



The Strategy Development of Batik Business in Kampung Batik, Semarang City

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| Article Info | Abstract |
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| <p>Article History : Received May 2024 Accepted September 2024 Published December 2024</p> <p><i>Keywords:</i> <i>Strategy, Development, SMEs, Batik, Industry</i></p> | <p>One of the leading business sectors in Central Java is the textile and garment industry, particularly batik, which is predominantly managed by SMEs (small and medium enterprises). Batik is an artistic cultural heritage of Indonesia, admired worldwide, and deserving of preservation and cultivation to its fullest potential. Semarang City is famous for Semarang batik, which features motifs that distinctly represent various corners of the city. However, Semarang Batik is not yet widely recognized by the general public. The purpose of this research is to analyze the business development strategies for batik in the Kampung Batik of Semarang City. The research method used is descriptive-qualitative. The variables in this study include internal factors such as human resources, raw materials, marketing, and management, as well as external factors such as competition, socioeconomic conditions, and government support. The subjects of this research are batik artisans in the Kampung Batik of Rejomulyo Village, East Semarang District. The data analysis techniques used are descriptive analysis and SWOT analysis. The research results show that the IE matrix of the batik business in Kampung Batik of Semarang City is in cell V, indicating that the business is in a stable condition. The development strategies that can be implemented include product differentiation, marketing, and human resources. The findings of this research are expected to provide appropriate strategies for the development of the batik business in the Kampung Batik of Semarang City.</p> |

INTRODUCTION

In economic development in Indonesia, micro, small, and medium enterprises are considered to have a very important role. Kodama et al. (2024) stated that small family businesses or the self-employed play a central role, contributing a large share of GDP and employment, and their performance is an important determinant of household welfare. Mudrikah & Sucihatiningsih (2018) also stated the same thing: the industrial sector is the main engine of the national economy, and this sector is also the largest contributor to the formation of Indonesia's Gross Domestic Product (GDP) in recent years.

Tambunan (2023) mentioned that, based on data from the Ministry of Cooperatives and SMEs, the contribution of MSMEs to the national GDP is 60.5 percent. This shows that MSMEs in Indonesia have the potential to be developed so that they can contribute even more to the economy. Central Java has diverse natural resources and a population of 278.69 million. With such conditions, the business climate in the Central Java region, especially for SMEs, has great potential to grow.

Mulyati & Andayani (2021) revealed that one of Central Java's leading business sectors is the textile and garment business sector, especially batik, which is mostly managed by SME businesses. The moment of the establishment of batik as a world cultural heritage from Indonesia is maximally utilized by batik craftsmen throughout the archipelago, one of which is in the city of Semarang. Prajanti et al. (2021) stated that Semarang City has a local cultural heritage that has good potential to be developed. Semarang City is often used as one of the cities that must be visited by tourists, so this can be utilized by Batik MSMEs in Semarang City.

Batik is a cultural artwork of the Indonesian people that is admired by the world and should be preserved and cultivated optimally. Batik is a handicraft industry that is a hereditary business from generation to generation but has not been fully handled professionally, so its development is relatively slow (Mulyati & Andayani, 2021). Sulistiyani (2022) revealed that the batik industry is an addition to the country's heritage, which also

has unique regional attributes. Hakim (2018) also revealed the inclusion of batik in the list of intangible world cultural heritage by the United Nations Educational, Scientific, and Cultural Organization (UNESCO) in 2003, positioning batik as a political identity brand for Indonesia.

Semarang City has a place called Kampung Batik. Initially, this place was named Kampung Batik because, in ancient times, there were many batik craftsmen in this area. This Batik Village is located in Rejomulyo Village, East Semarang District, Semarang City. Its strategic location can be utilized by MSME actors in Kampung Batik to promote their products so that consumers are interested in the products sold. One of the things that makes Semarang Batik so interesting is the use of diverse coloring, besides using synthetic dyes, Semarang Batik also relies on natural dyes.

Small businesses face various obstacles such as low quality of human resources, low level of productivity and quality of products and services, lack of technology and information, production factors, inadequate facilities, and infrastructure, aspects of funding and financing services, an unfavorable business climate, and coaching coordination that has not been running well (Sari & Pujiati, 2018). Rusdarti & Kistanti (2018) also revealed that the problems of MSMEs in Semarang City generally lie in human resources, capital, and mastery of modern technology, which causes weak competitiveness against imported products.

Chong & Patwa (2023) revealed that responsible marketing communication is essential for the long-term survival of any product or organization. A company will receive better responses and be more respected by customers if its presentation is clear and accurate. Currently, it is not only about designing, developing, and delivering products, but also aims to promote honesty, fairness, and responsibility in advertising to maximize customer satisfaction. Product branding on social media is essential in this digital age. It is used to attract and gain consumer confidence in the products offered so that they believe in buying them.

In the initial observation conducted at the Kampung Batik of Semarang City, Rejomulyo Village, East Semarang District on February 9,

2024, the head of the local neighborhood stated that several sellers could not survive with their businesses and chose to close, especially during the pandemic that brought the economy to a halt. The batik craftsmen also mentioned that currently, the number of batik craftsmen in the Kampung Batik of Rejomulyo Village is 2 craftsmen, and the batik sellers are around 10 shops. In an interview conducted with Mrs. I'in, the owner of the shop "Cinta Batik Semarang," she stated that many batik businesses in Kampung Batik Semarang take batik from outside the city to resell.

To compete well and remain in demand by consumers, batik SMEs must strive so that their batik products remain the choice for customers. For this reason, these batik business actors must have a strategy on how to innovate their batik products so that they remain in demand by consumers. So, Researchers are interested in conducting research with the title "Batik Business Development Strategy in Kampung Batik Kota Semarang.

RESEARCH METHODS

The research design used in this research is descriptive-qualitative. The focus of this research is on internal business factors in the aspects of human resources, raw materials, marketing, and management. Meanwhile, the external factors are competitors, social and economic conditions, and government support. The research subjects are Mrs. I'in and Mrs. Afifah as batik artisans in Kampung Batik, Rejomulyo Village, and East Semarang District.

The data collection techniques used in this research are observation, interviews, documentation, and questionnaires. As for data validity techniques, namely, extending observation, increasing persistence, and triangulation.

The data analysis technique used is interactive interactive model data analysis by Miles and Huberman, with the data analysis procedures used being data collection, data reduction, data presentation, verification, and the final part being the conclusion. Then for the development strategy, use SWOT analysis (Strength, Weakness,

Opportunity, and Threat), where SWOT analysis is an analysis based on logic. That can maximize strengths (Strengths) and opportunities (Opportunities) while simultaneously minimizing weaknesses (Weaknesses) and threats (Threats).

In this research, a SWOT analysis is conducted, which involves two stages of the framework: the input stage and the matching stage:

1. Input Stage

Identifying IFE and EFE Matrix Factors: This involves identifying the company's internal and external factors. The Internal Factors Evaluation (IFE) matrix focuses on identifying strengths and weaknesses within the organization, while the External Factors Evaluation (EFE) matrix identifies opportunities and threats outside the organization.

Assigning Weights to Each Variable: After identifying the internal and external factors, weights are assigned to each variable to reflect their relative importance or impact on the organization's strategic position.

1: If the indicator in the row is less important than the indicator in the column.

2: If the indicator in the row is equally important as the indicator in the column.

3: If the indicator in the row is more important than the indicator in the column.

Assigning Ratings: In this step, after assigning weights to each variable, a rating or score is assigned to each factor. The rating reflects how well the organization is responding to each internal factor (strengths and weaknesses) and how effectively it is addressing each external factor (opportunities and threats).

1: Major weakness (for internal factors) or significant threat (for external factors)

2: Minor weakness (for internal factors) or minor threat (for external factors)

3: Minor strength (for internal factors) or minor opportunity (for external factors)

- 4: Major strength (for internal factors) or significant opportunity (for external factors)
2. Matching Stage of the IE Matrix, The Matching Stage of the IE (Internal-External) Matrix involves placing the organization into one of the nine cells of the matrix, based on the scores derived from the IFE (Internal Factors Evaluation) and EFE (External Factors Evaluation) matrices.

RESULTS AND DISCUSSION

Mapping the Strengths and Weaknesses of Batik Business Actors in Kampung Batik, Semarang City

The quality of human resources in the batik business is very important because business development is highly dependent on the skills possessed by batik artisans. Helmita et al. (2023) also revealed the same thing, namely that competent human resources (HR) will be able to produce batik products that are of high quality, innovative, and meet market needs. Mrs. I'in and Mrs. Afifah, as batik craftsmen in Kampung Batik, run their batik business not solely for profit but also to preserve batik and introduce Semarang batik to the public. However, it is very difficult to find labor in this batik business because, of course, the labor needed must be able to make batik.

The raw materials needed in the batik business are cloth/mori, malam, and batik coloring. Obtaining raw materials is quite difficult because the raw materials obtained to make Semarang batik come from Pekalongan, Solo, or Jogja, and this will certainly affect the selling price of the batik itself. When raw materials are obtained from outside the city, there will be shipping costs and other costs that will affect the selling price of batik. The selection of the quality of raw materials also adjusts the needs, from standard to high quality.

Marketing is certainly one of the factors in the sustainability of a business. In the FIGA batik business by Mrs. Afifah, marketing is assisted by the government, namely in the city hall, the old city, and the DPRD Building, and will also be

exhibited if there is an event or exhibition held by the Semarang city government. For the use of technology, Mrs. Afifah only relies on Facebook. Meanwhile, Mrs. I'in's batik business, Cinta Batik Semarang, only sells at the shop in Kampung Batik Rejomulyo Village and also collaborates with BRI. The utilization of technology used to promote Cinta Batik Semarang's business by Mrs. I'in is Instagram, Facebook, and Shopee. Mrs. I'in's batik products also qualify for export, but Mrs. I'in is still not ready to export.

The Kampung Batik in Semarang City is an individual business, so its business management is still very simple. Management in finance is still simple, namely in recording finances manually and only recording income and expenses. In Mrs. I'in and Mrs. Afifah's batik business as batik craftsmen, production management is always routine every day but is done when there is free time. Mrs. I'in and Mrs. Afifah, as business owners as well as batik craftsmen, also do their marketing with the help of the government.

Table 1. Internal Factors of Business Actors

| Internal Factors | Actors | |
|------------------|---|--|
| | Strength | Weakness |
| Human Resources | Have a business development plan. | Lack of qualified batik craftsmen |
| | | Lack of knowledge about good business management |
| Raw Materials | Non-perishable raw materials | Raw materials are difficult to obtain. |
| Marketing | Promote through social media | Ineffective distribution channels |
| | Has potential for export | Unable to take risks for exports |
| Management | Record income and expenditure transactions regularly. | There is still little apparel in stores. |

| Internal Factors | Strength | Weakness |
|------------------|---|----------|
| | Batik waste does not pollute the environment. | |

Source: Processed data, 2024

Then, to obtain the results of the most important strengths and main weaknesses, the analysis was carried out using the weighting and rating methods.

Table 2. IFE Matrix

| Internal Factors | Score Rating X Weight |
|--|-----------------------------|
| Strength | |
| Have a business development plan | 0,408 |
| Non-perishable raw materials | 0,338 |
| Promote through social media | 0,279 |
| Has potential for export | 0,198 |
| Record income and expenditure transactions regularly | 0,416 |
| Batik waste does not pollute the environment | 0,440 |
| Sub Total | 2,079 |
| Weakness | |
| Lack of qualified batik craftsmen | 0,155 |
| Lack of knowledge about good business management | 0,132 |
| Raw materials are difficult to obtain. | 0,102 |
| Ineffective distribution channels | 0,147 |
| Unable to take risks for export | 0,092 |
| There is still little apparel in stores | 0,114 |
| Sub Total | 0,742 |
| Total | 2,820 |

Source: Processed data, 2024.

The internal situation of batik businesses and batik craftsmen in batik villages is explained by the total weighted value in the IFE matrix. The weight assessment and determination of the rating for the strengths and weaknesses variables state a total weighted value of 2,820. With this total value, it shows that the batik business of batik craftsmen in the batik village of Semarang City can solve

existing weaknesses and have strong internal conditions by using its strengths. Based on the results of the IFE matrix analysis, which states that the factor "batik waste does not pollute the environment" is the most important strength of the batik business in the Batik village, we get a weighted value of 0.440. Then the IFE matrix analysis also states that the factor "lack of qualified batik craftsmen" is the main weakness of the batik business in the batik village by getting a weighted value of 0.155.

Mapping Opportunities and Threats of Batik Business Actors in Kampung Batik of Semarang City

1. Competitors

The Kampung Batik in Semarang City is an individual business, so competitors can be from fellow business actors in Batik. village, batik businesses from Semarang city, or from outside the city. The name Semarang batik is also still not as well known as Pekalongan batik, besides that the craftsmen are still not as good as batik craftsmen from Pekalongan. Other business competitors are also from the batik printing business, whose process of making batik uses a machine so that the price can be cheaper. Business competitors who are fellow craftsmen will certainly have their distinctive motifs and this makes Mrs. I'in as a batik craftsman think she has no competitors.

2. Government Support

The Kampung Batik in Semarang City is strongly supported by the government. In 2006 the city government held batik-making training for the people in Batik village. Then, in 2016 the government made this batik village a thematic village and provided a budget for development of \$200 million. This thematic village is one of the government's efforts to minimize poverty in Semarang City.

3. Social and Economic Conditions

The location of this batik village is near the Semarang city museum and the old city as well so this location is quite strategic for people to visit both people from Semarang and outside Semarang, usually people from outside Semarang such as Jakarta. Then economic conditions also greatly affect the sustainability of this business, for

example during the pandemic when economic conditions were stuck and sales dropped dramatically.

Table 2. External Factors of Business Actors

| External Factors | Opportunity | Threats |
|--------------------------------|---|--|
| Competitor's | Learn from superior batik makers | Competitors with a larger scale |
| | Seeing the strengths of competitors and applying them to one's own business | Batik craftsmen with greater skills can imitate other batik motifs |
| Government Support | There is a program or coaching from the government | Demand for cheap batik |
| | Applicable government policies support SMEs | Assistance from the government is still not maximized |
| Social and Economic conditions | Strategic location of Kampung Batik | The inflation rate affects business development and |

Source: Processed data, 2024

Then the calculation of the determination of the external factor evaluation matrix, or EFE matrix, can be done by identifying the factors included in the opportunities and threats. The results of the EFE matrix analysis can be seen in Figure 2 and Table 3:

Table 3. EFE matrix

| External Factors | Rating Score X Weight |
|--|-----------------------|
| Opportunity | |
| Learn from superior batik makers. | 0,292 |
| Seeing the strengths of competitors and applying them to one's own business. | 0,341 |
| There is a program or coaching from the government. | 0,476 |
| Applicable government policies support SMEs | 0,427 |
| Strategic location of kampung batik. | 0,522 |

| External Factors | Rating Score X Weight |
|--|-----------------------|
| Sub Total | 2,059 |
| Threats | |
| Competitors with larger scale | 0,206 |
| Batik craftsmen with greater skills can imitate other batik motifs | 0,061 |
| Demand for cheap batik | 0,089 |
| Assistance from the government is still not maximized | 0,113 |
| Inflation rate affects business development | 0,155 |
| Sub Total | 0,623 |
| Total | 2,681 |

Source: Processed data, 2024

The external situation of batik The businesses of batik craftsmen in Kampung Batik are explained by the total weighted value in the EFE matrix. The weight assessment and determination of the rating for the opportunity and threat variables state a total weighted value of 2.681. With this total value, it shows that the batik business of batik craftsmen in the batik village of Semarang City can solve existing threats and have strong external conditions by using the opportunities it has. Based on the results of the EFE matrix analysis, which states the factor "strategic location of kampung batik" is the most important opportunity owned by batik businesses in batik villages by getting a weighted value of 0,522. Then the EFE matrix analysis also states that the factor "competing companies with a larger scale" is the main threat to the batik business in the batik village by getting a weighted value of 0.155.

Internal-External Matrix

After calculating the IFE matrix and EFE matrix, an internal-external matrix or IE matrix can be compiled to determine the position of the batik artisan business in the batik village based on nine cell divisions. The x-axis on the IE matrix with the total weighted value of the IFE of the batik business on batik craftsmen in the batik village, which is 2,820, is higher than the total weighted value of EFE, which is 2,681 on the y-axis.

The internal total weight score of 2,820 and the external total weight score of 2,681 indicate the coordinate point located in region V. The batik artisan business in the batik village of Semarang city is located in cell V, which shows the current

business condition, namely in a state of stabilization. Batik business actors need to need a strategy to get maximum results by implementing a keep and maintain strategy with product development and market penetration. The market penetration strategy is an effort carried out by business actors to develop market share through more intense marketing efforts to expand the customer segment and increase sales. In addition, product development can increase sales by innovating existing products. That is why these two strategies are commonly used for positions that require overcoming lost sales and lack of profit.

Batik Business Development Strategy in Kampung Batik of Semarang City

The SWOT matrix is an analytical tool to capture the external opportunities and threats the company can face and adapt to its strengths and weaknesses. The SWOT matrix discusses the results of the data collection that has been collected and will be explained specifically in the analysis stage for strategy formulation.

Based on the results of the SWOT matrix in the table, it can be found that four strategies can be considered by batik business actors to be applied in the batik business in kampung batik.

1. S-O Strategy (Strength-Opportunities)

The S-O strategy is based on the way of thinking of business actors to take advantage of all the strengths they have and make the most of opportunities. The following strategy recommendations are used as alternative strategies for developing batik businesses in batik villages, namely utilizing social media by consistently creating content on social media regarding the batik process and showing the advantages of the company, as well as maintaining good cooperation and strengthening relationships with business partnerships.

2. W-O Strategy (Weakness-Opportunities)

The W-O strategy is a strategy to take advantage of existing opportunities and minimize weaknesses. Strategic recommendations that can be used as alternative strategies in developing batik businesses in batik villages are recruiting competent batik craftsmen so that productivity

levels increase and sales also increase, and providing finished clothes in stores with various models so that buyers from outside the city can buy finished products.

3. S-T Strategy (Strengths and Threats)

The S-T strategy is a strategy that is implemented based on the strengths of the business actors to overcome the threats detected. Strategic recommendations that can be used as alternative strategies in developing batik businesses in batik villages are to continue to create batik innovations and have unique characteristics so that consumers can distinguish between written batik and printed batik, make batik motif designs following the developing trend, and expand the target market and marketing reach.

4. W-T Strategy (Weakness-Threats)

The W-T strategy is a strategy that is applied in the form of defensive activities and tries to minimize existing weaknesses and avoid threats. Strategic recommendations that can be used as alternative strategies in developing batik businesses in batik villages are attending trainings organized by the government related to business and financial management, marketing, and branding strategies and establishing cooperation with various parties who are more competent so that they can solve the problems faced both related to batik motifs and marketing systems.

Tahwin & Nurhidayati (2020) stated that business development strategies must pay attention to internal and external aspects. So as a reinforcement of the strategic analysis that has been suggested, previous research conducted by Dinda Septiani & Sulistyawati (2022) also revealed that the product strategy that can be applied is to increase the number of batik models and variants, not only in the form of batik cloth but ready-made batik clothes ranging from children to adults. Then for marketing, you can aggressively carry out promotional activities on social media and among the public directly, increase sales on marketplaces in Indonesia, and make advertisements and branding business products. In addition, it can also work with parties who are experts in the field of fashion to develop products. Gumusluoglu & Acur (2016) also revealed that to build and improve business development,

companies can set goals that explicitly target identifying and integrating opportunities and developing performance metrics that support collaboration and teamwork, creativity, and innovative behavior.

Doing marketing by utilizing digital technology will greatly affect sales. Research conducted by Oktarina et al. (2019) stated that in today's technological era, social media has an important role in increasing the marketing reach of MSME products. Utilizing social media by branding products and stores to gain consumer trust will greatly affect the increase in sales. Putra Widhanarto et al. (2023) also revealed that marketing through mass media is widely chosen as an effective strategy for increasing interaction with consumers. Among them are Twitter, Instagram, Facebook, TikTok, and so on. This social media is used to expand market reach and consumer networks, where its use of course cannot be separated from the name of the content. Interesting content that is not only in the form of text but also images, videos, animations and so on will be able to increase consumer attractiveness.

In recent years, there has been a drastic change in consumer behavior patterns. Today, consumers have adopted a more digitized lifestyle, actively browsing cyberspace to search for product information, compare prices, and even conduct shopping transactions (Pitaloka & Kardoyo, 2023). So that to attract consumers, business actors, especially here, namely batik craftsmen in Kampung Batik, need to be active on social media related to the batik process, introducing Semarang batik motifs, or providing batik training for kindergarteners to students. This can not only increase sales but also attract people's interest in batik and be an effort to preserve batik culture.

CONCLUSION

The results of the research that has been conducted can be concluded the internal condition of the batik business in Kampung Batik Kota Semarang shows that the main strength is the batik waste that does not pollute the environment, and the main weakness is the lack of qualified batik

craftsmen. The external conditions of the batik business in Kampung Batik Kota Semarang resulted in the main opportunity being the strategic location of the batik village; the main threat is the company's competitors on a larger scale. The strategy for developing batik businesses in Kampung Batik is by recruiting competent human resources, marketing by utilizing social media and marketplaces, and also working with several partnerships or universities.

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