

# TOWS Analysis To Improve Competitiveness At West Java Batik Industry (Case At Batik Industry Tasikmalaya District)

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**Abstract** -The main objective of this study is to make an analysis of the two (2) tools that can be used in order to increase the competitiveness of the industry in West Java batik industry example taken from Tasikmalaya District. This study analyzes the tourism industry through the TOWS matrix analysis and marketing mix strategy. All two aspects will be analyzed using qualitative methods (Qualitative Research). The qualitative method uses in-depth interviews. From these analyses are expected to appear solutions of increasing competitiveness batik industry in West Java, which is still largely dominated by batik from Solo Batik or Yogya Batik. Plan research activities planned to take place in Tasikmalaya district. The results of these studies lead to the conclusion that the Tasikmalaya batik has the high competitiveness. These results will be discussed.

**Keyword:** Batik industry, TOWS analysis, Marketing Mix Strategy, Competitiveness

was important to maintain as much employment and foreign exchange accounted. (Zulbahri 2010; 1).

From the literature, it is known that the batik industry in West Java save a lot of issues that must be resolved, among other marketing mix strategy that has not been well explored, for example lack of promotion due to lack of marketing. This can make consumers less aware of the existence of business that have an impact on decreasing the amount of the purchase. In addition there is also a shortage of other promotions that unavailability of experts who have sewing skills so that when consumers want to sew materials purchased to be less interested in the purchase of the batik (Nurfitriya, 2013, 2-3). To illustrate the existence of the problem, the following sales data presented :

## I. Introduction

Batik is one of the nation's cultural works that are special because this product is the result of a combination of art and technology. The value of art is shown with batik motifs and colors, while the technology is shown in the manufacturing process (Depperindag, 1999). On the other hand, batik has proven himself always able to keep up with changing times, both in terms of techniques to create motifs, as well as decorative. Although there is a period of ups and downs as well sometimes, batik never really disappeared from public life in West Java. Batik is not just another cultural heritage. Batik now emerged as one of the forces that drive economic people. Batik trend

**Table 1**  
**Sales at Butik Batik Tasik**  
**August 2012 – April 2013**

Month	Sales (Pcs)
August	35
September	47
October	89
November	38
December	53
January	66
February	82
March	71
April	72

**Source : Primary Data**

According to the Action Plan of West Java Tourism and Culture Tourism Regions KriaPriangan (2010), there are some problems in West Java batik industry, namely: capital, production engineering, waste management, marketing lack of interest in the next generation of the batik industry, as well as the lack of a strategy to satisfy customers. On the other hand, the results of research Ismanto (2010, 8), the direction of the development of tourism in West Java in the future still prioritize shopping and culinary tour of West Java, whereas for cultural and educational potential to be developed. Even the humanists, artists, academics, NGOs, and communities in West Java considers that the tourism industry in West Java is too oriented to shopping and culinary actually harmful because fertilize commodification and consumerism.

Of the local government of West Java, it does not yet have accurate batik production data. Coupled with the development of batik are seen still half (Tempo Interactive, 2010). Most of the batik industry there to receive coaching from other institutions within the framework of CSR (Corporate Social Responsibility), for example DedenTasikmalaya Batik is a business partner of PT. KeretaApi Indonesia. But to face the increasingly fierce competition, especially with the batik industry in Yogya or Pekalongan is required other businesses more optimal, either from the batik industry itself, the Government of West Java Province and Tourism Department of West Java Province. Based on these phenomena, researchers interested in the topic raised TOWS Analysis To Improve Competitiveness At West Java Batik Industry(Case At Batik Industry Tasikmalaya District).

## **II. Research Purposes**

The general objective of this research is to develop a strategy that is in accordance with the batik industry in Tasikmalaya condition, so that it can be applied further to develop the batik industry in West Java. While the specific objectives are as follows:

1. Knowing the strengths, weaknesses, opportunities and threats batik industry in Tasikmalaya.
2. Develop a marketing mix strategy in batik industry

## **III. Research Methodology**

This research is a descriptive study, which aims to create a description or picture of systematic, factual and accurate information on the facts, the properties and the relationship between the phenomenon under study. Data analysis was performed using a TOWS analysis of the total sample of 30 store at Tasikmalaya who were taken by purposive sampling technique, the technique is chosen because at this stage of the research goal is to dig up information about the empowerment analysis of the experts. Thus, the respondent was appointed based on his expertise.

The use of TOWS analysis conducted to analyze the internal and external factor in an industrial area so determined what factors into strengths and weaknesses,

opportunities and threats faced in order to improve the competitiveness of industrial area. This is done because some selected alternatives produced through TOWS analysis, may not be able to do everything simultaneously due to various limitations.

The data used in this study are primary data and secondary data. Primary data was collected by distributing questionnaires to the respondents selected for use in the TOWS analysis. Secondary data were obtained from the BPS, Department of Industry Bandung, the results of academic research, entrepreneurs, and other relevant agencies are used as supporting data.

## **IV. Results and Discussion**

Manufacturers of batik in Tasikmalaya region can be said to form the cluster itself, which usually occurs due to hereditary done by parents and predecessors. The formation of one business location is determined by the ease of obtaining raw materials.

From the questionnaire results, obtained information that batik manufacturers to develop products, to analyze the strengths and weaknesses of the product and consider the desires of consumers in product development. But we realize that knowledge is limited resulting in product development activities are limited to the capabilities.

On the other hand, some batik producers also consider their own desires in the sense that they would have the imagination associated with better products. Some batik producers decided to use quality ingredients although it will affect the sale price. It is aimed at the higher market segment income level and the importance of quality, although on the other hand many batik manufacturers provide products for middle and lower segments.

Some manufacturers batik using skilled labor, because the job requires sufficient skills, such as that associated with batik activities, especially for batik. Employees must have good skills to maintain the quality. In terms of consumer complaints, batik producers often face it, even if nothing is done about it. Batik producers do not make a significant improvement, but the fix in the next product. Efforts made to maintain the quality of the production process with caution. Some products, if damaged can not be repaired, although some defective products can be modified, as in the case of embroidery. If there are errors, are able to modify the product.

**Table 2. The following is a SWOT analysis for Tasikmalaya batik**

	<p><b>Strength</b></p> <ol style="list-style-type: none"> <li>1. Relying on local resources</li> <li>2. Not too affected by inflation</li> <li>3. No / rarely have excess inventory</li> <li>4. Doing specialization of labor, employment tend to be specific/special</li> </ol>	<p><b>Weakness</b></p> <ol style="list-style-type: none"> <li>1. Product quality is low</li> <li>2. Inventories based on the ability of capital owned</li> <li>3. Not being able/brave to innovate</li> <li>4. Determination of production capacity based on the ability of capital</li> <li>5. Less familiar with coaching by agencies / departments and other competent parties</li> <li>6. Conditions of employment are inadequate physical environment</li> <li>7. Facilities unhygienic affect the quality of the product</li> <li>8. Product less attention to ergonomic aspects</li> <li>9. Lack of attention to consumers' desire for development</li> <li>10. The products produced less attention to the background of consumer culture</li> <li>11. Less attention to the quality of raw materials</li> <li>12. The rush to invest when demand increases</li> </ol>
<p><b>Opportunity</b></p> <ol style="list-style-type: none"> <li>1. It is atypical Indonesian products</li> <li>2. Many of the government's development, though less interested/have difficulty accessing</li> <li>3. Transparency in all aspects (financing and training) from various agencies</li> <li>4. Provide a pretty big job when developed</li> <li>5. When you get official permission for the product, it will have a name that sells</li> <li>6. Consumers are constantly changing</li> </ol> <p>Location accumulate in clusters so that the location of a trade mark of a product</p>	<ol style="list-style-type: none"> <li>1. Utilize coaching/training to learn innovations in other areas</li> <li>2. Provide ease of access permits and other. Establish cooperative and effective distribution thinking, and the price mechanism</li> <li>3. Establish protection of local products, in collaboration with a number of agencies to use local products</li> </ol>	
<p><b>Threat</b></p> <ol style="list-style-type: none"> <li>1. In one area many entrepreneurs similar products</li> <li>2. Lost to similar products from other regions.</li> <li>3. Rising fuel prices have an impact on the price of raw materials</li> <li>4. Losing competitiveness with imported products that offer cheap prices</li> <li>5. Interest rates affect the price increases of raw materials and equipment/machinery</li> </ol>		<ol style="list-style-type: none"> <li>1. Courage to innovate (to be different) and improve quality by taking into account the quality of the raw material</li> <li>2. Pay attention to / meet consumer desires</li> <li>3. Perform the calculation of capacity / supply is not excessive</li> <li>4. Improving the quality of working conditions of the physical environment by managing layout</li> <li>5. Maintaining the hallmark of regional</li> <li>6. Provide subsidized fuel with a special mechanism</li> <li>7. Opting broader participation in coaching entrepreneurs relevant agencies</li> </ol>

SO strategies that can be recommended are as follows:

1. Utilize coaching / training to learn innovations in other areas
2. Linking cluster batik with tourism in the region where the business is located
3. Provide ease of access permits and other

As we know, most of batik entrepreneurs have a minimal educational background, so it has limited knowledge. For example, in terms of innovation, which can be competitive in the marketing of batik products. Batik entrepreneurs should have the ability to innovate products, so as to carry out the differentiation and diversification of products so that consumers are more interested. Even during this time, the citizens of other countries very fond of craft products from Indonesia. It is a force that can be used as a significant opportunity. Can also be supported by a marketing system that uses information technology, internet based.

As in other parts of Indonesia, batik entrepreneurs tend to form clusters in existence. For example, in the area Kasongan, Yogyakarta, famous for its pottery.

Strategy W-O that can be done include:

1. Courage to innovate (to be different) and improve quality by taking into account the quality of the raw material
2. Pay attention to / meet consumer desires.
3. Perform the calculation of capacity / supply is not excessive.
4. Improving the quality of working conditions of the physical environment by managing lay out

Barriers are often faced batik entrepreneurs with regard to capital. Small capital causes batik entrepreneurs choose to reach a small market segment, which is not too demanding quality. This type of consumers are aware that they are only able to spend enough to substitute lower quality goods. In addition, employers are less dare to innovate, with consideration of consumers do not like it. When researchers looked at, in some parts of Tasikmalaya batik industry less able to innovate. Batik entrepreneurs tend to be followers of that already exist. It is very unfortunate that batik entrepreneurs do not dare to innovate on its products. This is certainly necessary cooperation with relevant agencies to provide socialization related innovation. Even need to bring business people from other parts of Indonesia, to conduct training and open up the minds of the business people. S-T strategy that can be applied include:

1. Establish cooperative and effective distribution thinking, and the price mechanism
2. Establish protection of local products, in collaboration with a number of agencies to use locally made products

In regions that form clusters, it is easier to recognize the excellent products of the region. The weakness of these clusters is that there is a competition that is too tight, but the product does not have sufficient bargaining position in the eyes of consumers, especially consumers from outside

the region. Solutions that can be offered is to set a uniform price mechanism and forming cooperatives and distribution of effective thinking. In this way, fellow batik entrepreneurs who have the same product does not need to compete, but united thinking about his welfare. Cooperatives can also accommodate a broader marketing reach. Even cooperative savings and loan institutions could be used for capital deficiency often faced batik entrepreneurs. Many other products are facing the onslaught of foreign products whose price is much cheaper with the same quality. Examples are the products of shoes and clothing. Lately emerging markets found in products from other countries, the same quality but cheaper. This competition led to local products less competitive and at some point lead to bankruptcy. True free trade allows any product from anywhere can enter any area. But batik entrepreneurs are not ready to face the competition. Such competition can turn off the existence of local products, however, because consumers would choose the products at a cheaper price. This protection can be done by encouraging certain agencies working together and using products from local businesses, such as the use of a uniform local convection, the use of uniform shoes from a local shoe businessmen.

W-T strategy that can be applied include:

1. Maintaining the hallmark of regionalism
2. Provide subsidized fuel with a special mechanism
3. Opting broader participation in the development of batik entrepreneurs relevant agencies

Local products in many areas represent specific regional characteristics. This characteristic must not be lost, when employers want to do product development. With information technology, a lot of information that can be obtained from the outside world. Local entrepreneurs can develop products according to the information, but still rests on the characteristic of regionalism. Entrepreneurs need to learn to adopt product diversification by maintaining regional characteristic.

The emergence of social responsibility program at the company / institution, is a moment that should be utilized. Companies / agencies need to expand the network coverage of the program, with a variety of ways, with the help of various agencies. For example, in this case the company can hold the BPS to determine the existence of batik entrepreneurs in the various regions. Good cooperation will encompass the participation of small businesses in CSR programs and increase the likelihood of success of the program.

Strategies that have been put forward, requires that various parties to apply. No one who has a role more than the others. Awareness and commitment to be a love of domestic products is a force that will support the advancement of the economy that is based on the rapid advancement of small entrepreneurs.

Below is a marketing strategy that can be done to batik in the town of Tasikmalaya:

**Table 3. Alternative Marketing Strategies Batik Industry in Tasikmalaya City Described in the Marketing Mix**

Marketing Strategy	Applied Strategy
Product	1. Maintaining and upgrading the quality of batik products, 2. Make a model of a diverse and more interesting than another similar products.
Price	1. Perform pricing with cost orientation
Promotion	2. Create a brochure in collaboration with the department of tourism and hospitality or promotion through the internet
Distribution	2. Establish and improve business partnership, 3. Expand the network marketing network by utilizing the internet

**Source : Primary Data**

**a. Product**

- 1) Continue to improve the quality of batik products. With the globalization of markets makes consumers to choose among a variety of products. Currently on the market batik is known of high quality . Consumer demands which always demands good quality, requires the batik industry in Tasikmalaya City

to continue to improve the quality of products in order to produce batik products that can satisfy consumer desires.

- 2). Creating models of batik clothes more attractive than other similar products. Consumers are now more in need of time to choose the product you are looking for more similar products on offer. To distinguish similar products such as batik none other than the model or type. Competition in the market require the batik in Tasikmalaya to improve the functioning of the model to be able to give appeal to consumers through color and design aspects.

**b. Price**

- 1). Doing pricing with cost orientation. Price batik between Rp. 50,000, - up to hundreds of thousands, while batik much more expensive, ranging from Rp. 250,000, - up to millions.

**c. Promotion**

- 1). Make brochures in cooperation with the department of tourism and hospitality or promotion through the internet. The first step that needs to be done with the campaign is to make batik clothing products produced by the industry in Tasikmalaya easily recognizable in the market. With some of the advantages of the products introduced through a media campaign, consumers will easily recognize such products on the market. For example, in addition to the promotion of development through exhibitions and brochures - brochures, batik industry employers can conduct a campaign by utilizing the internet. Internet is a medium that can reach a wider marketing.

**d. Distribution**

- 1) Establish and improve cooperation partnership. There are several opportunities advantages that can be gained through partnership effort compared with own-namely: Cooperation marketing / shelter batik products can be more clear, definite and periodic. In marketing batik needs to be established partnership with fashion stores or boutiques and cooperation partnership with stores or supermarkets. It is important to maintain continuity of batik production.
- 2) Expanding the marketing network by utilizing the development of information

technology. Geographic market served by the batik industry Tasikmalaya only concentrated in West Java and surrounding areas. Expanding market share by utilizing the Internet is still very possible to do given the market that are outside of West Java is still open mainly for export. By maintaining product quality continuously, chances are the products produced by the industry in Tasikmalaya is acceptable in various market segments, including the export market which usually require high product quality. Marketing via the Internet also can shorten distribution channels because consumers usually order directly without having to go through middlemen (distributors).

## V. Conclusion and Suggestion

### Conclusion

1. Strategy SO, utilizing coaching / training to learn about innovations in other areas, linking the batik industry with tourism in Tasikmalaya.

2. WO strategy, with the courage to innovate (to be different) and improve quality by taking into account the quality of raw materials, as well as pay attention to / meet consumer desires, calculating capacity / supply is not excessive.

3. Strategy ST, by forming cooperatives and think of an effective distribution and pricing mechanisms, and forms of protection of local products, in collaboration with a number of agencies to use batik products Tasikmalaya.

4. Strategy WT, by maintaining the hallmark of regionalism, provide subsidized fuel with a special mechanism, to capture a wider participation in the development of batik entrepreneurs relevant agencies Tasikmalaya.

### Suggestion

1. Provide outreach to batik entrepreneurs, shops selling batik and related agencies on strategies that can be applied.

2. To promote cooperation between batik entrepreneurs, companies and agencies to implement strategies that have been formulated.

3. Establish the commitment of producers and consumers to take pride in local products

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