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A Strategy Development for Small Business of Batik Tegalan in Tegal

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Article Info	Abstract
	The aim of this study is to find out a development strategy and amount of cost and benefit for small business of *Batik Tegalan* in Tegal. The population was the owners of *Batik Tegalan* small business in Tegal. The sample used was 30 *batik* businessmen in Tegal. The data were collected using questionnaire and interview. They were analyzed using Cost & Benefit and SWOT analysis. Results of the study show that, 1) based on the calculation results, the average value of BCR is 1.16 which means every small business of *Batik Tegalan* is worth running and the payback period of 30 *Batik Tegalan* small business is also worth running because the average value of investment return period is 0.64 year, 2) based on SWOT analysis, the alternative strategy that can be applied to develop the small business of *Batik Tegalan* in Tegal is SO strategy, a strategy of strength possesed to take advantages of the opportunity.

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INTRODUCTION

The development of Small and Medium-sized Enterprises (SME) in the midst of Indonesian society certainly also helps the government in terms of employment. So that this can reduce the unemployment rate caused by the imbalance between the population and the number of available jobs. At the Ministry of Cooperatives and SME of the Republic of Indonesia, as shown by data in 2017, *SME* have an overall industry portion of around 99.99% (62.9 million units) of the most complete business actors in Indonesia, while large businesses are only 0.01% or approx. -approximately 5400 units. Small businesses absorb around 107.2 million experts (89.2%), Small Enterprises 5.7 million (4.74%), and Medium Enterprises 3.73 million (3.11%), while Large Enterprises absorb around 3 .58 million residents. This means that SME combined absorb about 97% of the national workforce, while large enterprises absorb about 3% of the total workforce in Indonesia. As per Etty (2012) stated that the Indonesian economic market is currently dominated by different imported goods, ranging from automotive, food and agricultural goods to household goods. So that the important role of Indonesian SME is very large to be able to compete with imported goods from abroad country so that SME actors can exist in the business world in the midst of increasingly fierce global competition. Increasing the competitiveness of SME is very important in driving the community's economy, considering that its business practices cover almost all business fields so that *SME*'s commitment is very large to expand market share in the community, Anggraeni (2013).

Tegal as an area in the province of Central Java is an area that has many small and medium industrial activities with considerable economic potential for development. As an area located on the northern coast of Java, Tegal is also crossed by national roads and toll roads that connect between regions on the island of Java. This is very beneficial because it has the potential to be used as a center for small-scale and large-scale industries. To take advantage of these opportunities, local governments must encourage stakeholders to make Tegal a friendly area for investment and small and medium enterprises. According to Prasetyo (2019), to increase industrial competitiveness is to increase work productivity and improve product quality. It is necessary to develop Small and Medium Industries in Tegal, considering that this area is very strategic to open businesses and develop small businesses to increase industrial competition in Tegal.

The Government of Tegal also has an advantage in terms of managing the *batik* industry which is developing as an effort to maintain local cultural heritage. *Batik* is a cultural heritage that is the pride of the Indonesian people. On October 2nd, 2009 UNESCO established *batik* as a unique human cultural heritage from Indonesia. Therefore, the Indonesian people also participate in preserving the culture that has been recognized by the world by maintaining batik as the official clothing of the Indonesian people. The government is asked to be able to maintain, preserve, and pass down the relay to future generations. If it is not implemented, then the sanction is revoked or removed from the list of world cultural heritage Asri (2018). The number of *batik* industries in Indonesia is estimated at 6,120 units with a workforce of 37,093 people and is able to reach a production value of around 407.5 billion rupiah per month or the equivalent of 4.89 trillion rupiah per year Siregar (2020).

Although *Batik Tegalan* products are already quite well known everywhere, this is not able to maintain the existence of the batik industry business in Tegal. In the last 5 years, namely in the 2015-2019 period, the development of batik business in Tegal Regency did experience fluctuations but tended to decline. This can be seen in the following graph:

Table 1. The Development of the *Batik* Businesses Number and Workers in Tegal between

No	Category	Year				
		2015	2016	2017	2018	2019
1.	The Number of *Batik* small industries (Units)	53	53	46	40	30
2.	The number of workers (People)	586	570	512	452	410

the period of 2015-2019

Source: *Dinas Koperasi, UMKM dan Perindag. 2020*

The number of *batik* industry businesses in Tegal in the 2015-2019 period fluctuated. In 2015 it was noted that the number of pottery industry

businesses was 53 units and able to absorb a workforce of 586 people. However, in 2017 the number decreased to 46 units and continued to decline until 2019 to 33 units. Meanwhile, the number of workers also continued to decline until 2019 to 410 people. The *batik* industry in Tegal generally has several workers in the production process. However, the majority of workers who are experts in *batik* making are experienced workers and are not young anymore. As time goes by, these experts are also decreasing, most of them choose to switch to other professions. This is because the wages as batik creators are not enough to meet their daily needs, which is one of the reasons they move to other, more promising professions.

The majority of *Batik Tegalan* marketing in Tegal is by ordering/ordering model although some are displayed in privately owned boutiques. The marketing model that relies on ordering is closely related to the demand factor of Kotler (2007). The finished batik materials are then marketed online or through salespeople, and batik materials are also made for the production needs of batik clothes. In recent years, the demand for batik has tended to decline due to the large number of similar products from outside other regions, thereby reducing the sales turnover of *Batik Tegalan*, which is actually an original product from the Tegal area. The decline in demand for *batik* has clearly made some entrepreneurs reduce their production volumes.

The limited promotions carried out by batik business actors make batik marketing difficult. Market access for batik entrepreneurs is also very limited. Although there are already export-oriented ones, it is not uncommon for exports to falter due to lack of information and access to foreign markets and limited export financing for entrepreneurs. Marketing is still carried out in the Tegal and its surroundings, for the national level marketing is still very limited. Limited access is the main obstacle to being able to promote *Batik Tegalan* so that it affects turnover and sales. According to Ramadhan (2017), it is necessary to increase promotion by utilizing technological developments through social media and innovation. Therefore, it is necessary to make a new breakthrough in marketing to increase sales, one of which is using social media as a forum for promoting batik moor products to be known by the wider community.

The training is carried out to improve the skills of Batik Tegalan entrepreneurs so that Batik Tegalan products are more innovative. However, not all Batik Tegalan entrepreneurs receive assistance and participate in training activities to develop business activities carried out by the government, due to limited quotas so that not all Batik Tegalan entrepreneurs receive training from the government. Tegal *Batik* entrepreneurs also do not all take advantage of the facilities provided by the Tegal Regency Cooperatives and SME Office to obtain capital loans with soft interest rates of 5%. Business capital loans will greatly help the small business entrepreneurs of the batik craft to further develop their business. Not only capital assistance that can be provided by the Government, Government assistance in marketing *batik* products will also greatly assist entrepreneurs in Bonita's *batik* craft (2013). However, the requirements are too heavy, administrative matters are too long-winded and the lack of information about credit makes most *Batik Tegalan* entrepreneurs use their own savings as capital to carry out production activities.

In seeking *Batik Tegalan* to become the center of the batik industry in Tegal, *batik* industry players always try to increase their production in various ways including by establishing partnerships with large entrepreneurs or small entrepreneurs both within the city or outside the city, becoming partners with private agencies or government agencies and connecting with the designer. Research conducted by Mudasetia and Evi (2017) partnerships have a significant influence on business independence. Anggrahini (2020) also explained the need to develop employees' abilities to be more optimal in every job they do, establish good cooperation between parties. From the data obtained, on average, *Batik Tegalan* entrepreneurs do not form partnerships with designers or fellow batik entrepreneurs to market their products, this is due to the low desire of *Batik Tegalan* entrepreneurs to establish cooperative relationships, have a mindset that organizing will only be a waste of time. and was fed up with what had been done so far. With such a view, it will be increasingly difficult for entrepreneurs to develop because of increasingly fierce market competition, thus preventing *Batik Tegalan* from becoming a superior product that is in demand in the market.

The local government through the Office of Cooperatives, Small Medium Enterprises and Industry (SMEI) of Tegal has attempted to formulate policies to develop the *Batik Tegalan* industry. There

are many policies that have been implemented such as the establishment of a *UPT* to accompany the *Batik* business, assistance with production equipment such as batik stamp printing equipment, cantings, frying pans and stoves, training and marketing assistance, providing market access such as exhibitions and also business capital assistance. However, the various policies that have been implemented have not been fully able to develop the batik business in Tegal because the turnover continues to decline. As with the *UPT* that has been established, there is only one assistant staff in it, so it is not optimal in providing assistance (SMEI Office, 2020). Suhartini's research (2015) explains that the very rapid development of the batik business will indirectly increase the potential for the development of Indonesian *batik* businesses to support the creation of added economic value and employment. Meanwhile, according to Polnaya (2015) states that future government policies are deemed necessary to increase their role in empowering Batik SME, as well as developing mutually beneficial business partnerships between large entrepreneurs and Micro, Small and Medium Enterprises (MSME), and improving the quality of Human Resources. Then the research conducted by Purba and Prasetyo (2018) which said that in order to increase the competitiveness of the business, *batik* makers must maintain the quality of batik products and improve the quality of the workforce. This is also in line with Amalia's research (2012) which states that to improve product quality by increasing the competence of batik SMEs by expanding knowledge, adding insight, and developing human resource skills and improving the quality of production equipment. Entrepreneurs should participate more in exhibitions organized by the government and other agencies.

RESEARCH METHODS

This research is a quantitative descriptive study that aims to uncover problems by collecting, compiling, classifying, analyzing and interpreting data in the form of numbers or scores. The quantitative approach is an approach by collecting data in the form of numbers that provide a real picture of the object under study or relevant materials through documents contained in the object of research Sugiyono (2010).

This research explains or knows the level of advantages, disadvantages, opportunities and threats

of the *Batik Tegalan* business. This research provides a new marketing strategy planning formulation for the *Batik Tegalan* business which can later be applied by business managers. The analytical tool used is the method of Cost & Benefit analysis and SWOT analysis which allows to identify, classify and compile all factors that affect the output or the resulting decision. This is in accordance with the purpose of the study, namely to understand better and in depth about the conditions and problems faced by small *Batik* entrepreneurs in Tegal.

The data on the number of *Batik* business in Tegal Regency, the population in this study is as many as 30 Batik Small Businesses in Tegal. The resources that will be used in this research are batik business owners.

The data collection technique in this study was using the Questionnaire. Instrument method as a research tool using a questionnaire. The questionnaire contains questions that have been prepared and structured in a structured manner regarding the research variables to be measured. The questionnaire substantially contains questions regarding the income of *Batik* SME entrepreneurs. Using a respondent's questionnaire, it will be easier to provide answers because alternative answers have been provided and require a short time to answer. The data analysis in this study uses Cost & Benefit and SWOT analysis.

RESULTS AND DISCUSSION

RESULTS AND DISCUSSIONS
1. The Calculation of Cost & Benefit Ratio

The industrial economy is said to have economic benefits and is feasible if the BCR Value > 1. If the BCR value < 1 then the business will bring economic losses. Based on the calculation results, it is known that the average BCR value is 1.16, which means that every *Batik Tegalan* small business is feasible to run.

Table 2. The Calculation of Cost & Benefit Ratio

Batik Entrepreneurs	B/C Ratio
Murti Sari Dewi	1.20
Eka Fitriani	1.19
Siti Khadijah	1.19
Jumaeni	1.14
Siti Fatimah	1.12

Siti Masruroh	1.20
Fatmawati	1.12
Hesti Indriyani	1.19
Wakinah	1.17
Wivayatul Amani	1.12
Aena Mazda	1.14
Sudirah	1.19
Solikha	1.15
Latifah	1.17
Khaerilah	1.20
Ari Reni Purwati	1.12
Solikha	1.19
Masri	1.15
Musripah Maslah	1.12
Iryanti	1.14
Marwah	1.12
Supriyatun	1.14
Aris Pujiastuti	1.17
Leni Widi Astuti	1.12
Turinah	1.20
Darningsih	1.15
Tasriah	1.17
Sumarti	1.15
Ida Maesaroh	1.14
Meli Puspitasari	1.17

Source: Primary Data Analysis, 2021

2. The Calculation of Payback Period

Table 3 shows the economic feasibility of *Batik Tegalan*'s business results using payback period analysis. If the payback period is shorter than the maximum required payback period, the investment will be made. However, if the payback period is longer than the maximum payback period, the investment is rejected or not worth it. The payback period is set for 1 year. The economic feasibility of using a payback period shows that the 30 *Batik Tegalan* business units are feasible to run because the average return on investment period is 0.63 years.

Table 3. The Calculation of Payback Period

Batik Entrepreneurs	Payback Period
Murti Sari Dewi	1.20

Eka Fitriani	1.19
Siti Khadijah	1.19
Jumaeni	1.14
Siti Fatimah	1.12
Siti Masruroh	1.20
Fatmawati	1.12
Hesti Indriyani	1.19
Wakinah	1.17
Wivayatul Amani	1.12
Aena Mazda	1.14
Sudirah	1.19
Solikha	1.15
Latifah	1.17
Khaerilah	1.20
Ari Reni Purwati	1.12
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Aris Pujiastuti	1.17
Leni Widi Astuti	1.12
Turinah	1.20
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Tasriah	1.17
Sumarti	1.15
Ida Maesaroh	1.14
Meli Puspitasari	1.17

Source : Primary Data Analysis, 2021

3. Identification of Strengths, Weaknesses, Opportunities, and Threaths

Based on the results of the analysis of internal and external factors, it can be identified strengths, weaknesses, opportunities and threats that affect the development of small businesses of Batik Tegalan in Tegal Regency. These factors include:

Table 4. The Factor of Strengths, Weaknesses, Opportunities, and Threats

Internal Factors	Strengths	Weaknesses
Marketing	-	Still using common and hereditary methods

Management	-	There is no bookkeeping and recording of company archives
Financial	-	Financial governance is still not controlled and not properly recorded
Operation	The location of the *Batik Tegalan* business is very strategic in terms of buildings There is a show room that is used to display and sell batik	
Research and Development	Creating attractive *batik* designs	Research development is still low
Information System		The information system has not been fully implemented
External Factors	Strengths	Weaknesses
Economy	-	- Expensive raw materials
Social	Safety enviromental condition	Expensive raw materials
Culture	- People love batik	-
Technology	Automatic Batik Stamp Tools based on Programmable Logic Controller (PLC)	Production environment not good

4. Internal Strategy Factors

Table 5. The Calculation of Internal Strategy Factors/ IFAS (*Internal Factor Analysis Summary*)

Internal Strategy Factors	Weight	Rate 1-4	Score
Strenghts (S)	-	-	-
The location of the Batik Tegalan business is very strategic	0,11	3	0,32
There is a batik show room	0,16	4	0,63
Creating interesting batik designs	0,16	4	0,63
Weaknesses (W)	-	-	-
Marketing still uses common and hereditary methods	0,11	1	0,11
There is no bookkeeping and recording of company archives	0,16	2	0,32
Financial governance is still not controlled	0,11	1	0,11
Research battling is still low	0,11	1	0,11
Information system has not been fully implemented	0,11	1	0,11
Total	1,00		2,32

Source: Primary Data, 2021.

5. External Strategy Factors

Table 6. Calculation of External Strategy Factors/ EFAS (*Eksternal Factor Analysis Summary*)

External Strategy Factors	Weight	Rate 1-4	Score
Oportunities (O)	-	-	-
Safe environmental conditions	0,18	3	0,53
People love batik	0,18	4	0,71

Programmable Logic Controller (PLC) based Automatic Batik Stamp tool technology	0,24	4	0,94
Treaths (T)	-	-	-
The price of raw materials is expensive	0,18	1	0,18
Social gap	0,12	2	0,24
Production environment is not good	0,12	1	0,12
Total	1,00		2,71

Source: Primary Data, 2021

Total Internal Factor Strategic (IFAS) is 2.32 (Table 5) and Total External Factor Strategic (EFAS) is 2.71 (Table 6), meaning that IFAS is smaller than EFAS. This explains that in general internal factors have a lower strategic value. Therefore, in forming a strategy to develop the *Batik Tegalan* business, it must focus more on internal factors.

6. *Batik Tegalan* Small Business Development Strategy

Various alternative development strategies can be formulated in the SWOT Matrix analysis model. The development strategy is based on a combination of strengths, weaknesses, opportunities and threats. The SWOT matrix for Batik Tegalan small businesses are:

Table 7. Determination of Alternative Strategies for the SWOT Matrix for Small Business Development of *Batik Tegalan* in Tegal

IFE / EFE	Strengths (S) 1. The location of the *Batik Tegalan* business is very strategic 2. There is a *batik* show room 3. Creating interesting *batik* designs	Weaknesses (W) 1. Marketing still uses common and hereditary methods 2. There is no bookkeeping and recording of company archives 3. Financial governance is still not controlled 4. Information system has not been fully implemented
Opportunity (O) 1. Safe environmental conditions 2. People Love *Batik* 3. Programmable Logic Controller (PLC) based Automatic *Batik* Stamp tool technology	SO Strategy 1. Maintaining product quality 2. Utilizing modern technology to increase productivity 3. Develop marketing network	WO Strategy 1. Administration and financial arrangement 2. Build a sales network 3. Increase promotion by utilizing information technology

Threats (T)	ST Strategy	WT Strategy
1. The price of raw materials is expensive 2. Social inequality 3. Production environment is not good	1. Cooperating with suppliers 2. Innovative designs, interesting motifs and patterns 3. Increase consumer confidence	1. Utilize loan facilities for business development 2. Improve distribution channels 3. Improve workforce skills

Source: Primary Analysis Data, 2021

7. Determining the Priority of the *Batik Tegalan* Business Strategy in Tegal

Based on Table 5, the results show that the score for strength is 1.58 and the score for the weakness factor is 0.76. Meanwhile, Table 6 shows that the score for the opportunity factor is 2.18 and the score for the threat is 0.54. The strength score is greater than the weakness score with a difference of 0.82, while the opportunity score is greater than the threat score with a difference of 1.64.

Based on the identification and score of IFAS and EFAS, it can describe the score of each strategy combination as presented in Table 7.

Tabel 8. The Combinanyion of Alternative Strategy

EFAS	IFAS Strengths (S)	Weaknesses (W)
Opportunities (O)	S-O Strategy = 1,58 + 2,18 = 3,76	W-O Strategy = 0,76 + 2,18 = 2,94
Threats (T)	S-T Strategy = 1,58 + 0,54 = 2,12	W-T Strategy = 0,76 + 0,54 = 1,3

Source: Primary Data, 2021.

Based on the combination of alternative strategies in Table 8, the development strategy of the Batik Tegalan small business is the SO strategy, namely the strategy of using the strengths you have to take advantage of existing opportunities. This strategy is known as an alternative strategy. Based on this alternative strategy, it is recommended that the Batik Tegalan business expand its marketing area, by implementing the following strategies:

1. Maintain product quality.
2. Utilize modern technology to increase productivity.
3. Develop a marketing network.

CONCLUSION

Based on the results of research regarding the Strategy Development for Small Business of *Batik Tegalan* in Tegal, the following conclusions can be drawn. Based on the calculation results, it is known that the average BCR value is 1.16 which means that every small *Batik Tegalan* business is feasible to run and the feasibility of using a payback period shows that the 30 *Batik Tegalan* business units are feasible to run because the average value of the payback period investment is 0.63 years.

An alternative strategy that can be applied in developing the *Batik Tegalan* Small business in Tegal is to use the SO strategy, which is a strategy to use the strengths you have to take advantage of existing opportunities. This strategy is known as an aggressive strategy. By referring to this aggressive strategy, it is better if the *Batik Tegalan* small business expands its marketing area, by implementing strategies that are maintaining the quality of *batik* products, utilizing modern technology to increase productivity, and developing marketing networks. This is in line with Tahwin (2017) which states that the *Batik* Industry must innovate products based on available local culture so that the characteristic sharpness of batik products is obtained which aims to meet consumer tastes.

The priority strategies that can be applied in developing the *Batik Tegalan* Small business in Tegal are maintaining the quality of *batik* products, utilizing modern technology to increase productivity, and developing marketing networks.

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