

BATIK FOR THE FUTURE: THE CRUCIAL ROLE OF DIGITAL LEADERSHIP IN THE BATIK INDUSTRY CIWARINGIN, INDONESIA

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Abstract: *Digital leaders ensure sustainable practices in accordance with the demands of today's consumers in the batik industry who are increasingly aware of ethics and products that have global standards. Digital automation as a way to adopt digital technology in the batik industry in Batik Ciwaringin is unfortunately still not maximized in its use, especially for marketing expansion. The purpose of this study is to identify digital leadership, the implementation of marketing strategies carried out by digital leadership. Qualitative research methodology, data and data sources; primary data and secondary data, data collection techniques; in-depth interviews and documentation studies, data analysis; SWOT analysis and content analysis to identify data collected from interviews and documents. The results of this study are identifying digital leadership; having a clear vision, having digital skills, the ability to apply technology for marketing, focus on consumers. Digital leadership and the level of batik products must include aspects of management, technology and creativity in the batik industry. The need to implement a digital business strategy that is influenced by digital leadership.*

Keywords: *digital leadership, marketing strategy, digital marketing, ciwaringin batik*

Introduction

Batik as a symbol of Indonesian culture that contains history, stories, and beauty with unique patterns in each region in Indonesia. Batik is universal that can be worn by all groups, men and women, adults and children, old or young, all can use batik as casual clothing and even used as formal clothing. Batik is also a description of community traditions and as the work of the nation's children which has been recognized by UNESCO as an intangible cultural heritage (UNESCO, 2017) which has now become a business and has developed into an industry that has potential in the global market (Kusumawati, Rahmadyanti, & Sianita, 2021). To succeed in the global market, the batik industry must be able to adapt and be innovative with changes such as consumer tastes, technology, and digital marketing. Consumers as a determinant of the sustainability of the batik industry where today's consumers prioritize practicality and speed in products and services (Banggoi, Mendo, & Asi, 2023) as well as ignoring traditional things that are considered to require a long process and time. So that the batik industry must be able to combine innovation and preservation of tradition through the development of digital marketing to reach a wider and more diverse consumer. Consumer characteristics are the industry's homework to keep adjusting to tastes, lifestyle changes, so the importance of efforts to promote batik in the international market must be balanced with the development of effective marketing strategies. By combining tradition, innovation, creativity, technology, digital marketing will facilitate the marketing process and at the same time be able to educate global consumers, it is hoped that it will increase appreciation and demand for batik products and then will strengthen the position of batik in the global market without leaving Indonesian cultural values (Ardian, 2018).

Indonesian culture is extraordinary and has great potential to be able to develop in the global market which requires all the abilities of a digital leader who plays an important role in the process of utilizing technology, international marketing (Aripin, Hadinata, & Kurnia, 2023). Digital leaders ensure sustainable practices in line with today's consumer demands on the batik industry that is increasingly aware of ethics and products that have international standards. Digital leaders must consider strategies to penetrate the international market while still understanding local artisans, creating and adapting motifs to global standards, understanding various national and international regulations (Arman & Ukas, 2019) Export destinations that are packaged with a marketing strategy that can reach global market consumers, in the context of the batik industry, digital leadership has a role (1) Utilizing e-commerce platforms and social media (Navastara et al., 2022) To reach a wide range of consumers, build a brand and can increase the visibility of batik that can attract global consumers (2) Create innovative designs and improve the batik production process with high efficiency then also help create attractive products according to the needs of modern consumers (Zusrony, 2021) (3) optimize the production process and expand the market through digital automation (Hanifa, Sholihin, & Ayudya, 2023).

Digital automation as a way to adopt digital technology in the batik industry in Batik Ciwaringin but unfortunately it is still not optimal in its use, especially for marketing expansion. Based on the observations made, Batik Ciwaringin experiences obstacles in the adoption of technology, especially for marketing development, such as (1) lack of awareness of business actors on the importance of technology and innovation for industrial development (Al Aidhi, Harahap, Rukmana, & Bakri, 2023)(2) limited access to digital technology (3) lack of knowledge and skills in utilizing digital technology (Wasan & Sariningsih, 2021).

There are several gaps in this study, namely such as the research conducted by Rohadi et al. that knowledge management is needed to improve company performance (Hadi, Zulkifli, & Miranda, 2024) and more emphasis on the application of digital financial applications (Zebua, Anas, Fithoni, & SB, 2023) to succeed and increase the company's productivity to create a competitive advantage (Wujarso, Pitoyo, & Prakoso, 2023). The gap in the research is that digital leadership is only in the context of large companies and very few have reviewed small industries as well as creative industries such as batik and have not applied the effectiveness of digital leadership to the batik creative industry.

This study has Research Objectives namely how the role of digital leadership in the development of digital marketing in the Ciwaringin batik industry, Indonesia by identifying the characteristics of digital leadership, analyzing the relationship between digital leadership and product innovation then evaluating and determining the implementation of digital business strategies carried out by digital leadership. Research methods Type of research using qualitative research (Kusumastuti & Khoirun, 2019) in the Ciwaringin batik industry, Indonesia. Data and data sources; Primary data uses interviews with batik business actors such as; Responses on digital leadership, product innovation, digital marketing strategies, obstacles and opportunities for digital marketing development and other data to obtain other information and use secondary data by looking at financial and marketing report data, ilmiah journals and government policies and batik market data. The data collection technique was carried out by in-depth interviews and documentation studies. Data analysis uses SWOT analysis and content analysis to identify the data collected from interviews and documents obtained in this study (Dewi et al., 2018).

Discussion

Identify the characteristics of effective digital leadership in the context of the batik industry.

Digital leaders must have a strong vision (Deni, 2023) as a milestone for the sustainability of the batik industry that is more directed and focuses on the final goal of the batik industry. Digital leaders must have a visionary character by having long-term and long-term goals while still utilizing digital technology, with a clear vision to design a marketing strategy to adopt digital technology that is adapted to the development and changing needs of the market. Digital leaders conduct in-depth analysis to utilize digitalization to improve production efficiency, expand markets and improve services to consumers, then to maximize the vision, digital leaders communicate with the team and stakeholders so that they have the same understanding of the goals to be achieved so that the vision can set the direction of the strategy and unite the team to realize the goals together can be done by communicating the vision (1) formulating the vision clearly, realistically and relevantly (2) the vision must create short-term and long-term corporate values (3) creating communication channels to strengthen the vision; internal meetings, web sites, digital media. By uniting internal and external parties of the batik industry to strengthen the vision and align the desired goals in the vision of the Ciwaringin batik industry.

A clear vision of the Ciwaringin batik industry as a direction to achieve the ultimate goal of the batik industry that must be done by digital leaders who need to have an understanding of batik innovation and trends to be able to be competitive (Rosyada & Wigiawati, 2020), by implementing these innovations and trends will help new marketing opportunities and create more varied batik designs while still maintaining good quality. The use of digital technology can be applied to marketing strategies by utilizing e-commerce to reach a wider market globally, understanding the desires and changes in consumer tastes through digital analytics tools this is

done to analyze and adjust product offers (Sugiana & Musty, 2023), improving customer service and conducting marketing strategies. After doing these things, digital leaders must evaluate digital technology to adapt to production and marketing, then ensure the team adapts to technological changes effectively to create a competitive advantage while maintaining the tradition of Ciwaringin, Indonesian batik. Competitive advantage in the batik industry can be done by establishing a long-term strategy to be able to reach global marketing by introducing batik as a premium product while still establishing traditional values that can be combined with various other products. Long-term sustainability of the business in the Ciwaringin batik production process using environmentally friendly processes (Handayan, 2021) with the use of natural dyes (Wahidin Nuriana, 2021) and production that minimizes waste (Fitria & Yustisia, 2021) So that this attracts the attention of consumers and improves the image of batik in the global market. In the context of marketing, digital technology is very important in marketing through e-commerce platforms, social media to carry out marketing promotions and increase significant visibility to reach global consumers. So that with a combination of long-term goals and the use of technology, it is hoped that it can increase competitive advantages and expand the global market so that there is a sustainability of the Ciwaringin batik industry.

The global market is the main goal of the Ciwaringin batik industry so digital leaders are required to have digital skills, namely to increase understanding of analytics tools, digital platforms and integrate with effective marketing strategies (Sugiana & Musty, 2023) . A good digital leader will stay in touch with the team (Rahman, 2023), provide training and guidance to the team to work more collaboratively to continuously learn and adapt to the marketing tools used as well as to increase productivity and accelerate marketing decision-making. By utilizing digital technology in marketing, it will reach a wider market, improve consumer experience and increase retention so that digital leaders who are able to formulate digital marketing strategies will ensure that the batik industry continues to grow in the digital era.

The digital era makes it easier for the Ciwaringin batik industry for global marketing, through digital leaders can apply technology for marketing in the industry to increase efficiency and increase the competitiveness of the batik industry. The use of technology in marketing will encourage the growth of the Ciwaringin batik industry (Uva, Ariati, & Fantini, 2023) can be applied in the following ways: (1) Management of online platforms for marketing in reaching global consumers, use of analytics tools to see consumer buying patterns, consumer tastes, most popular products and sales conversions (Setiawan et al., 2023) (2) E-commerce management such as market place management and social media that are properly managed can strengthen relationships with consumers, reduce marketing costs, operational costs (Avaryanti, 2020) (3) social media management; The use of Facebook, Instagram, TikTok to communicate with customers, build a batik image and brand so that it can increase consumer loyalty, carry out a content-based marketing strategy on social media (Charviandi, Noviany, Suhartini, Wijaya, & Abdullah, 2023) For example, with story telling content about the process of environmentally friendly batik production. (4) The use of technology to design and automate the process by using software in designing batik motifs and patterns while maintaining traditional values also combines modern motifs according to wishes and adjusted to consumer tastes, then automation will also reduce errors made by human resources to increase productivity.

Team productivity will influence digital leadership to continue to adapt to digital technology in marketing and adaptation of strategies for the Ciwaringin batik industry, Indonesia. Adaptation is part of digital leaders to face risks, especially when using new technologies and entering new markets, so they must calculate existing risks, conduct risk analysis using accurate data for

making the right marketing decisions. Leaders and teams must continue to work together to achieve long-term and short-term goals for rapid market changes with measurable risk-taking capabilities (Tahir et al., 2023). There are several things about this that can be applied to the Ciwaringin batik industry, namely (1) adaptation to trends, which is carried out by digital leaders by monitoring trends through analysis from social media, e-commerce platforms so that they can create products desired by consumers, increase sales and improve the image of batik (2) Digital leaders must be able to increase customer satisfaction and be able to adjust marketing strategies in any situation based on power supporters such as customer preferences, purchasing patterns that influence more accurate decision-making.

Digital leaders are expected to not only focus on their team but also focus on consumers as the main target for every decision making on consumer wants and needs (Putri, Herdiana, Suharya, & Munawar, 2021). Digital leaders must build long-term loyalty to the success of the business in creating products, services and experiences according to consumer desires but must also pay attention to various consumer preferences, behaviors and expectations to make predictions about future consumer needs. Focus on the customer is a priority for digital leaders that is balanced with innovation in conducting marketing processes and business processes, especially in understanding customers and market changes. There are several things that digital leaders in the batik industry can do such as (1) the creation of batik products that are tailored to consumer tastes by collecting customer data on customer preferences that focus on consumer tastes for certain characteristics by adjusting designs, colors, and materials. Then about customer behavior that refers to consumers for example with behaviors to make purchase decisions (2) The use of technology to offer effective strategies to increase customer satisfaction and build long-term relationships with consumers, this is beneficial to improve customer decisions and loyalty, help consumer purchase decisions and enable increased sales (3) digital leaders must be able to use consumer feed as a way to To improve products and services, there are several ways such as reviews, direct interaction, identifying risks for improvement with the aim of increasing customer loyalty and providing competitive benefits.

Analyze the relationship between digital leadership and the level of innovation of batik products.

Digital leadership and the level of batik products as an approach that covers various aspects of management (Jamaludin, Farhan, & Purnamasari, 2024), technology and creativity in the batik industry (Wulandari & Tumanggor, 2024). Digital leadership is important for decision-making by utilizing technology, while batik product innovation will refer to various new ideas to create various designs, motifs, materials, and better marketing in the future. Digital leadership and innovation of batik products can be done by taking into account various indicators of both so that through digitalization-oriented digital leadership, it will produce innovations in the development of batik products in accordance with market desires. Here are some indicators that can influence the emergence of digital leadership (Deni, 2023) : (1) digital leaders must master the use of technology such as the use of social media platforms in directing the team (2) in decision-making, digital leaders will use data analysis to accelerate decision-making faster, more accurately and more effectively (3) the use of digital technology by digital leadership such as production automation, digital marketing (4) digital leaders must be able to increase knowledge and develop digital strategies for increased marketing. Then there are several indicators in batik product innovation (August, 2022) namely (1) how often the Ciwaringin batik industry creates new designs and motifs (2) the use of technology to design batik, environmentally friendly coloring techniques (3) the use of batik product innovation in creating batik motifs with current trends while maintaining the uniqueness of the actual motifs (4) the

diversification in various batik products that are not only limited to clothing but can be used for accessories, wall decorations, home decorations and others (5) Batik product innovation as an answer to the market response to increase sales, harmonize consumer tastes and as positive feedback.

Based on these indicators, digital leadership to encourage product innovation can be done by: (1) business leaders are given training to better understand and be able to utilize digitalization to increase production innovation, (2) the use of software in digital design to develop and create batik motifs to be more attractive to the global market, (3) the batik industry collaborates with technology companies such as e-commerce companies to develop Market Place in the development of e-commerce platforms to create a wider market.

Evaluate the implementation of digital business strategies influenced by digital leadership.

A marketing strategy using digitalization will involve a process of then evaluating with various approaches to determine which results can be most used for the development of the batik industry. Identification of strategies in the batik industry must look at various aspects such as business objectives, the micro and macro environment of the batik industry, the digital environment while still conducting proper data analysis so that marketing strategies will produce the sustainability of the batik industry. To determine the batik business strategy, it is necessary to analyze various strengths, weaknesses, opportunities and threats, which are as follows:

Table 1. SWOT Analysis

Digital Leadership Influence on Digital Marketing Innovation in the Ciwaringin Batik Industry, Indonesia

Strengths	Weaknesses	Opportunities (Peluang)	Threats (Ancaman)
Digital Leadership is proactive to apply digital technology in marketing development.	Lack of Digital Skills of Business Actors	Ease of adoption of marketing technology to expand the market	Competition of similar batik products and batik-patterned fabrics.
Ciwaringin Batik products have unique designs, natural dyeing processes, and environmentally friendly products	Limitations of Digital Infrastructure for access and implementation of digital technology.	Awareness of cultural preservation and environmentally-friendly products	It is difficult to follow digital trends to be able to adopt consumer tastes.
Access to Digital Technologies that support marketing strategies.	The limitations of obtaining data and analysis to make accurate data-driven decisions.	Opportunities to collaborate with influencers and national international partnerships	There are risks to the security of consumer data in digital and brand marketing.

Based on table 1 of the SWOT analysis, the marketing strategy was carried out as follows:

1. Strategi Strengths-Opportunities

- a. Digital leadership must utilize technology for access and adoption of digitalization in implementing marketing strategies with the aim of expanding the market for Ciwaringin batik, Indonesia.
- b. More emphasis on unique design with a natural dyeing process for the sustainability of the Ciwaringin batik industry, Indonesia.
- c. The development of marketing content must contain elements of cultural preservation, environmentally friendly products and uniqueness based on motifs, designs, and materials of Ciwaringin batik products

2. Strategi Strengths-Weaknesses

- a. Implementing training programs for business actors in the field of technology utilization and marketing digitalization.
- b. Maximizing the potential of digital leadership to improve digital skills in market expansion.
- c. Business actors are obliged to invest in digital infrastructure.
- d. Providing training for special human resources to master digital marketing.
- e. Digital leaders facilitate the implementation of digital technology effectively and efficiently.

3. Strategi Strengths-Threats

- a. The use of analytical data to see market trends.
- b. Still using data analysis to see purchase volume and consumer taste.
- c. Digital leaders must adapt to market changes and consumer tastes to decide which marketing strategy to implement.
- d. Implementing a digital security system to protect consumer data in digital marketing as an effort to increase customer loyalty.

4. Strategi Weaknesses-Threats

- a. Conduct data analysis.
- b. Collaborate with technology companies to strengthen digital security and marketing systems.
- c. Improving the limitations of digital infrastructure facilities.
- d. Analyze relevant data related to employment, production, human resources and marketing.
- e. Make marketing strategy decisions as a solution by using in-depth informational data.

Conclusion

Digital leaders have characteristics including having a strong vision to realize the goals of the batik industry, digital skills must be possessed by digital leaders by increasing their understanding of analytical tools, digital platforms that are integrated with effective marketing strategies. Digital leaders must monitor the team's productivity to adapt to digital technology and marketing strategies in the Ciwaringin batik industry. The role of digital leadership must utilize technology to create batik product innovations by creating better designs, motifs, materials, and marketing in the future. Identification of marketing strategies considers various aspects to conduct proper data analysis so that marketing strategies to maintain the

sustainability of the batik industry and expand industrial marketing strategies through analysis of strengths, weaknesses, opportunities and threats,

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