

# STRATEGY TO DEVELOP THE SMES IN IMPROVING THE RURAL ECONOMY (A CASE STUDY IN THE CENTRE OF BATIK BAKARAN BU SRI PAK SARNI, BAKARAN KULON VILLAGE, PATI REGENCY, INDONESIA)

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**Abstract.** The aim of this research is to find out what strategies are used by craftsmen in developing The Centre of Batik Bakaran Bu Sri Pak Sarni, Bakaran Kulon Village, Pati Regency, Indonesia and also to identify what their role in improving the rural economy of Bakaran Kulon Village. In addition, this study also aims to determine costs, revenues, profits, internal and external factors that can affect the sustainability of development the SMEs, determine the alternative strategies used by craftsmen in development of this industry. The research methodology was descriptive with the case study technique. The research location is determined in the Centre of Batik Bakaran Bu Sri Pak Sarni, Bakaran Kulon Village, Pati Regency, Indonesia. The data analysis used were (1) cost analysis, revenue and profits analysis, (2) Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) and (3) SWOT analysis. The results of the study, conclude that the Center of Batik Bakaran Bu Sri Pak Sarni is able to provide 21 job opportunities. These SME empowers the community by involving them in the production process from start to the end. The uniqueness of this village is that population have been familiar with doing batik because it has been inherited from generation to generation, therefore they can producing high quality of batik. The result shows the total costs IDR 30,000,000 / month, the revenue is IDR 62,000,000 / month and profit is IDR 32,000,000 / month. IFE analysis identifies 13 strengths and 4 weaknesses, while EFE analysis finds 6 opportunities and 3 threats. The alternative strategy proposed by the SWOT analysis result is to do more optimal offline and online promotions. In conclusion, Centre of Batik Bakaran Bu Sri Pak Sarni has an important role in improving the rural economy, one of which is by providing employment opportunities for local residents.

**Keywords:** EFE, IFE, Strategy to Develop the SMEs, SWOT

## 1. INTRODUCTION

Batik art is the art of drawing on cloth for clothing which became one of the cultures of the family of ancient Indonesian kings. Initially, batik was done only limited to the palace and the results for the clothes of the king and his family and followers. Because many of the king's followers live outside the palace, the batik art is brought by them out of the palace and done in their respective places.<sup>1</sup> Batik is a cultural heritage that Indonesia has. Various motifs and patterns in batik can be found from the west to the east in the territory of Indonesia. The emergence of these motives cannot be separated from the interference of countries that have visited Indonesia in the past. Acculturation occurs through trading, cooperating or even directly colonizing Indonesia. <sup>2</sup> Batik is one cultural heritage that Indonesia has. The UNESCO has confirmed batik as a Heritage Humanitarian for Oral and Non-Cultural Culture on October 2, 2009. Therefore, on October 2, it is celebrated as National Batik Day. Intangible cultural heritage is an important factor in maintaining cultural diversity in the face of growing globalization. An understanding of the cultural heritage of different communities helps with intercultural dialogue and encourages mutual respect for other ways of life. UNESCO has been working for over 60 years in

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the field of intangible cultural heritage, which is associated with the adoption in 2003 of the Convention for the Safeguarding of the Intangible Cultural Heritage.<sup>3</sup>

The history of batik in Indonesia is closely related to the development of the Majapahit kingdom and the spread of Islamic doctrine in Java. In some references, the development of batik was mostly carried out in the era of the Mataram kingdom and later in the Solo and Yogyakarta kingdom. The batik art in Indonesia has been known since those era and continued to grow to the next kingdom and subsequent kings. The widespread of batik art has made it as one of the identity of Indonesia especially the Javanese tribe, after the end of the 18th century or the beginning of the 19th century. The product for the first time was the hand written batik when the found. As the consequence of the spread in Islamic doctrine. Batik became a tool of economic struggle by muslim leader against the Dutch imperialism era in Indonesia.

Batik is an ancestral cultural heritage that is hereditary. Among the ancestors, batik is an activity that can be done every day even for certain groups, for example, the palace, batik cloth with certain motifs to be oversized clothing.<sup>4</sup> However, now the use of batik is not only intended for the palace but all Indonesian people. Collaborate on batik with other accessories so that it looks fashionable. The view of adolescents now that batik cloth is a classic fabric with a complicated process that is less attractive both in terms of color, style, and model is a threat to the preservation of batik, especially local batik.<sup>5</sup> Though as the development of the age of innovation motifs continue to emerge depending on the innovation of the batik craftsmen themselves. This, of course, happens because of the developmental process of an effort made by humans to create innovations so that a variety of new designs appear or new works are made by some batik groups.<sup>6</sup>

The variety of Indonesian batik patterns are very diverse, each region has its own distinctive batik pattern. Every step is a symbol that contains a message to be conveyed. One of the well-known batik is batik bakaran in Juwana District, Pati Regency, Central Java, Indonesia.<sup>7</sup> There are so many superior potentials in Juwana District, one of which is in Bakaran Kulon Village. The boundaries of the Bakaran Kulon Village in the north are bordered by the Java Sea, south of Margomulyo Village, in the west, Langenharjo Village in the west and Bakaran Wetan Village in the east. <sup>8</sup> Bakaran Kulon Village has excellent potential such as batik bakaran. This batik is the cultural identity of the residents of Bakaran Village. This batik has a variety of typical coastal batik motifs such as blebak urang, loek chan, and milkfish motifs. The characteristic of this batik that distinguishes it from other batik is the motif of cracks or cracks.<sup>9</sup> With this superior batik, the majority of the people's livelihoods are as entrepreneurs by establishing a batik SMEs, one of which is Mr. Andreas Agus Wibawa, the owner of Center of Batik Bakaran Bu Sri Pak Sarni, Bakaran Kulon Village, Pati Regency, Indonesia. In this batik production center, there are several advantages among helping to overcome unemployment, the only batik SMEs that uses national standard WWTP in Bakaran Kulon Village and many more.

Based on this background, the objectives of this study are (1) to know the magnitude of costs, revenues and profits (2) to find out internal and external factors that influence industrial development (3) from the result of SWOT analysis to determine alternative development strategies Center of Batik Bakaran Bu Sri Pak Sarni, Bakaran Kulon Village, Pati Regency, Indonesia.

## **2. MATERIAL AND METHODS**

The method used in this study was descriptive method with the technique of case studies. Yin says the case study is an investigation empirical investigating contemporary phenomena in context real life, especially when the boundary between phenomenon and context is not so clear.<sup>10</sup> The location of this research was in the Center of Batik Bakaran Bu Sri Pak Sarni, Bakaran Kulon Village, Pati Regency, Indonesia. This location was chosen because of some consideration. First, the Center of Batik Bakaran Bu Sri Pak Sarni is the only batik SMEs that uses national standard WWTP in Bakaran Kulon Village in its batik production. The second, The synergy of craftsmen and employees in innovating the development of high-quality motifs can support business continuity and increase consumer loyalty such as several government agencies that use their services for

making batik institutions. The time of this study is from 30 May to 05 June 2019 at the Center of Batik Bakaran Bu Sri Pak Sarni, Bakaran Kulon Village, Pati Regency, Indonesia.

The key informants in this study were carried out intentionally (purposive) with the consideration that the person/party most knows and understands the information expected so that later it can assist researchers in writing and developing this research. The key informants in this study were Mr. Agus owns the Center of Batik Bakaran Bu Sri Pak Sarni, employees (Nur Sartono, Astutik, Karti), consumers (Singgih), Puryanto as Chairman of the Vocational Village Program Team in Bakaran Kulon Village and Sugiyanto as the Head of Bakaran Kulon Village. The data used in this study are primary and secondary data while the technique of collecting data through observation, interviews, and documentation. The data analysis methods used are cost analysis, revenue, profit, matrix Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE), the matrix Internal-External (IE) and SWOT.

### 3. RESULT

The batik industry center was first established in 2009. Initially, the equipment, facilities, techniques, and motifs used were still very simple and traditional. Over time, the couple, (Mrs) Bu Sri and (Mr) Pak Sarni, continued to innovate in developing this batik business. In 2011 they marketed their production of batik to consumers by riding a motorcycle from one place to another. Some of the cities in Indonesia they explore from Semarang, Juwana, Tayu, Yogyakarta, Boyolali, Solo and so on. Starting from here, the Center of Batik Bakaran Bu Sri Pak Sarni began to be known and loved by the society and Indonesian batik lovers. The beginning of the career of the batik industry also began with his participation in the exhibition in Yogyakarta. At first, the industry was only able to provide employment for 12 people and now its employees have reached 21 people with different job specifications. Until now, the Center of Batik Bakaran Bu Sri Pak Sarni has arrived at the second generation, namely Mr. Andreas Agus Wibawa (the son of the owner). Mr. Agus also registered his parent's inheritance in Intellectual Property Rights (HAKI) of the Ministry of Law and Human Rights of the Republic of Indonesia.

Based on interview with Mr. Agus, the Center of Batik Bakaran Bu Sri Pak Sarni operates from 8 am to 7 pm with an average number of products per day reaching 300 pieces/month. Craftsmen always prioritize the quality of their products to maintain consumer loyalty. The raw material for batik production is obtained from Solo and Pekalongan which are already famous for the best quality of batik materials. There are several price categories in product sales, ranging from exclusive, standard and cheap categories. Exclusive batik is priced at an average IDR price. 825,000 / pcs. The high price of this batik category is due to exclusivity and originality of the motive. The batik with standard prices is IDR. 200,000 while the cheapest price ranges from IDR. 125,000.11

#### 3.1. Cost, Revenue and Profit

Cost is the monetary value of goods and services that are issued to benefit both now and in the future. Costs can also be used to make a product so that it can be sold and generate cash profits.<sup>12</sup> Cost analysis in this study is all costs incurred to produce batik from the beginning to the end. In the cost analysis, it is divided into 2 namely fixed costs and variable costs. Fixed cost consist of production equipment rental costs, employee salaries and so on. While the cost variable consist of raw material costs, product packaging, cargo costs and so on. The total cost is the sum of the fixed costs and variable costs used for the batik production process. The total production costs can be seen in the table.

Table 1. Total Cost Analysis the Center of Batik Bakaran Bu Sri Pak Sarni in May 2019

No	Cost Type	Cost/Month
1	Fixed Cost	IDR 6,000,000

2	Variable Cost	IDR	24,000,000
	Total	IDR	30,000,000

Source: Primary Data Analysis, 2019

Based on table 1 above, it can be seen that the total cost incurred in batik production is IDR 30,000,000. The fixed costs are IDR 6,000,000 while the variable costs are IDR 24,000,000. The biggest costs in batik production in the Center of Batik Bakaran Bu Sri Pak Sarni are variable costs. This is due to a large number of batik production based on consumer orders and requests for certain events such as before Eid and so on. Besides that, it was also influenced by the high price of materials used during the batik production process. So, it is not surprising that the difference between these two fees reaches IDR 18,000,000

Table 2. Revenue of Center of Batik Bakaran Bu Sri Pak Sarni May 2019

No	Description of Revenue	Unit Price	Total	Revenue/month
1	Exclusive	IDR 825,000	20	IDR 16,500,000
2	Standard	IDR 200,000	140	IDR 28,000,000
3	Cheapest	IDR 125,000	140	IDR 17,500,000
Total		300		IDR 62,000,000

Source: Primary Data Analysis, 2019

Analysis of batik demand in the Center of Batik Bakaran Bu Sri Pak Sarni is presented in the table above. Baridwan argues that "cash receipts involve several parts contained in the company so that cash receipt transactions are not concentrated in just one part, this is needed in order to meet internal control principles".<sup>13</sup> The revenue is calculated by multiplying the unit price per batik price category by the number of production requests. The total revenue reaches IDR 62,000,000. Most receipts come from standard priced batik, which reaches IDR 28,000,000 with a total production of 140 pieces. Most consumers choose this category of batik because the price is affordable and in accordance with the existing wallet budget. Not all layers of consumers can afford and want to buy expensive price categories unless there are certain events such as world batik days, recipes, ahead of Eid and so on. The advantage of Center of Batik Bakaran is the difference between the revenue obtained with all the total production costs incurred within a month as in table 3 below.

Table 3. Profit of Center of Batik Bakaran Bu Sri Pak Sarni May 2019

No	Description	Cost/month
1	Revenue	IDR 62,000,000
2	Total cost	IDR 30,000,000
3	Profits	IDR 32,000,000

Source: Primary Data Analysis, 2019

While net income comes from transactions in income, expenses, profits and losses. Profit is generated from the difference between incoming resources (income and profits) and outgoing resources (expenses and losses) over a period of time.<sup>14</sup> From table 3 above shows that the benefits obtained by the Center of Batik Bakaran Bu Sri Pak Sarni are IDR. 32,000,000. This calculation is obtained by means of total revenues of IDR. 62,000,000 reduced by total costs (fixed costs and variable costs) of IDR. 30,000,000.

### ***3.2. Analysis of Internal and External Factors in the Development of the Center of Batik Bakaran Bu Sri Pak Sarni***

Internal factors are factors that originate from within an industry. Internal factors of the Center of Batik Bakaran Bu Sri Pak Sarni are factors related to human resources, production, marketing, promotion and many more. From this analysis of internal factors, it produces 13 strengths and 4 weaknesses.

Whereas external factors are factors that originate from outside the industry such as environment, culture, technology, social, competitors, consumers, society, politics, Bakaran Kulon Village policy, Pati Regency government policies and so on so that generally cannot be controlled.<sup>15</sup> This external factor has a significant impact that affects the development of the Center of Batik Bakaran Bu Sri Pak Sarni. The identification of internal and external factors in the development of the Center of Batik Bakaran Bu Sri Pak Sarni is presented in tables 4 and 5.

Table 4. Internal Factors for the Development of the Center of Batik Bakaran Bu Sri Pak Sarni

No	Strenght	No	Weakness
1	Stock abundantly uniformly	1	Lack of expert workers
2	Saving time	2	Bookkeeping is still simple
3	Quality and quality ingredients	3	Online promotion is not maximal
4	Using WWTP national standards	4	There is no separation of benefits
5	Strategic place		
6	Large parking area		
7	HR Empowerment		
8	Maximum offline promotion		
9	Many relations with government agencies		
10	Has a distinctive motif		
11	Infrastructure facilities using traditional		
12	Skilled batik workers		

13 Access search using Google

Source: Primary Data Analysis, 2019

Table 5. External Factors for the Development of the Center of Batik Bakaran Bu Sri Pak Sarni

No	Opportunity	No	Threat
1	Become a means of edutourism and shopping vehicles	1	Fluctuations in raw material prices
2	Available raw materials are easily obtained	2	The level of unfair competition
3	Demand is increasing before and after Eid	3	Competitors use information technology
4	Attending batik exhibitions internationally		
5	There is batik training from Pati Regency Government		
6	<u>The existence of exclusive motives makes government agencies use their batik services without an auction</u>		

Source: Primary Data Analysis, 2019 vb

**3.3 Strategy for Development of Center of Batik Bakaran Bu Sri Pak Sarni**

SWOT analysis is an identification of various factors systematically to formulate the company's strategy. This analysis based on the logic that can maximize strengths and opportunities (opportunities), and simultaneously can minimize weaknesses (weaknesses) and threats (Threats). The strategic decision-making process is always related with the development of company mission, goals, strategies and policies.<sup>16</sup> Several studies have been carried out in Bakaran Kulon Village, Pati Regency using SWOT, among others, research conducted by Ani Rakhmawati, Sri Marwanti, Setyowati (2018) on the strategy of developing Jumiati's milkfish industry, but no studies have examined the strategy of developing the batik industry in Bakaran Kulon Village. Therefore analysis and research is needed on the batik industry in Bakaran Kulon Village.

The IFE matrix is used to analyze internal factors (strength and weakness) while the EFE matrix is to identify external factors (opportunity and threats). Based on the analysis of the matrix IFE and EFE will produce an IE Matrix (Internal and External). After that, SWOT (strength, weakness, opportunity, threat) standard analysis will be prepared to identify alternative strategies that can be done in developing the Center of Batik Bakaran Bu Sri Pak Sarni, Bakaran Kulon Village, Pati Regency, Indonesia. The IFE, EFE and IE matrices will be presented in the table below.

Table 6. IFE Matrix Development of Center of Batik Bakaran Bu Sri Pak Sarni

Internal factors	Weight	Rating	Weighting score
			1041

Strength				
1	Stock abundantly uniformly	0,048	3	0,144
2	Saving time	0,039	3	0,117
3	Quality and quality ingredients	0,061	4	0,244
4	Using WWTP national standards	0,063	3	0,189
5	Strategic place	0,045	3	0,135
6	Large parking area	0,041	3	0,123
7	HR Empowerment	0,045	3	0,135
8	Maximum offline promotion	0,058	4	0,232
9	Many relations with government agencies	0,046	3	0,138
<b>10</b>	<b>Has a distinctive motif</b>	<b>0,123</b>	<b>4</b>	<b>0,492</b>
11	Infrastructure facilities using traditional	0,045	3	0,135
12	Skilled batik workers	0,064	4	0,256
13	Access search using Google	0,053	4	0,212
Weakness				
1	Lack of expert workers	0,081	2	0,162
2	Bookkeeping is still simple	0,072	1	0,072
3	Online promotion is not maximal	0,071	2	0,142
4	There is no separation of benefits	0,045	1	0,045
<b>Total</b>		<b>1</b>		<b>2,973</b>

Source: Primary Data Analysis, 2019

Table 7. EFE Matrix of Development of Center of Batik Bakaran Bu Sri Pak Sarni

External factors	Weight	Rating	Weight Score
<b>Opportunity</b>			
1 Become a means of edutourism and shopping vehicles	0,143	4	0,572
2 Available raw materials are easily obtained	0,119	3	0,357
3 Demand is increasing before and after Eid	0,088	2	0,176
4 Attending batik exhibitions internationally	0,124	3	0,372
5 There is batik training from Pati Regency Government	0,085	1	0,085
6 The existence of exclusive motives makes government agencies use their batik services without an auction	0,089	2	0,178
<b>Threats</b>			
1 Fluctuations in raw material prices	0,139	4	0,556
2 The level of unfair competition	0,114	3	0,342
3 Competitors use information technology	0,099	3	0,297
<b>Total</b>	<b>1</b>		<b>2,935</b>

Source: Primary Data Analysis, 2019

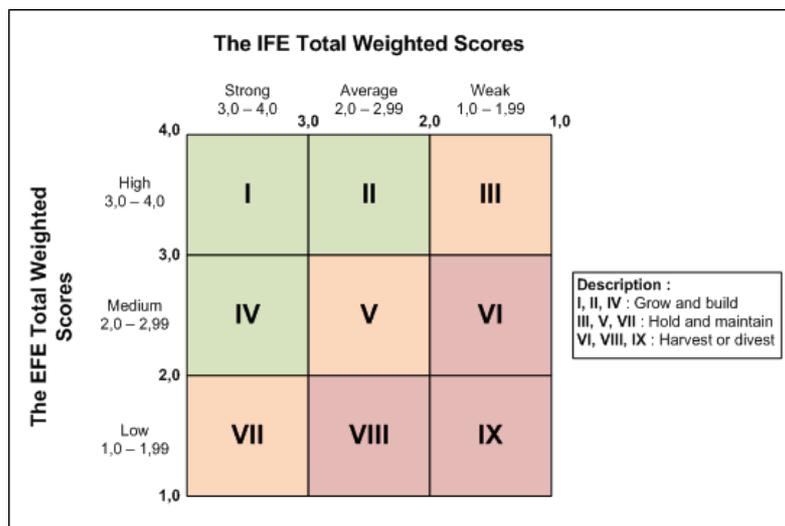


Figure 1. IE Center of Batik Bakaran Matrix Bu Sri Pak Sarni

The main strength in the development of the Center of Batik Bakaran Bu Sri Pak Sarni is that it has a distinctive motif with the highest score of 0.492. Then the weakness is the lack of skilled workers with a score of 0.162. This happens because production output continues to increase but is constrained due to limited labor, especially when certain events such as ahead of holidays, celebrations, competitions, agency uniforms and so on. In recruitment, the workforce must really pay attention to and consider the various things, not just choose it.

Analysis of factors in the IFE scores 2.973, which is considered strong because it is above 2.5. It can be identified that the Center of Batik Bakaran Bu Sri Pak Sarni is able to utilize the potential, strengths, and opportunities that exist in an effort to develop its business. Based on the acquisition of IFE and EFE results, it can be seen that the IFE result is 2.973 while EFE is 2.935. Based on figure 1, Center of Batik Bakaran Bu Sri Pak Sarni is in position V (maintaining and maintaining). The strategy that can be done is an intensive strategy, namely with market penetration and a strategy to develop batik motifs. After analyzing IFE, EFE and IE the next step is to form a SWOT to find out the alternative strategies that can be done to develop the Center of Batik Bakaran Bu Sri Pak Sarni.

Table 8. SWOT Analysis in Developing the Center of Batik Bakaran Bu Sri Pak Sarni

	<b>Strength (S)</b>	<b>Weakness (W)</b>
	1. Stock abundantly uniformly	1. Lack of expert workers
	2. Saving time	2. Bookkeeping is still simple
	3. Quality and quality ingredients	3. Online promotion is not maximal
	4. Using WWTP national standards	4. There is no separation of benefits
	5. Strategic place	
	6. Large parking area	
	7. HR Empowerment	
	8. Maximum offline promotion	
	9. Many relations with government agencies	
	10. Has a distinctive motif	
	11. Infrastructure facilities using traditional	
	12. Skilled batik workers	
	13. Access search using Google	

<b>Opportunity (O)</b>	<b>Strategy S-O</b>	<b>Strategy W-O</b>
<ol style="list-style-type: none"> <li>1. Become a means of edutourism and shopping vehicles</li> <li>2. Available raw materials are easily obtained</li> <li>3. Demand is increasing before and after Eid</li> <li>4. Attending batik exhibitions internationally</li> <li>5. There is batik training from Pati Regency Government</li> <li>6. The existence of exclusive motives makes government agencies use their batik services</li> </ol> <p>without an auction</p>	<ol style="list-style-type: none"> <li>1. Maintain consumer loyalty and continue to innovate new motives (S1, S3, S7, S10, S12, O1, O2, O3)</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop better operational management (W1, W2, W3, O4, O5, O6)</li> </ol>
<b>Treats (T)</b>	<b>Strategy S-T</b>	<b>Strategy W-T</b>
<ol style="list-style-type: none"> <li>1. Fluctuations in raw material prices</li> <li>2. The level of unfair competition</li> <li>3. Competitors use information technology</li> </ol>	<ol style="list-style-type: none"> <li>1. Perform massive online-offline promotions (S5, S6, S8, S9, S13, T3)</li> <li>2. Paying attention to the selling price to maintain consumer loyalty (S2, S4, S11, T1)</li> </ol>	<ol style="list-style-type: none"> <li>1. Motivating employees to have a competitive life in business competition (W4, T2)</li> </ol>

Source: Primary Data Analysis, 2019

#### 4 . DISCUSSION AND CONCLUSIONS

Based on the results of the study, several conclusions can be drawn. The states that the main focus of financial statements is profit, so financial statement information should have the ability to predict future profits.<sup>17</sup> Profit as a measure of company performance reflects the process of increasing or decreasing capital from various sources transactions<sup>18</sup>. In reality, financial analysis is very necessary and becomes one of the most important aspects in developing a business. In running its business during May 2019, the total receipts from the Center of Batik Bakaran Bu Sri Pak Sarni, Bakaran Kulon Village, Pati Regency, Indonesia are IDR 62,000,000 with a total cost of IDR 30,000,000, so that the May 2019 profit reaches IDR 32,000 .000. In developing its business,

an analysis of internal and external factors is needed which contains SWOT analysis (Strength, Weakness, Opportunity, Threats). Based on the analysis there are 13 strength, 4 weakness, 6 opportunity and 3 treats). The results of the SWOT analysis were then rearranged to determine alternative strategies in developing the Center of Batik Bakaran Bu Sri Pak Sarni. There are 5 strategies including maintaining customer loyalty and continuing to innovate new motives, developing better operations, conducting massive online-offline promotions, paying attention to selling prices to maintain customer loyalty and the last is motivating employees to have a competitive spirit in business competition. Based on the results of the study, several conclusions can be drawn. In running its business during May 2019, the total revenue from the Center of Batik Bakaran Bu Sri Pak Sarni, Bakaran Kulon Village, Pati Regency, Indonesia are IDR 62,000,000 with a total cost of IDR 30,000,000, so that the May 2019 profit reaches IDR 32,000,000. In developing its business, an analysis of internal and external factors is needed which contains SWOT analysis (Strength, Weakness, Opportunity, Threats). Based on the analysis there are 13 strength, 4 weakness, 6 opportunity and 3 treats). The results of the SWOT analysis were then rearranged to determine alternative strategies in developing the Center of Batik Bakaran Bu Sri Pak Sarni. There are 5 strategies including maintaining customer loyalty and continuing to innovate new motives, developing better operations, conducting massive online-offline promotions, paying attention to selling prices to maintain customer loyalty and the last is motivating employees to have a competitive spirit in business competition.

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