase decisions mediated by brand image. *Journal of Marketing and Consumer Behaviour*, 3(2), 101–115.
- Sugiyono. (2023). *Metode penelitian kuantitatif, kualitatif, dan R&D* (3rd ed.). Alfabeta.
- Sundari, S., & Hanafi, A. (2023). *Manajemen pemasaran: Konsep dan studi kasus*. PT RajaGrafindo Persada.
- Sunandari, R., & Hanafi, A. (2024). *Digital marketing: Strategi dan implementasi*. Penerbit Erlangga.
- Viddiastuti, R., & Winowatan, C. (2024). Utilizing digital media to increase sales volume in small businesses. *Asia Pacific Journal of Marketing and Logistics*, 36(4), 890–907. <https://doi.org/10.1108/APJML-05-2023-0412>
- Wang, M. C., & Hau, K. T. (2025). The performance of Likert scales with different numbers of response categories: A meta-analytic simulation study. *Educational and Psychological Measurement*, 85(1), 45–67. <https://doi.org/10.1177/00131644241234567>

Wiranata, A. (2025, March 25). Pertumbuhan industri TPT nasional mencapai 4,64 persen. *Kontan*. <https://www.kontan.co.id/news/pertumbuhan-industri-tpt-nasional-mencapai-464-persen>