



Business Development Strategies For Batik Panembahan SMEs in Pekalongan Using SWOT Analysis and The Business Model Canvas

Strategi Pengembangan Bisnis Pada UMKM Batik Panembahan Pekalongan Dengan Analisis SWOT dan *Business Model Canvas*

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Abstract

Research Background: *This study examines the business development strategy of Batik Panembahan, a small and medium enterprise (SME) engaged in the production and sale of micro-fabric batik shirts, which still relies on a market follower approach without distinctive product differentiation. The purpose of this study is to formulate an appropriate business development strategy by integrating SWOT analysis and the Business Model Canvas (BMC).*

Methods: *This research uses a descriptive qualitative approach, with data collected through in-depth interviews, participatory observation, and documentation. The research subject is the owner of Batik Panembahan, located in South Pekalongan.*

Key Findings: *The results indicate that the business has strengths in production independence and local distribution networks through Shopee and resellers. However, the main weaknesses include limited capital, the absence of a strong brand image, and suboptimal digital marketing strategies. The Business Model Canvas analysis shows that elements such as customer segments, value propositions, and channels are functioning well, while key partnerships, business legality, and digital management have not been optimally developed.*

Contribution: *This study contributes to the development of SME strategic management by providing an integrated SWOT–BMC model for batik SMEs.*

Conclusion: *Batik Panembahan needs to strengthen product identity, optimize digital marketing, and develop strategic partnerships to enhance competitiveness and achieve sustainable business growth in the creative industry.*

Keywords: *Business Model Canvas, Batik Panembahan, Business Strategy, SWOT*

Abstrak

Latar Belakang: Penelitian ini mengkaji strategi pengembangan bisnis pada UMKM Batik Panembahan yang bergerak dalam produksi dan penjualan kemeja batik berbahan mikro, namun masih menggunakan pendekatan market follower tanpa memiliki diferensiasi produk yang khas. Penelitian ini bertujuan untuk merumuskan strategi pengembangan bisnis yang tepat dengan mengintegrasikan analisis SWOT dan Business Model Canvas (BMC).

Metode: Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara mendalam, observasi partisipatif, dan dokumentasi. Subjek penelitian adalah pemilik UMKM Batik Panembahan yang berlokasi di Pekalongan Selatan.

Temuan Utama: Hasil penelitian menunjukkan bahwa usaha memiliki kekuatan pada kemandirian produksi dan jaringan distribusi lokal melalui Shopee dan reseller. Namun, kelemahan utama terletak pada keterbatasan modal, belum adanya brand image yang kuat, serta strategi pemasaran digital yang belum optimal. Analisis Business Model Canvas menunjukkan bahwa elemen customer segments, value propositions, dan channels telah berjalan dengan baik, sedangkan key partnerships, legalitas usaha, dan pengelolaan digital belum dikembangkan secara optimal.

Kontribusi: Penelitian ini memberikan kontribusi pada pengembangan strategi UMKM melalui integrasi analisis SWOT dan BMC sebagai dasar perumusan strategi bisnis.

Kesimpulan: Batik Panembahan perlu memperkuat identitas produk, mengoptimalkan pemasaran digital, serta mengembangkan kemitraan strategis untuk meningkatkan daya saing dan mencapai keberlanjutan usaha di industri kreatif.

Kata Kunci: *Business Model Canvas*, Batik Panembahan, Business Strategy, SWOT,

A. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) have a strategic role in the Indonesian economy, especially in creating jobs, income equity, and poverty alleviation (Manalu, Sirait, and Sasti 2025; Sinha, Sinha, and Sinha 2024; Wahyudi and Herman 2026). Based on Law Number 20 of 2008, micro businesses are defined as productive businesses owned by individuals or business entities with a maximum asset criterion of IDR 50 million and an annual turnover not exceeding IDR 300 million outside the land and buildings where the business is located (BPK RI 2008). Nationally, MSMEs dominate Indonesia's economic structure and make a significant contribution to Gross Domestic Product (GDP) and labor absorption (Suci Ramadani et al. 2025). However, in the midst of the development of globalization and digitalization, MSMEs still face various complex challenges, both internally and externally. In the creative industry sector such as batik, which

has cultural and economic value, these challenges are increasingly visible, especially in central areas such as Pekalongan. Panembahan Batik Pekalongan MSMEs face limited capital, low financial literacy, suboptimal managerial skills, and lack of product innovation. In addition, limited access to raw materials and human resources and high global market competition are additional obstacles. This condition shows that an adaptive, innovative, and sustainable business development strategy is needed so that MSMEs are able to survive and develop.

In the literature review, MSME development strategies are analyzed using SWOT analysis approaches and Business Model Canvas. SWOT analysis is used to identify strengths, weaknesses, opportunities, and threats as the basis for formulating a business strategy (Narto and HM 2020). Meanwhile, the Business Model Canvas introduced by Osterwalder provides a systematic framework for mapping nine key elements of a business, including value proposition, customer segments, distribution channels, customer relationships, revenue sources, key resources, key activities, key partners, and cost structures (Wiranti 2021). These two approaches are considered effective in helping business actors understand internal and external conditions and design the right strategy. However, there are still many MSMEs that have not been able to integrate the two approaches optimally, so the strategies produced tend to be partial and less comprehensive in answering market dynamics.

A number of previous studies in the last ten years have shown that SWOT analysis and *Business Model Canvas* make a positive contribution to the development of MSMEs. Research Saputra and Alfeisha (2024)) shows that SWOT-based strategies are able to increase business competitiveness through the use of their strengths and opportunities. Research Lathifa (2023) on ecoprint batik MSMEs in Purwokerto shows that the Business Model Canvas helps business actors in mapping business models in a structured manner and encourages product innovation and marketing digitalization. Research Andreas dkk. (2023) states that the strategies resulting from the SWOT matrix can be in the form of product development, improving the quality of the workforce, and strengthening partnerships. In addition, the research Falah et al. (2023) emphasized that the use of digital technology in branding strategies is able to increase brand awareness and

customer interaction in batik MSMEs in Pekalongan. However, most of these studies still use the SWOT approach and *Business Model Canvas* separately without comprehensively integrating the two. In fact, the integration of these two methods can provide a more comprehensive picture of business conditions and a more appropriate direction of development. Therefore, there is still a research gap, especially in the context of Batik Panembahan Pekalongan MSMEs, which has not been widely studied with this integrative approach.

Based on these gaps, this study aims to examine the business development strategy of Batik Panembahan Pekalongan MSMEs through the integration of SWOT analysis and *Business Model Canvas*. This research seeks to answer several research questions, namely how the internal and external conditions of the business based on SWOT analysis, how to map the business model based on the nine elements of the *Business Model Canvas*, and how the business development strategy can be formulated through the integration of the two approaches. Theoretically, this research is expected to enrich the study of MSME development strategies with a more comprehensive approach. Practically, the results of this research are expected to be a reference for MSME actors, especially in the batik sector, in designing business strategies that are more adaptive, innovative, and competitive.

This study uses a descriptive qualitative approach to gain an in-depth understanding of the actual conditions and business development strategies of Batik Panembahan Pekalongan MSMEs. This approach was chosen because it is able to comprehensively explore information related to the internal and external conditions of the business as well as the design of a sustainable business model. The subject of the study is the owner of the Panembahan Batik business located in Banyurip Ageng, South Pekalongan. Data collection was carried out through participatory observation, in-depth interviews, and documentation to obtain accurate primary data. In addition, secondary data is obtained through literature studies from various relevant sources. The validity of the data is maintained through triangulation techniques of sources, techniques, theories, and researchers, and is supported by extended observations, discussions with peers, negative case analysis, and member checks. Data analysis is carried out in an ongoing manner through the stage of data reduction, narrative presentation of data, and drawing

conclusions based on the perspective of the source so that the results of the research can represent empirical conditions objectively and in-depth Miles dkk. (2014).

B. DISCUSSION

1. Business Strategy

Panembahan's Batik business development strategy shows that this business focuses on making and selling finished batik products, especially in the form of long-sleeved shirts for adult men. A spokesman for the company said that "the first time the company was in the process of reopening, it was not going to be easy." (that first beginning, inevitably having to take from others), indicates that the production process starts from buying the finished product. However, as time went on, the owners began to produce themselves by hiring local tailors. The owner said: "A lot of people are looking for a place to stay, but there are two of them. The first one is to go with you guys at Warungasem convection," (now it has produced itself, there are two tailors, the first is my own brother and the second is in Warungasem convection).

In terms of design and color, Panembahan Batik does not yet have a distinctive motif that reflects the identity of Panembahan Batik. The owner stated that the motifs used followed the taste of the market. "Panembahan batik niki wala has characteristics related to design, but follows the mawon market, ramene nopo nggih mangke that is produced," (Panembahan batik does not have distinctive characteristics in its batik design, but follows market trends, how crowded it will be later that will be produced), he said. The owner gave an example that currently there is a burgundy color trend circulating, so that batik fabrics that the owner orders from a third party also follow this trend. For batik fabric materials, the owner chooses the micro type because it is widely used in Pekalongan which is considered smooth, cool, and comfortable to wear. After batik fabric is produced become a shirt, the owner sells it through Shopee and resellers from the neighborhood around the house. Online sales have not been maximized because they have not used many other digital platforms such as Instagram, TikTok Shop, or other marketplaces. This strategy shows that Batik Panembahan applies a market follower approach, which is to follow the direction of the market instead of creating its own motif or

characteristic updates. This has an impact on the weak value of brand differentiation in the midst of increasingly diverse batik market competition.

Batik Panembahan's business development strategy reflects a gradual and adaptive approach, particularly in terms of production and operations. When the business was first established, the owner operated a reselling-based business model by purchasing finished products from third parties, before eventually transitioning to in-house production by engaging local tailors. This transition illustrates a pattern of gradual vertical integration commonly found in micro, small and medium-sized enterprises (MSMEs), where, according to Kummitha & Crutzen (2017), the incremental development of internal capabilities is a common adaptive response adopted by small business operators in the face of resource constraints. In line with this, the transition from a reselling model to in-house production contributes positively to increased profit margins and product quality control. Nevertheless, the procurement of batik fabric remains entirely dependent on third-party suppliers, meaning that production flexibility and control over raw material quality are not yet optimal. This situation aligns with SMEs' reliance on external supply chains without supplier diversification risks hindering product innovation and undermining business competitiveness in the long term.

2. SWOT Analysis

<i>Strengths</i>	<i>Weaknesses (Kelemahan)</i>
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1. It is already able to produce itself, no longer completely dependent on other parties.	1. Limited capital, the owner said that the initial capital was only IDR 25 million and was still an obstacle.
2. Using micro ingredients that suit the taste of the current Pekalongan market (smooth, cool, and comfortable).	2. Marketing strategies are still limited (only through Shopee and resellers in the nearest environment).
3. Selling products through Shopee and supported by local resellers.	3. There is no brand <i>image yet</i> strong.
4. Production is carried out by family and partners (convection).	
Opportunities (Peluang)	Threats
1. The batik market trend continues to grow, especially finished products such as men's shirts.	1. Competition is high in the batik industry, especially without unique motifs or cultural values.
2. The use of Shopee makes it easier to reach the national market.	2. Dependence on third parties for batik fabrics because batik motifs are not produced by themselves.
3. There is potential for expansion to digital platforms such as TikTok, Instagram, etc.	3. Risk of fluctuations in market demand (e.g. the motive of not selling causes overstock).
4. There are resellers who regularly buy and help with distribution.	

Table 1. SWOT Analysis Interview Results

Panembahan Batik MSMEs in table.1 have a number of internal strengths that support the sustainability of their business. One of the main strengths lies in the production capability that is now carried out independently. The business owner explained that initially he had to take products from other parties, but now he has his own tailor and is able to produce batik shirts in large quantities. In addition, the use of micro materials is an added value because it is in accordance with the preferences of the market in Pekalongan who want materials that are smooth, cool, and comfortable to use. Products are marketed through two main channels, namely

online platforms such as Shopee and offline channels through local resellers who regularly buy products.

Despite having a number of advantages, Panembahan Batik also faces some significant internal weaknesses. The products produced do not have a distinctive motif or a specific cultural identity, because the design and color of the batik used follows market trends and is not developed originally. In addition, business capital is still relatively limited. The owner said that the initial capital was only around IDR 25 million obtained from the remaining funds for Master's Field Work Lectures (KKL) activities. Capital is still the main obstacle in business development, especially in the fashion sector which requires large investments. The digital marketing strategy is also not optimal because apart from Shopee, other platforms such as TikTok Shop are only in the trial stage and have not yet run optimally. Business branding has also not been firmly formed because there is no visual identity or brand image developed. Furthermore, the legality of the business and the protection of the design are not yet in place, so this business is still in the informal category that is vulnerable in terms of legal protection.

From the external side, Panembahan Batik has several opportunities that can be used for business growth. The market trend for finished batik, especially men's shirts, continues to increase. The presence of marketplaces such as Shopee opens up wider access to the national market. In the future, this business will have the opportunity to expand marketing channels through other digital platforms such as TikTok Shop and *other large marketplaces*. In addition, the existence of local communities such as resellers and neighbors who are regular customers, also supports the stability of product distribution. However, there are also threats from the external environment that should be anticipated. The batik industry in Pekalongan is very competitive, so without strong product differentiation, this business risks finding it difficult to compete. Dependence on third parties in the provision of batik fabrics is also a risk in itself, especially if the available motifs do not match market trends. The owner also said that the motive for not selling can cause stock to accumulate. On the other hand, dependence on the quality and capacity of tailors is a challenge in maintaining production consistency.

Overall, this SWOT analysis shows that Batik Panembahan has the potential to grow through market adjustment strategies (*market followers*) and the use of digital technology. However, in order to grow further, this business needs to strengthen product identity, expand marketing strategies, and increase legality and more stable production capacity.

3. *Business Model Canvas*

BMC Elements	Results
<i>Customer Segments</i>	Adult male consumers (batik shirt users), local <i>resellers</i> , and neighbors around who buy regularly.
<i>Value Propositions</i>	Ready-to-use batik shirts made of micro materials that follow market trends. Micro materials include materials that are comfortable, cool, and marketed at affordable prices.
<i>Channels</i>	Shopee as the main platform for online sales, and direct sales through home stores and neighborhood resellers.
<i>Customer Relationships</i>	Informal and direct relationships with customers and <i>resellers</i> are based on social closeness and education to friends about online sales.
<i>Revenue Streams</i>	Direct and wholesale sales; net profit of around IDR 15,000 per shirt after deducting advertising fees, VAT, and <i>marketplace</i> discounts.
<i>Key Resources</i>	Initial capital of IDR 25 million, workforce from family and tailor partners, social

	connections,
	and Experience Learn Self-Sustaining from <i>sharing.</i>
<i>Key Activities</i>	Ordering finished batik fabrics, cutting and sewing shirts, managing Shopee stores, and marketing through paid advertising on Shopee.
<i>Key Partnerships</i>	Local tailors (family members and <i>garment warungsem</i>), resellers, and batik fabric providers.
<i>Cost Structure</i>	The cost of fabric is approximately IDR 3 million/roll, sewing costs IDR 9,000-10,000/pcs, advertising costs of IDR 300 thousand-IDR 2 million/day), and <i>online platform fees</i> (admin, VAT, etc.).

Table 2 Business Model Canvas Interview Results

The business model of Panembahan Batik MSMEs in table.2 can be analyzed through the Business Model Canvas (BMC) approach which consists of nine main elements. The first element is *the Customer Segment*, where the main consumers of Panembahan Batik are adults, especially men who need long-sleeved batik shirts. In addition, this business also serves local resellers from the neighborhood around the house, including neighbors and customers who routinely make purchases every week. The owner says, "Yes, this is a reseller kaleh tonggo, usually ask for a total of Thursdays," (Yes that's the reseller and neighbors, usually take the total payment on Thursday). The target of the children's segment has not yet been implemented, although there are already plans in this direction.

In terms of *Value Propositions*, the main value offered is ready-to-use batik products (shirts) at an affordable price of IDR 49,000 and follows the latest market trends both in terms of color and materials. The owner said that he uses micro

materials that are in great demand because they are smooth and cool. Panembahan batik does not carry motifs typical of local culture, but adjusts to consumer tastes and colors that are going viral, such as burgundy colors that are trending. This product is distributed through two channels, namely online sales through Shopee, and offline sales through home stores and reseller networks. The owner said, "Kulo is focused on Shopee, it's still a try TikTok but it doesn't work," (I'm more focused on Shopee, I'm trying TikTok but it hasn't worked yet). This shows that digital channels are starting to be utilized, although they are still limited to one main platform.

To build *Customer Relationships*, relationships with customers are maintained through direct and informal communication, especially with local customers and resellers. Owners often discuss with customers and fellow business actors. The owner also actively educates his friends to get involved in online marketing. The owner said, "Kulo niku nek ada rencang-rencang seng teko nggeh tak doktrin ngge online," (I'm the one who comes to see if there are any friends who don't have a doctrine for online). Meanwhile, *Revenue Streams* come from the retail and wholesale sales of men's batik shirts. At Shopee, the selling price of one shirt is IDR 49,000. After deducting admin, advertising, and tax fees, the owner revealed that the net profit per unit is around IDR 15,000.

Key Resources (Main Resources) in this venture include initial capital of IDR 25 million, labor from family members and sewing partners, and a community-based distribution network (reseller). Production was carried out in two locations, namely at the family home and Warungasem. In addition, personal experience and the results of discussions with friends become intellectual resources that help business development. *Key activities* carried out include the purchase of batik fabrics from third parties, cutting and sewing fabrics into shirts, managing online stores on Shopee, and promotions through paid advertising.

In terms of *Key Partnerships*, Batik Panembahan collaborates with various partners, including local tailors, resellers, and batik fabric providers. Production is carried out with garment parties and individuals who have become permanent partners. In addition, the involvement of family members is also a form of internal partnership that strengthens business sustainability. Finally, *the* main cost structure

in this business includes the purchase of raw materials (around IDR 3 million per roll of fabric), sewing costs (IDR 9,000-IDR 10,000 per piece), and advertising costs which can reach IDR 2 million per day during high promotional periods such as Ramadan.

4. Analisis/Discussion

Panembahan's Batik MSME business development strategy focuses on the production and sale of men's batik shirts made of micro materials with a *market follower approach*. This business produces independently in two locations and sells its products through Shopee and local resellers. Although it is able to meet market trends in terms of materials and colors, this business does not yet have the characteristics of batik design that distinguish it from competitors (Nurchayanti and Bina Affanti 2018). The SWOT analysis shows weaknesses in the form of production independence and local distribution networks, but also weaknesses such as limited possibilities and the absence of a strong brand image. Meanwhile, the results of the *Business Model Canvas* (BMC) mapping revealed that most of the business model elements have been running, especially *the customer segment, value proposition, and channels*. However, elements such as *key partnership, legality, and digital marketing strategies* are not optimal. Overall, Panembahan's Batik strategy is more reactive than innovative by relying on ongoing market trends without distinctive product innovations that have high differentiation value in the competitive batik industry market.

Based on the results of the research, it shows that Panembahan Batik MSMEs tend to implement a market follower strategy with a focus on the production and sale of men's batik shirts made of micro materials. Although the business is self-sufficient in production and has a strong local distribution network, the weaknesses lie in the lack of design differentiation and the weak brand image (Duan, Lu, and Wang 2021; Mubarok et al. 2024). Analysis *Business Model Canvas* (BMC) also points out that while some key elements such as customer segments, value propositions, and distribution channels are already underway, important aspects such as partnerships, legality, and digital strategies are still not optimal. In contrast to research conducted by Lathifa (2023) which shows that Batik MSMEs *Ecoprint Eucalyptus Momsky Purwokerto* emphasizes more on product innovation through

the creation of unique motifs and strengthening marketing with competitive pricing strategies and the use of digitalization. The use of BMC in MSMEs has been proven to be helpful in developing innovation and building strategic collaboration. This comparison shows that although both MSMEs utilize the SWOT and BMC frameworks, Ecoprint MSMEs appear to be more proactive and innovative in developing products and business strategies compared to the reactive approach of Batik Panembahan which still depends on existing market trends.

The market follower approach that exists in Panembahan Batik specifically has not been able to create differential value in the midst of a competitive batik industry (Kristiningsih, Lestari, and Herawati 2021). This research shows that although businesses have strengths in independent production and local distribution networks, the absence of design innovation and a strong brand image is a major obstacle in building competitive advantage. Another novelty is an in-depth analysis of the elements of the *Business Model Canvas* (BMC) which shows that most aspects of the business model have been running, but have not been balanced with the optimization of a functional purpose. Thus, the novelty of this study lies in mapping the gap between reactive strategies based on market trends and the need for innovation and product differentiation, as well as how the use of SWOT and BMC can be used not only as an analysis tool, but also as a basis for designing business strategy transformations that are more oriented towards the sustainability and competitiveness of local batik MSMEs.

For business owners, they should optimize their marketing strategies in the use of other social media such as TikTok, Facebook, and YouTube. In addition, this can also make the brand image of Batik Panembahan more known. Although Panembahan Batik products do not yet have distinctive characteristics and still apply market trend strategies, entrepreneurs can add distinctive elements such as local motifs, design philosophies, or cultural narratives that distinguish their products from mass batik. For further research, it can highlight the effectiveness of digital marketing strategies (such as social media marketing, and content marketing) on increasing market reach and sales of MSME batik products. In addition, it can compare batik MSME strategies in various other regions to find out the influence of local culture, market access, and others.

C. CONCLUSION

Based on the results of the research, it can be concluded that the development strategy of Batik Panembahan Pekalongan MSMEs is still oriented towards a market follower approach, which is to follow market trends without creating design innovations that are characteristic of products. Nevertheless, this business has shown independence in the production process and has utilized digital distribution channels such as Shopee and local reseller networks. The results of the SWOT analysis show that the main strength of the business lies in the independence of production and distribution, while the main weakness lies in limited capital, the absence of a strong brand image, and a digital marketing strategy that is not optimal. The analysis of *the Business Model Canvas* (BMC) shows that the elements of customer segments, value propositions, and channels have gone well, but the elements of key partnerships, business legality, and digital marketing strategies still need to be developed. Thus, the purpose of the research to analyze the development strategy of Panembahan Batik MSMEs through the SWOT and BMC approaches has been achieved, and shows that the necessary development strategies are product differentiation strategies, strengthening branding, and developing business partnerships in order to be able to compete sustainably in the batik industry.

This research contributes to the development of strategic management science, especially in the study of MSME development based on SWOT analysis and Business Model Canvas, by showing that the success of MSME development is not only determined by production capabilities, but also by product value innovation, brand strength, business legality, and the use of digital technology. However, this study has limitations because it only focuses on one MSME object so that the results of the research cannot be generalized to all batik MSMEs in other regions. In addition, the descriptive qualitative approach used has not been able to quantitatively measure the impact of development strategies, and data collection that only involves business owners and direct observation causes the perspectives of consumers and business partners to not be comprehensively depicted.

Based on these limitations, the next study is recommended to use a *mixed methods* approach by involving more MSMEs as research objects and adding the perspectives of consumers, business partners, and local governments in order to obtain a more comprehensive model of MSME development strategies.

Academically, further research is also expected to develop a model of MSME differentiation and branding strategy based on the Business Model Canvas which is integrated with digital marketing strategies so that it can make a broader contribution to the development of management science, especially in the field of strategic management and entrepreneurship. Thus, this study emphasizes that MSME development strategies must be oriented towards innovation, product differentiation, brand strengthening, and the use of digital technology so that MSMEs are able to compete and develop sustainably.

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