

Development Strategy of Batik Industrial in Banyumas

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Abstract

Since batik has been acknowledged by the world, the Batik business begins to emerge. Almost every place in Indonesia tries to expose its local heritage as its identity. Banyumas batik has been existing for a long time ago, but its development is not as expected. There are still many problems dealing with it, such as marketing, raw materials, human resources, and financial. This research used a qualitative approach. The data were collected through interviews and questionnaires. The data analysis applied qualitative and SWOT analysis. The findings showed 1) the existence of internal and external factors of Banyumas batik industries, such as production marketing, human resource, raw materials, competition, and regeneration,; 2) based on SWOT analysis, the batik industrial development strategy in Banyumas applied SO (Strength-Opportunity) strategy. It was showed a beneficial situation by using the strength to use the opportunity, such as using modern technology to improve productivity, product quality endurance, develop a wider market network, implement a mentoring program, empower them continuously, use technology to promote social media and innovating the motive and pattern designs to compete fairly.

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INTRODUCTION

Indonesia is a rich country, which has variety of cultures, customs, ethnicities and languages. It is a traditional cultural result of people. Back then, Batik was worn by Central Java people. It was also limited to a noble family with very rigid rules. It meant only limited people could wear Batik, especially with certain motives that were not allowed to be worn by common people. However, Batik's development has been a national fashion worn by Indonesian people in various opportunities (Wulandari, 2011: 2).

The educational division of UN (UNESCO), in October 2009, confirmed Batik as the original and national heritage of Indonesia. Then, it is commemorated as "Batik Day." Since it has been acknowledged by the world, the Batik business begins to emerge. It appears in Batik central cities, such as Surakarta, Yogyakarta, or Pekalongan but almost everywhere. Almost every place in Indonesia tries to expose its local heritage as its identity. One of them is Batik. Therefore, every place has a unique specialty, motive, ornament, and meaning of Batik.

Banyumas is agriculture and highland region. Thus, the developed motives come from its surrounding environment. Its Batik motives are identical to *Jonasan* motives. They are groups of non-geometric motives dominated by brownish and blackish main colors.

Batik development in Banyumas is centered in Sokaraja. It was brought by the followers of Prince Diponegoro after the 1830 war. They mostly stayed in Banyumas. The most famous follower was Najendra. He was a developer of Dyed Batik in Sokaraja. The cloth was made by himself while the color paints were from tom and noni trees. These trees provide yellowish color (Nurwanti et.al., 2015: 82).

Banyumas Batik has great potential to develop quickly. However, in these last 25 years, Banyumas Batik is experiencing decreasing demands. Between the 1970s and 1980s, seven thousand Batik craftsmen existed during its golden era, but now there are only about 700

craftsmen. It happens since there is no regeneration to continue the Batik business. Moreover, there has been an increasing number of the Batik industry in these regions.

Banyumas Batik basically has similar quality and superiority to other Batik from other regions. This batik even has unique color quality at an affordable price. However, there are several factors that become problems in the Banyumas batik industries, such as marketing, capital, human resources, materials and regeneration factors. Munizu (2010) shows several industrial environment factors, such as customers, suppliers, competitors, and technologies significant toward industrial success.

Chandler (quoted by Rangkuti, 2014: 3) argues that strategy to achieve corporate objective deals with long-term objectives, follow-up programs, and resource allocation priority. Proper understanding of strategic concepts and other concerning concepts determine the arranged strategy success.

Rangkuti (2014:153) argues that an applicable strategy success is influenced by strategy adjacency levels and several changes, such as environment, competition, and organizational situation.

Based on those background, the purpose of this research was to describe the internal and external factors of the engaged problems in Banyumas Batik and formulate applicable strategies for Banyumas batik development.

METHODS

This research used qualitative. It analyzed the internal and external factors in developing Batik and the applied strategies.

The data were collected through interviews and questionnaires toward industrial owner, craftsmen, and labors Batik industries in Banyumas and Sokaraja districts. The applied data analysis consisted of SWOT and qualitative analyses. SWOT analysis were used to analyze the influential factors of industries development. On the other hand, qualitative analysis was used

to analyze the applied strategic problems in developing the Batik.

RESULTS AND DISCUSSION

Almost every region had batik with distinctive patterns and motifs that describe the area and have a philosophical meaning. No exception in Banyumas, with its own motives and uniqueness. Banyumas batik has a front-rear uniqueness with the same quality. It is said that it represents Banyumas people's attitudes. They say based on the fact (*cablaka*), and they behave honestly (*blaka*). It means there is no difference between what is said publicly and reality.

Original Banyumas batik is famous with *Jonasan* batik. It has many non-geometrical motive group with whitish or white-brownish primary colors. The brown color indicates *soga*, while the black color indicates *wedel*. Most of the motives represent objects, such as trees, flowers, butterflies, and so on with certain specified forms, the red edge (*buh merah*) and black edge (*buh hitam*) (Purwanto, 2015).

In Banyumas, several industrial galleries or batik shops are around several districts. They are owned individually or collectively. Two districts become the batik centers: Sokaraja and Banyumas districts.

Table 1. Banyumas Batik Industry Descriptions

Years	Business Unit	Production Volume	Production Value (Rp.000)	Investment Value (Rp.000)	Numbers of Employees (Person)
2010	44	185.123	11.107.500	24.000	496
2011	45	190.750	11.445.000	25.100	502
2012	46	196.375	11.782.500	26.200	508
2013	48	202.000	12.120.000	27.300	514
2014	50	207.625	12.457.500	28.400	520
2015	55	213.250	12.795.000	29.500	526
2016	61	218.875	13.132.500	30.600	532
2017	62	224.500	13.470.000	31.700	538

Source: Banyumas Industry and Trade Office (2018)

Table 1 shows that batik industries in Banyumas significantly increases annually. These business potentials could be developed so that further study about external and internal factors and the appropriate strategic alternatives are needed.

Influential Factors of Banyumas Batik Industrial

This great potentials also has challenges. Anoraga (in Gunawan and Permadi, 2015) argues that small enterprises have low human resource quality, low productivity, low product quality, and low technology and information. He also adds production factors, insufficient facility and infrastructure, financial and service aspects, poor business atmosphere, and poor empowerment coordination.

The influential factors of Banyumas batik industry, such as:

Banyumas batik production had unique motives with other regions. The batik motives consist of plants and animals from nature. Each motive contains meaning, message, and local wisdom value reflecting Banyumas people. Banyumas batik motives, such us *Lumbon, Jahe Serimpang, Gemek Setekem, Ayam Puger, Babon Angrem, Sekar Surya, Pring Sedapur, Serayuan, Godhong Kosong, Tirta Teja, Sida Mukti, Sida Luhur, Sekar Jagad, and Udan Riris*. The batik motives had different meanings. It described the Banyumas people who always maintain relationships with fellow humans, the environment and God. Beside that, the people of Banyumas always balance the affairs of the world and the hereafter.

Purwanto (2015) found that the specific and unique Banyumas culture is well illustrated through batik, even the Banyumas people can proclaim their view of life through the spirit that emanates from their batik motives.

Nowaday, some batik craftsmen have implemented several innovations, such as exploring motives, adding *isen-isen*, and coloring. Its could also attract customers. Wulandari and Novandari (2008), Kormanov and Bekarshin (2013), Kurniati and Sucihatiningsih (2018), Apriliyanto (2019), Suliyati and Dewi (2019) found that innovation was a must. It had a function to develop a business and an effort to keep existing in the business world.

A human resource becomes the main element of a business. Human resource competencies have a positive and significant effect on company performance. This means that the higher the competence of human resources, the better the company's performance is shown by the higher company profits (Sulistiyandari, 2016).

Dealing with Batik, the most influential matter is craftsman or *pengobeng*. Most of them are women, especially housewives, and come from around the industrial area. They are not tied to working hours. They are obtained to bring and complete their batik work in their respective homes, and when it is finished, they are returned to the business owner to continue the next process. They are obtained to bring and complete their work in their respective homes, and when it is finished, and it returned to the business owner to continue the next process.

The marketing target of Banyumas batik has not been very broad since it mostly covers local customers. In industrial galleries, batik are displayed in wooden displays, and arranged according to type and price. Customers can see and hold directly the batik they will buy, assisted by workers in the service division. In addition, it is also marketed online, through mass media such as Instagram, websites, and several market places. However, due to less optimal marketing and promotion, so they are still an obstacle in

marketing. For packaging, batik was packed by folding it and putting it in a small box. Then putting it in a paper bag bearing the industrial logo.

Batik production's raw materials also limited. Its obtained from outside the region, such as Pekalongan. Limitations of entrepreneurs in accessing raw materials can be a barrier to the batik production process. This certainly affects production costs.

The technology used in the batik-producing is relatively simple. For manual painted batik takes longer than *printed* batik, because it is a manual process. The price for manual painted Batik, is higher than those *printed* batiks.

Competition also affects industrial development. The increasing number of batik producers in the Banyumas area, causing the competition. Besides competing with local industries, it also competes with batik producers from other regions such as Pekalongan, Solo and Yogyakarta. In the market many sell convection batik which is not a production from the Banyumas area, but from other areas at a lower selling price. It makes the competition even tighter. But, the challenge is the batik industry from outside Banyumas.

Corporate growth is influenced by several continuous factors. It is proven by previous studies from Wulandari and Novandari (2008), Novandari, Sri and Siti (2011), Bonita (2013), Ratna and Fatmawati (2013), Tahwin (2014). They found several factors, such as price, quality, marketing, workforce, raw material, and technology influenced in batik industries.

Banyumas Batik Industrial Development Strategy

The development strategy of Banyumas batik was directed based on SWOT analysis (strengths, weaknesses, opportunities, and threats) that existed in a planning process.

Based on the internal factors, it could be formulated, as shown in the table.

Table 2. Internal Strategic Factor Analysis Summary (IFAS)

Analysis Factor	Quality	Rating	Quality x Rating
Strengths			
Uniqueness and specialty of Banyumas batik motives	0.10	3.8	0.38
Unique Colors	0.08	3	0.24
Product Innovation	0.06	3	0.18
High motivation from batik craftsmen and businessmen	0.07	3	0.21
Competitive sale price	0.07	2	0.14
Product marketing	0.05	2	0.10
Prioritizing batik product quality	0.06	2	0.12
Human resource	0.05	2	0.10
TOTAL			1.47
Weaknesses			
Affordability of raw materials	0.08	3	0.24
No batik craftsman regenerations	0.06	2	0.12
Poor technology utilization	0.07	2	0.14
Less marketing media	0.08	3	0.24
Poor management	0.07	3	0.21
Poor product promotion	0.05	2	0.10
Lower Human Resource	0.05	2	0.10
TOTAL			1.15
IFAS TOTAL			2.62

Source: Processed Primary Data 2019

Table 2 shows that Banyumas batik industries had a strategic and strong position to continuously develop because the strength factor was more dominant than the weakness factor. On the other hand, the batik industry's improvement should keep its existing strength and improve the weaknesses. It had a purpose to

improve and develop the Banyumas batik industry.

After identifying external factors, such as opportunities and threats concerning the batik business, the data were summarized in EFAS matrix tables.

Table 3 External Strategic Factor Analysis Summary (EFAS)

Analysis Factor	Quality	Rating	Quality x Rating
Opportunities			
People interest increase	0.08	3	0.24
Wearing Batik for civil servants on working days	0.07	3	0.21
Support from regional government of private parties	0.08	3	0.24
Current <i>e-commerce</i> based trade era.	0.05	2	0.10
Mentoring and training program from government or concerning institutions	0.05	2	0.10
Promoting exhibition done by the regional government.	0.07	2	0.14
Strategic location	0.06	3	0.18
Broader market scope	0.07	2	0.14
TOTAL			1.35

Threats			
External region competition	0.08	3	0.24
Increasing numbers of ready to wear Batik (Convection) from other regions	0.07	2	0.14
Free market trade leading to many cheap import products	0.08	3	0.24
Expensive raw materials	0.09	3	0.27
Older craftsmen	0.07	2	0.14
Various batik variances			
TOTAL			1.27
EFAS TOTAL			2.62

Source: Processed Primary Data 2019

Considering these threats and opportunities, Banyumas batik still had a strategic position to be developed because of the dominant opportunity score than the threat score.

From IFAS and EFAS tables, the strength and opportunity in developing Banyumas batik industries were stronger than weaknesses and threats. A SWOT matrix was used to compose strategic alternatives for developing batik business. From SWOT analysis, the batik industrial development strategy in Banyumas applied SO (Strengths-Opportunities) strategy. It used modern technology to improve productivities, keep product quality, recruit an experienced workforce, develop a broader market network, implement mentoring and empowerment programs continuously, use technology to promote via social media, and innovating the motive and pattern designs to compete fairly.

The applied WO (Weaknesses-Opportunities) strategy consisted of cost efficiency to improve production, promote training and mentoring for the workforce, and promote information technology. It was also used to improve inter-institutional relationships from the government, society, and private parties to develop batik business and improve human resource skill improvement and sufficient capital.

ST (Strength-Threats) strategy was done by promote overseas, improve customer trust, provide raw material supply, and anticipate mark-up.

WT (Weaknesses-Threats) strategy was done through a distribution channel, improving the workforce via training, and introducing Batik via education.

The applied alternative strategy for Banyumas Batik industrial development consisted of IFAS - EFAS calculations, is SO (Strengths-Opportunities) strategy in the quadrant I, or an aggressive strategy. It showed a very beneficial situation. Banyumas batik industry development had a strength and an opportunity that support each other. It was done by using the strength to use the existing opportunity.

Mentoring and empowerment program for human resource is required as an effort to develop creativity and skill. Siregar, et.al. (2020) showed that mentoring was correlated to improve batik industrial skills in production or marketing processes. Batik painting technique skill improvement was made by cooperating with the Training Center. By giving this skill training for younger persons, their batik painting skills would be better.

It is consistent with studies conducted by Sunarko, Untung and Suci (2017), Nurcholis and Cahyono (2019), Nurfaizal and Anwar (2019), Rifai and Luzi (2018), and Widiastuti (2019). They found cognitive, psychomotor, and skilled human resource improvement influencing work sustainability. It could be done through training, mentoring, and empowering programs about management, IT training, and creativity to improve productivity, broaden

market network, and improve human resource capacity.

Thus, there is a need for inter-connected cooperation with the regional government to improve Banyumas batik production. Banyumas municipality government has applied several policies dealing with this matter. For example, the policy to wear Batik for civil servants, mentoring programs, and training programs for the workforce and the businessmen provide capital assistance. It provides a community to promote the exhibition. The exhibition is done in great events, such as carnival, or Banyumas anniversary, and other events. Thus, it could increase the opportunities of Banyumas batik businessmen.

The community also has an important role in supporting industrial development. They can introducing batik to the wider community. For example, by wearing batik when attending events that involve many people.

Government, society and the private sector must work together in developing this industry. This is in accordance with Talcott Parsons' theory of structural functional. Parsons views society as a collection of social systems that are interconnected and interdependent with their respective functions. When these parties carry out their functions properly and optimally, the Banyumas batik industry can increase and develop so that it has high competitiveness.

When this cooperation exists strongly, it could trigger positive and excellent synergy. Then, it could reach the balance as well as advance and develop batik industries properly.

CONCLUSION

Banyumas batik has uniqueness compared to other different regions' batiks, such as plants and animals' motives from the environment surrounded by forests and mountains. It is the strength to develop Banyumas batik industries besides marketing, human resource, and production factors. The weaknesses consisted of affordability raw materials and limited product distribution. The opportunity of the Batik could be seen from the society's interests. Meanwhile,

the threat was the age of the craftsmen. They were no longer young anymore.

The applied alternative strategy for Banyumas Batik industrial development consisted of IFAS - EFAS calculations, such as SO strategy in the quadrant I, or an aggressive strategy. This strategy showed a beneficial situation by using the strength to use the opportunity, such as using modern technology to improve productivity, keep product quality, develop a broader market network, implement mentoring and training programs continuously, use technology to promote in social media and innovating the motive and pattern designs to compete fairly.

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