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### Determinant strategies in empowering batik craftsmen to increase competitiveness

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#### ABSTRACT

Batik is one of the nation's great cultural heritage. Each region also has batik art. The city of Surabaya also has a unique batik culture, one of which is Semanggi batik. It is hoped that the batik business will encourage opportunities for people's economic strength and competitiveness. But in fact, the competitiveness of Semanggi batik products is low. This study aims to identify the strengths and weaknesses (internal environmental conditions) and to identify opportunities and threats (external conditions) of the semanggi batik craftsmen group as the basis for formulating strategies to improve competitiveness. The study used a qualitative approach with data collection techniques, focus group discussion (FGD), semi-structured interviews, observation, and document collection. Informants are determined using purposive. The data analysis uses interactive models and SWOT analysis. The results showed that the internal conditions that support the floating strength of semanggi batik include distinctive iconic motifs that distinguish them from other batik and batik coloring using organic materials. Opportunities that arise are export opportunities, city government support, support from other elements of society, and online marketing opportunities. While the existing weaknesses include the number of artisans, low digital-based marketing capabilities, batik motifs that have not been registered as intellectual property rights, limited production, and marketing volume, low capital. The threats that arise are the emergence of competitors and expensive production costs that affect the selling price of batik. The map of the internal and external conditions of the semanggi batik craftsmen is handy as a material for formulating strategy formulations in empowering semanggi batik artisans.

**Keyword:** Empowerment of Craftsmen, Semanggi Batik, SWOT, Competitiveness

#### A. Introduction

Indonesia's cultural heritage, which is one of the identities of the Indonesian nation, is batik. The international community through the United Nations Educational, Scientific and Cultural Organization (UNESCO) on October 2, 2009, has determined batik as one of Indonesia's cultural heritage that deserves to be included in the Representative List of the Intangible Cultural Heritage of Humanity, meaning that batik is a cultural heritage. It is hoped that the ancestors of the Indonesian nation can become a driving force for the economy and raise the welfare of the community, especially batik craftsmen (Sudantoko: 2011).

UNESCO's recognition of batik caused the economic value of the batik business to increase. Including in the Surabaya Region. In the city of Surabaya, there are several batiks with distinctive patterns, one of which is Semanggi Batik, which is produced in Sememi Village, Benowa District, Surabaya City. The clover batik motif is inspired by the cloverleaf which is often found in Semi Village, Benowo District, and is processed into many culinary specialties of Surabaya, namely Clover Pecel. Thus, clover batik has been "iconic" in the area. In addition, batik clover also has a philosophy that is "high spirits".

Initially, batik craft in Sememi was founded by PKK women in 2015. The batik makers are residents of RW 01, located in Sememi Jaya Gang 8, Sememi Village. This batik activity is aimed at the mother in supporting the family economy. Through this batik activity, the empowerment process for PKK mothers as batik artisans can improve the economy in Sememi Village, Benowo District.

Preliminary research results indicate that there are several problems in the production of clover batik in Sememi Village, Benowo District, Surabaya, as follows :

The clover batik production system in Sememi Village, Benowo District, Surabaya is based on order, and if there are no orders, they do not produce. This fact shows that the production of clover batik is not sustainable.

Clover batik production had a vacuum for 3 years because the governance system that was held was not professional.

HR capabilities, especially related to marketing are still low

Based on the results of the preliminary research above, it can be concluded that there needs to be serious attention so that the craftsmen community can be more competitive. For this reason, appropriate empowerment strategy formulations are needed so that the production of clover batik becomes good.

A reliable strategy formulation is always preceded by a mapping of internal and external environmental conditions. In SWOT theory, environmental aspects are divided into the internal environment and external environment. The internal environment is analyzed to map the strength and weaknesses of the institution, in this case, the clover batik community group. While the external environment is analyzed to map opportunities and challenges in clover batik production. This is the focus of this research, which is analyzing the internal and external environment to look for strengths, weaknesses, opportunities, and challenges in clover batik production.

## **B. Literature Review**

### **Empowerment**

Conceptually empowerment or empowerment comes from the word "power" (power or empowerment). Therefore, the main idea of empowerment is in contact with the concept of power (Suharto, 2005). Furthermore, empowerment refers to the ability of people, especially vulnerable and weak groups so that they have the strength or ability to (a) fulfill their basic needs so that they have freedom, meaning not only to express their opinions but to be free from hunger, free from hunger, foolishness, free from pain; (b) reach productive resources that enable them to increase their income and obtain the goods and services they need; (c) participate in the development process and decisions that affect them. In line with this thought, Friedman (1992) defines empowerment as an alternative approach to building community initiatives, which is the state

Mardikanto (2012) explaining empowerment implies improving the quality of life or well-being of each individual and society, including (1) Improving the economy, especially food sufficiency; (2) Improvement of social welfare (education and health); (3) Freedom from all forms of oppression; (4) Guaranteed security; (5) Guaranteed human rights free from fear and worry.

According to Suharto (2005) empowerment can be done through three levels or dimensions of empowerment (empowerment): micro, mezzo, and macro. 1) At the micro-level, empowerment is carried out on individual clients through guidance, counseling, stress management, crisis intervention. The main goal is to guide or train clients in carrying out the tasks of life. This model is simultaneously referred to as a task-centered approach. 2) Mezzo level, empowerment is carried out on a group of clients. Empowerment is done by using groups as an intervention medium. Education and training, group dynamics, are usually used as a strategy to increase client awareness, knowledge, skills, and attitudes so that they have the ability to solve the problems they face. 3) Micro-level, this approach is also referred to as a large system strategy (large system strategy), because the target of change is directed at a broader environmental system such as policy formulation, social planning, campaigns, social action, lobbying, organizing and community development, are some strategy in this approach.

### **SWOT Analysis**

SWOT is an analysis used to determine the best strategy that must be done by looking at and comparing the strengths or weaknesses with the existing opportunities, comparing strengths and weaknesses with the obstacles or threats faced.

Swot analysis is usually used as a tool to analyze internal and external factors in order to achieve a systematic approach to dealing with situations. Internal and external factors are the most important for the future of the business. (Dijana Oreski, 2012)

Commonly used as a tool for the analysis of internal and external factors in order to achieve a systematic approach and support to address the situation. Internal and external factors are the most important for the future of businesses.

The empowerment strategy that will be applied in this study uses the SWOT Analysis technique. SWOT analysis is one of the techniques for formulating strategies. A SWOT analysis consists of analyzing the internal and external environmental situations of the entities to be studied. The internal environment refers to the search for strengths and weaknesses, while the external environment refers to the analysis of opportunities and challenges.

## Methods

This type of research is descriptive qualitative, which is a method that examines the status and certain objects, certain conditions, system of thought, or a particular event at present. According to Moeleong (2005), qualitative research is research that aims to understand, make a description or picture in a systematic, factual and accurate manner about the facts, traits, and relationships between the phenomena under study :

### Interview

The interview is a collection method used to obtain information directly from the source of the data. This technique is used to obtain data from informants using purposive sampling. The informants that we determined through the purposive method are as follows :

1. Sememi Village Chief Benowo District
2. Head of Surabaya City Cooperative and UMKM Service
3. Chairman and Management of Semanggi Batik Craftsmen Sememi Village
4. Members of the Semanggi Batik Craftsmen in Sememi Village

### b. Observation

Observation is an activity that is done by observing the events under investigation, as well as to obtain more accurate information about the matters being investigated. The observations made were related to the motives and activities of artisans in making batik

### Documentation

Documentation and data collection is a way to collect research data by studying and recording the parts that are considered important from various official treatises contained in the research location.

### Focus Group Discussion (FGD)

Focus Group Discussion (FGD) a way of collecting research data conducted through group discussions with semanggi batik craftsmen. It aims to obtain data and an overview of empowerment carried out in batik artisans.

The data analysis technique used in this study is an interactive model from Miles and Huberman to find Strengths, Weakness, Opportunities, and Threats (SWOT). According to Miles and Huberman, there are at least 3 main components in data analysis, namely data reduction, data display, and conclusion drawing/verification. Data reduction is related to efforts to select and sort data that is relevant to the focus of research and compose them on major themes. After the data reduction stage, the research results are sought for patterns and displayed in a form that is easier to understand so that the next stage (conclusion drawing) is easier to do.

## Result and Discussion

SWOT analysis is one of the strategic plan formulation techniques that are very well known by academics. A SWOT analysis consists of two stages that are carried out continuously. The first stage is an analysis of the internal environment (to map what factors are strengths and weaknesses) and the external environment (what factors are opportunities and threats). Strengths and opportunities will be positive because they can encourage empowerment efforts to improve the competitiveness of clover batik artisans. Weaknesses, and threats will be negative because it will hamper the empowerment and competitiveness of clover batik craftsmen. The second

stage is the stage of strategy formulation based on the strengths and weaknesses of threats that have been formulated. The focus of this research is on the first stage.

As explained earlier, the focus of this research is to map the factors that are strengths-weaknesses as well as opportunities-threats (Strength-Weakness & Opportunity-Threat / SWOT). The SWOT map as intended is described below.

#### Power

1. The quality of human resources, in this case, the ability to make batik is quite capable. This ability is obtained by the craftsmen from some of the training that they follow. The results of the training were then developed independently by the craftsmen. So that this ability is increasing and evenly distributed. The ability to make batik includes the ability to stamp, taste, (etc.). In general, this ability can be assessed as good, so it can be incorporated into aspects of strength.
2. There is management/governance that is quite well implemented in batik production. The craftsmen have implemented a simple, yet capable task sharing system. The division of tasks is tailored to the abilities possessed by each member. The division of tasks is done so that production runs more efficiently. Thus, management can be grouped into strengths. The division of tasks is done so that production runs more efficiently. Thus, management can be grouped into strengths.
3. The iconic distinctive motif of making clover batik has its own characteristics. The cloverleaf motif is a unique motif inspired by clover plants that grow and are processed into various foods in Benowo sub-district. This clover motif cannot be found in other areas, so it can be claimed as a typical motif of the sememi sub-district of Benowo District. This distinctive motif makes clover batik has a unique appeal and becomes its own strength to compete.
4. Has applied high-quality organic/natural batik technology. The craftsmanship ability of the craftsmen is increasing with the mastery of batik technology with organic coloring (not chemical). Of course, this will be a strength in competing because the value of organic batik is certainly higher than non-organic batik.

#### Weakness

1. A Very limited quantity of HR. Clover batik craftsmen numbered only 15 people. With this amount, often the clover batik craftsmen are overwhelmed with large orders. As a result, several times large orders become unworkable. Of course, this is a weakness that will hinder the production of clover batik.
2. Aspects of online marketing capabilities are not yet qualified. Clover batik artisans complained about their limitations in marketing products through online. In fact, in the current era, marketing opportunities through the online system are huge.
3. Clover batik motifs have not been registered as intellectual property rights. Distinctive clover batik motifs have not yet been registered as intellectual property rights. Of course, this contains potential problems for the future if the motive has not been registered as an intellectual property right because it is prone to be used by other parties without permission.
4. Capability in marketing is still limited. The marketing system that was built is also still very limited. They only accept orders from people who know there is a clover batik, without any better promotional efforts.
5. Limitations in production volume, because the technology used is still traditional, the cost of upgrading technology is expensive, the quantity of human resources is insufficient.

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#### External Analysis

As with internal analysis, external analysis is used to analyze the positive and negative aspects of increasing the competitiveness of clover batik products, but with different focal points. If internal analysis focuses on the internal group of artisans, then external analysis relies more on factors that are outside the group of artisans. External analysis is carried out to map opportunities and obstacles. Opportunities are positive aspects (driving) for increasing the competitiveness of clover batik products, while threats are negative aspects (inhibitors) for the competitiveness of batik products. Here are the opportunities and threats in clover batik production.

#### Opportunity

1. There are loyal consumers of clover batik products, so they are not affected by batik competition. Batik Semanggi has loyal customers consisting of government employees, especially in the Benowo sub-district, students in the Benowo sub-district, and several social organizations such as Fatayat NU Surabaya.
2. Opening of export opportunities by the Surabaya city government for local products. This is certainly a great opportunity for batik to be extended to the world of exports.
3. Attention from the city government of Surabaya to clover batik through training programs, exhibitions, and other assistance. These programs are certainly very important to improve the competitiveness of the clover batik.
4. There is support from other social elements such as the attention of the world of higher education and social organizations in the development of clover batik. Such support includes training and orders as a uniform.
5. The existence of marketing opportunities online as a form of development of information and communication technology. Today, online marketing opportunities are increasingly diverse and developing very rapidly. This is certainly a very valuable opportunity to promote the marketing of clover batik.

#### Conclusion

Semanggi batik has great potential to develop and compete in the future because it has several strengths and supports opportunities. These strengths include the ability of human resources to make batik, reliable simple management, iconic motifs, and the use of organic technology. On the other hand, there are loyal consumers, export opportunities, government support, support from social organizations, and online marketing opportunities. However, although there are several strengths and opportunities, the development of semanggi batik also has weaknesses and threats, which make semanggi batik less developed and competitive. These weaknesses include an inadequate quantity of human resources, low online marketing ability, batik motifs that have not been registered as intellectual property rights, less varied motives, and very limited production volume. The threats that arise include the existence of competitor printing batik which can produce on a larger scale and at lower prices, the existence of other batik motifs in Surabaya (competitors), the construction of the Surabaya West Outer Ring Road which relocates several craftsmen so that the number of craftsmen is decreasing.

It is necessary to create strategies and policies that can optimize the potential and minimize obstacles in the production of batik semanggi, as below.

1. Online marketing training
2. Capital assistance for more modern tools

3. Registration of intellectual property rights
4. Assistance for wider market access both at home and abroad

From the recommendations above, it is hoped that semanggi batik will grow and have high competitiveness so that it can provide welfare for the craftsmen.

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