

Analysis of Segmentation, Targeting, and Positioning in the Tourism Sector: The Case of Pekalongan City

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Abstract - Pekalongan is one of the largest batik-producing cities in Indonesia, and this potential can be used as an attraction to increase tourist visits. However, until now, the level of tourist visits in Pekalongan City has not met expectations. This study examines the tourism marketing strategy of Pekalongan City by using segmentation, targeting, and positioning (STP) variables to increase competition as a domestic and foreign tourist destination. The type of research used is field research with a qualitative approach. The study's results found that the leading geographical segment of Pekalongan City was domestic tourists from Central Java. The demographic is women with millennial characteristics ranging from 26 to 42 years old with business and group travel purposes. The type of tourists who visit Pekalongan City is only domestic tourists, meaning that marketers have not been able to penetrate international tourism. There is a contradiction between the research findings and the promise reflected in the slogan and logo of Pekalongan City tourism. The position of Pekalongan City as a batik city is not following the product that Pekalongan City excels in, namely religious tourism. Hence, the slogan of this city needs to be improved without ignoring batik as the primary differentiation.

Keywords: Segmentation, Targeting, Positioning, Tourism Marketing

Introduction

Pekalongan City has a strategic location and is passed by traffic from the North Coast of Java Island, with a distinctive culture acculturated to Coastal Javanese, Arabic, and Chinese cultures. Pekalongan City is one of the autonomous regions in Central Java Province and has a strategic location along the North Coast of the Java Sea. In addition, Pekalongan City traverses the main road network that connects the West and East parts of Java Island, namely the Pantura route. The administrative area of Pekalongan City is bordered to the north by the Java Sea, to the east by Batang Regency, then to the south and west by Pekalongan Regency. Pekalongan City consists of 4 sub-districts; initially, 47 villages became 27 villages. However, following Regional Regulation Number 8 of 2013 concerning the Merger of Villages within the Pekalongan City Government, Pekalongan City is divided into 4 sub-districts and 27 urban villages (Kota Pekalongan Dalam Angka, BPS 2020).

According to the Central Java Tourism Development Master Plan (Peraturan Daerah, 2013), Pekalongan City is included in the Provincial Scale Tourism Strategic Area and *Destinasi Pariwisata Provinsi* (DPP), namely the DPP Tegal-Pekalongan. This appointment can become the basis for the development of urban tourism in Pekalongan City, but the development of other supporting sectors must remain balanced. Pekalongan City is also known as a batik city which is the center of the creative industry and batik trade, so it has been designed as one of the most creative cities in the world (Iglesias, 2014). As a result, Pekalongan Batik has developed into one of the leading products known domestically and abroad. This condition has the potential as a competitive advantage that can encourage more optimal economic growth by developing batik as an innovative tourism product. Creative tourism is a travel activity that

directs tourists to be participative and involved in the experience of art, cultural heritage, or the special character of a tourist destination (UNESCO, 2006).

Various efforts to bring tourists through creative tourism by creating various batik villages. Research conducted by Damayanti and Latifah (2015) states that Pesindon Batik Village, Kauman Batik Village, and Batik Museum can be tourist attractions with unique and cultural values to become creative tourist destinations in Pekalongan City. However, the Covid 19 pandemic that has hit the whole world has also impacted the level of tourist arrivals in Pekalongan City. This impact begins with a decrease in demand for superior products, namely batik. It is due to the implementation of Large-Scale Social Restrictions (PSBB) in Jakarta, Yogyakarta, Solo, and Surabaya, which are the main marketing objectives for Pekalongan batik products (Prasetiani and Sutrisno, 2021). The comparison of the level of tourist visits before and after the pandemic is in Table 1.

Table 1. The Number of Tourists in Pekalongan City in 2015 – 2022

No	Year	Domestic	Growth (%)	Foreign	Growth (%)
1	2015	379.474	-	530	-
2	2016	363.278	-4,27%	307	-42,08%
3	2017	347.992	-4,21%	470	53,09%
4	2018	783.558	125,17%	705	50,00%
5	2019	687.501	-12,26%	708	0,43%
6	2020	283.658	-58,74%	224	-68,36%
7	2021	316.440	11,56%	-	-100,00%
8	Mar 2022	376.106	-	-	-
Average growth from 2015-2021			9,5%	-	-17,8%

Source: Dinas Pariwisata, Kebudayaan, Kepemudaan dan Olahraga of Pekalongan City (Dinparbudpora), 2022

Table 1 shows that the arrival of domestic and foreign tourists in 2015 – 2022 (Jan-Mar) experienced a very high decline. Every year, it is seen that Nusantara tourists always dominate the number of tourist visits to Pekalongan City. In 2016 there was a very significant decrease in International Tourists compared to 2015, which was -42.08%, while domestic tourists decreased by -4.27%. The number of tourists peaked in 2018 at 784,263 visitors, which domestic tourists at 783,558 people dominated, so the percentage increase from 2017 to 2018 was worth more than 100%. Based on thickness 1, it can be concluded that the average growth in the number of tourists from 2015 to 2021 is not too significant; in fact, it tends to decrease for foreign tourists, which is -17.8%.

Based on observations, it was found that the decline in tourist interest in natural attractions in Pekalongan City was due to climate change and damaged access to Pekalongan Mangrove Park, Pasir Kencana Beach, and Slamaran Beach due to abrasion and tidal flooding. The main factor of this natural condition is that seawater can reach the sidewalk on the beach and routinely inundate these tourist attractions. This condition causes the closure of Pasir Kencana Beach at the end of every year (October or November) due to renovations. As a result, many facilities and rides in the tourist attraction were destroyed. Although many facilities had been built or repaired, they were damaged, making the place less attractive.

The situation has worsened with the Covid-19 pandemic, where there was a drastic decline in 2020 by -58.74% for domestic tourists and -68.36% for international tourists. One

indicator that shows the weak competitiveness of Pekalongan City can also be seen in the economic growth rate in 2020, which contracted by -1.87%. The Gini Ratio has not experienced a decline or improvement, and culture has not been managed properly, as well as arts and culture, preserved are still limited (Rencana Kerja Pembangunan Daerah Pekalongan, 2022).

In addition, based on data from the Dinparbudpora of Pekalongan City, it was noted that there was a very significant increase in the number of tourists in 2021, namely 316,440 domestic tourists. However, there were no foreign tourist visits at all. This growth in 2021 fosters optimism for improvement in development in economic recovery and shows that the wheels of the economy are already moving. Economic recovery in the tourism sector due to the Covid-19 pandemic, in general, should be the main program of the Pekalongan City government in 2021 by emphasizing increasing the promotion and participation of private business actors. Therefore, the Pekalongan Tourism Sector will be very strong leverage in the future.

There are many tourist attractions in Pekalongan City, including shopping, beach, city, religious, heritage, and culinary tourism. These potentials require a development strategy to be carried out in rebuilding the tourism sector in Pekalongan City. Tourism development in Pekalongan City aims to increase economic growth by increasing people's income and welfare.

Based on these findings, it can be emphasized that the Covid-19 pandemic has caused a significant decrease in foreign tourists in Pekalongan City. Therefore, local governments who act as tourism policymakers must review the region's potential and formulate effective marketing strategies to help the community and tourism actors. This study aimed to examine the extent to which human tourism resources (HR) are competent in understanding tourism products' development. Then provide recommendations for Segmentation, Targeting, and Positioning (STP) as the main basis for formulating a marketing strategy so that it can be a reference for Pekalongan City in developing effective and highly competitive tourism products. With the right strategy, it is expected to win the competition as a domestic and foreign tourist destination after Covid-19.

Tourism Development Strategy

The marketing strategy of tourism destinations occupies a very important role in tourism development. The rapid development of the tourism industry is faced with quite a tight competition where visitors get many choices to win the choice of the majority. Therefore, the Pekalongan City destination must excel among the existing destination choices. Bringing visitors at this time is not an easy thing for tourist destinations to do. One way to win the competition is to answer several questions about products and markets, namely, what are the strengths of the Pekalongan City destination products, what are the market desires, what Pekalongan City provides differentiating services, and how Pekalongan City promotes. It is part of the Marketing Strategy that must be answered and prepared by the City of Pekalongan if it wants to win the competition.

Marketing strategy is an important part of the overall marketing system and is the first step to making a marketing plan (Wijayanti, 2017). A simple marketing strategy can use a minimum of three main components that are interconnected and mutually binding, namely the marketing strategy of Segmentation, Targeting, and Positioning (STP) (Kotler, 2006). STP

marketing strategy is one of the well-known strategic marketing techniques and one of the most widely used marketing models because of its efficient and effective communication methods.

The STP marketing strategy is useful when creating a marketing communications plan as it helps marketers prioritize propositions, and develop and then deliver personalized and relevant messages to engage with different audiences through market segmentation, market targeting, and product positioning. However, the concept and application, as well as other supporting factors, do not go well because marketers do not understand segmentation, targets, and position, so a business fails in marketing (Manggu & Beni, 2020).

This study uses Kotler's (2008) marketing strategy, namely three stages of formulation in marketing strategy through Segmentation, Targeting, and Positioning (SPT). A market is a group of individuals who can serve as consumers of the products being sold. Consumers can be seen from different ages, genders, social classes, socio-cultural backgrounds, and lifestyles. With this heterogeneous situation, companies can sort out consumer groups based on consumer behavioral characteristics. Market segmentation is a strategy to understand consumer needs and wants, while targeting is evaluating, selecting, and reaching consumers who will be the target. The next process is to do positioning, which is a strategy to enter the minds of consumers so that they can form a good perception of the product to consumers.

Segmentation

Segmentation is the grouping of potential target consumers and efforts to separate potential markets for certain buyer groups and certain types of products and collaborate with the right and suitable combination of the marketing mix (Schiffman dan Kanuk, 2010; Wijayanti, 2017). Maximum marketing is done through segmentation of the products produced based on variations in buyer characteristics, their reasons for buying or consuming several products, and their preferences for the brand of a product. Segmentation of target markets can be distinguished based on geographic, demographic, behavioral, psychographic, users, and interests (Kotler and Keller, 2016; Wijayanti, 2017).

Targeting

Targeting is assessing and selecting one or more market segments to be entered (Kotler, 2011). Target strategy involves segmenting the market, selecting which market segments are appropriate, and determining the products offered in each segment. The target market that is the target must be able to grow and develop. In addition, the target market must be reachable by the communication media so that promotions can run under the product life cycle. The determination of targeting can be based on 4 criteria to get the optimal target market: responsiveness, sales potential, adequate growth, and media coverage (Clansy dan Shulman as cited in Kasali, 2005; Wijayanti, 2017).

Positioning

Positioning is a communication strategy to insert a product, brand, name, or business into the consumer's mind window so that it has a certain meaning (Kotler, 2006; Wijayanti,

2017). Positioning is considered important as long as there are not so many products available in society and competition has not become something important. It will only become important when fierce competition occurs (Kasali, 2008). Product/brand positioning refers to how it provides value to its customers in a distinctive way. Therefore, consumers must be prioritized in positioning to create a certain impression in consumers' memories to form an image superior to competitors (Kotler and Armstrong, 2012).

Method

The type of research used in writing this article is field research. The data used in this study were obtained through field studies compiled by observing, recording, and collecting various data and information obtained in the field and assisted data from library materials. The approach used in this research is qualitative, namely research procedures that produce descriptive data in the form of written or spoken words from people who are observed and behaved. The social situation is the place, actors, and activities to obtain information. The sampling technique uses snowball sampling until the data is saturated and data sources are determined by purposive interviews (Sugiyono, 2020).

Data collection is carried out by purposive sampling, namely determining samples with specific considerations; in this case, the person considered to know directly the phenomena that occur in the field or someone who has a position, authority, or one of the main actors in the activities observed by the researcher.

The data collection techniques are divided into observation, interviews, documentation, and triangulation to obtain relevant data. The research data was obtained in Pekalongan City by conducting two visits: stage I on 8 - 11 April 2022 and stage II on 9 - 11 May 2022 in Pekalongan City. Then the FGD was held on Tuesday, May 10, 2022, in the hall of the Pekalongan Batik Museum from 08.00 - 17.00 WIB.

This study's participants included students, business people, communities, and the Pekalongan City Tourism Office. Interviews and FGDs on May 10, 2022, were held in the hall of the Pekalongan Batik Museum and were attended by 18 (eighteen) people consisting of 7 (seven) doctoral students at Trisakti School of Tourism Jakarta and 11 (eleven) informants. Then additional data was obtained through a semi-open questionnaire distributed to 17 (seventeen) respondents on May 31, 2022, using Google Forms.

Data analysis was carried out continuously from the beginning to the end of the study until the data was saturated, both before the field, during the field, and after outside the field, using the Miles and Huberman (1984) technique, namely data reduction, data presentation, conclusions, and verification. Then check, the data's validity is based on four criteria: credibility, transferability, dependability, and confirmability (Sugiono, 2020).

Result and Discussion

Analysis of Respondent's Characteristics

Based on the analysis of the characteristics of the respondents obtained through a semi-open questionnaire distributed on May 31, 2022, using a Google Form, it found that the number of male participants was 82%, and the female participants were 11.8%. The data is in diagram 1 below.

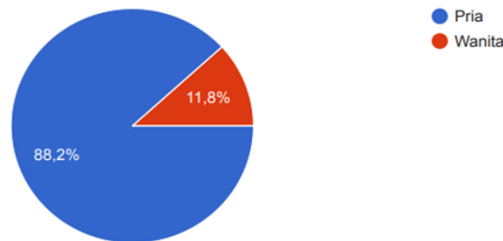


Diagram 1. Gender

Based on age, the highest number dominated by productive periods, namely 26-42 years as much as 58.8%, then the second place is in the 43-54 year age range as much as 23.5%, and age under 25 years as much as 11.8%, the data can see in diagram 2 below.

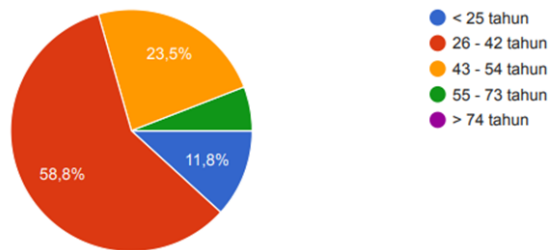


Diagram 2. Age

Based on educational background, the most answers were at the Diploma IV (D.IV) and Bachelor degree (S1) levels with 64.7% of people, Master degree (S2) at 29.4%, and 5.9% in elementary/junior high schools/senior high school, the following data are presented in diagram 3.

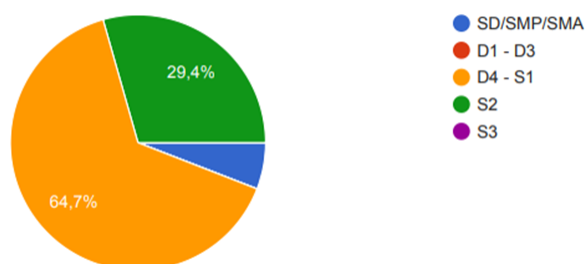


Diagram 3. Education level

Then in the professions shown in diagram 4, it's found that most of the informants were entrepreneurs.

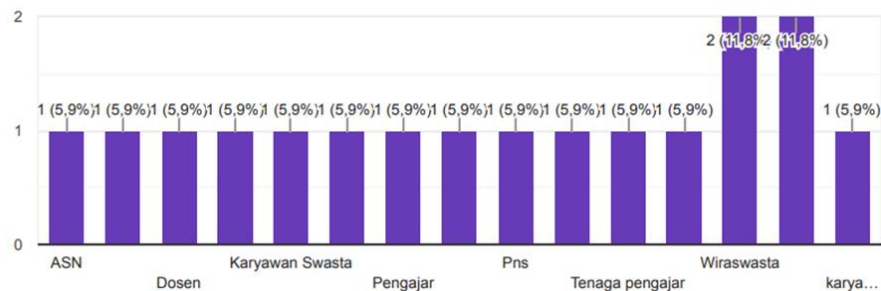


Diagram 4. Profession

Based on the results of data analysis on the characteristics of informants and respondents, it can be concluded that most respondents are men aged 26-42 years with an education level of D.IV-S1 and work as entrepreneurs. Referring to data from the National Development Planning Agency (Bappenas), the age group of 25-34 years is the early working age group, and 35-44 years is the middle age group. It means that respondents in this activity are dominated by productive middle-aged workers who work as tourism actors with relatively high education.

The Results of Interviews and Focus Group Discussions (FGD)

Based on interviews and FGDs conducted with business actors and the tourism community on May 10, 2022, in the hall of the Pekalongan Batik Museum, information was obtained that communication, coordination, and collaboration between tourism stakeholders in Pekalongan City did not run smoothly. It is evidenced by the uncoordinated communication of tourism product promotions between industry, communities, and regulators/facilitators, as well as product promotion content produced for different products. Therefore, it causes the communication and promotion built for domestic and foreign tourists to be diverse. However, on the other hand, it is feared that it will confuse potential tourists in planning and tourism activities in Pekalongan City, so there is a need for synergy and cooperation in marketing and improving human resources to develop tourism in Pekalongan City.

This lack of human resource development can also be seen through field observations, where the creativity of business actors in developing batik clothing designs is still far behind compared to Jakarta, which is not a batik producer. So most choices are only home clothes for women, even if it is developed thoughtfully, this can be a differentiation of Pekalongan batik, which is more targeted and classy.

The interview results also found that no integrated information center or forum can be accessed online regarding tourists, destinations, and attractions in Pekalongan City. Although there is a Tourist Information Center (TIC), the location and content of the information presented have not been adequately socialized. The community and tourism MSME actors also feel confused about their condition and position and do not have guidelines and assistants in the field. The lack of socialization from the local government has led to an individualistic attitude between tourism actors, so a profitable collaboration has not been created.



Figure 1. Interview and Focus Group Discussion

Segmenting, Targeting, Positioning (STP) Analysis of Pekalongan City

a. Segmentation

Based on the results of data analysis, it can be explained that the leading geographical segment of Pekalongan City is domestic tourists with a percentage of answers of 100%, those from Central Java are 47.1%, and DKI Jakarta at 35.3%. In comparison, those from East Java are only 5.9 %, and the rest came from Yogyakarta and outside Java. Women occupied the main demographic segment with 64.7% of answers, and the rest was occupied by men, as many as 35.3%. Demographic age characteristics are dominated by millennials in the age range of 26 to 42 years with a percentage of answers of 70.6%, then 23.5% of tourists are Generation X aged between 43 years to 54 years, and the rest are Generation Z are under 25 year by 5.9%.

b. Targeting

The target market (targeting) can be determined if the marketer has determined the main segment because marketers cannot serve all customers in a comprehensive market with varied needs and wants. Following the results of market segmentation analysis and tourist characteristics of Pekalongan City, the primary target market is domestic tourists from Central Java and its surroundings, female and aged between 26 to 42 years. The primary purpose of these tourists is for business and group tours; this is evidenced by the answers of informants who give the same value, namely 35.3%, then tourists who aim to visit family or friends as much as 17.6%, and individual tourists by 11.8%. It means that the primary purpose of tourists visiting Pekalongan City, among others, is to do business and travel.

To reach the target market, Pekalongan City has used the services of the second party in marketing tourism products and services, as well as utilizing digital technology to assist the marketing. It is evidenced by the informant's answer that social media is used as the primary marketing tool in marketing tourism products and services, with a percentage of the answer is 82.4%, and the use of travel agents is 17.6%. However, the FGD results revealed no digital marketing collaboration between tourism actors who manage attractions. Instead, each actor acts individually, creating a gap that can potentially cause unhealthy competition between communities.

Then the main product concluded during the FGD that the main product of Pekalongan City tourism is religious tourism with an answer of 52.9%, followed by cultural tourism as a companion of 47.1%. This tourism product is also stated to have a price that is under the income of visitors; this is confirmed by the answers of 41.2% of informants, while 23.5% of informants answered neutral, uniquely those who answered disagree and strongly agreed were the same, namely 17.6% of informants.

c. Positioning

After determining the target market, the next must be to design the product position. Product position was created to influence the minds of consumers so that the product sticks in their minds of consumers. The indicators that need to be analyzed are:

- 1) For whom: who is the primary target market;
- 2) What benefits: whether the promises reflected in the tourism slogan of Pekalongan City are appropriate and can be understood by tourists;
- 3) The reason: which is a solid reason to attract tourists to choose to travel there;
- 4) Against whom: knowing who the main competitors are.

Based on the main types of tourists who visit Pekalongan City, it can be seen that 100% of the informants answered domestic tourists, meaning that the informants did not see any visits from foreign tourists in Pekalongan City. Nationally, this position is undoubtedly very proud because it can be assumed that the Indonesian people are starting to realize the importance of promoting tourism products in their own country. However, globally it can be concluded that there are still quite severe problems in the positioning of Pekalongan City, so marketers have not been able to penetrate international tourism.

Then, based on the segmentation and the primary target, the product positioning has been embedded quite well in the minds of tourists on the island of Java, especially Central Java and DKI Jakarta. Some of the reasons that motivate the tourists are; Pekalongan City has a very strategic location, with 41.2% of informants' answers. In addition, the price of tourism products and services in Pekalongan City is relatively low, with the informant's answers being 35.3%, and Pekalongan City is a destination with uniqueness and many tourist objects choices, with 23.5% of the answers. However, there is a contradiction between the informant's answer and the promise reflected in the tourism slogan and logo of Pekalongan City. The position of Pekalongan City as a batik city has been deeply embedded in the people's minds; the world has also recognized this through UNESCO, which named Pekalongan as the World Creative City for the Craft & Folk Arts category. However, tourism which also uses canting as a symbol of batik is not following the informants' answers, who stated that the superior product of tourism in Pekalongan City was religious tourism, with an answer of 52.9%. Therefore, the government and business actors do not yet understand the main tourism products, considering that most informants come from tourism business actors. This contradiction is also seen in the demographic segment, where millennial women make the most visits; based on the results of the FGD, these female visitors are the largest consumers of batik products in Pekalongan City. Based on this data, it can be explained that Pekalongan City's slogan can be understood by tourists, namely, batik, as cultural tourism. However, this is not in line with the main product that business actors want to excel, namely

religious tourism, so this slogan needs to be improved as a new rebranding without ignoring the batik from the brand.

The results of the data obtained showed that the City of Pekalongan has several cities that are considered the main competitors, including Jogja (Yogyakarta), Solo, and Semarang, commonly known as Joglosemar. Due to the similarity of Pekalongan City's culture with these competitors, the tangible and intangible tourism products offered are also almost the same. Therefore, seeing data, it is necessary to identify the distinct advantages (differentiation) of the tourism products offered; in this case, religious tourism can be used as the differentiation.

Conclusions And Recommendations

Based on the results of the study, it can be concluded that there are communication problems between tourism actors, causing no synergy between the community, industry (hotels, travel agents), and local governments in developing tourism in Pekalongan City. Then, there is no online integrated information center related to tourist attractions in Pekalongan City, so information on the number of tours and tourist attractions needs to be better integrated. There has been no collaboration in marketing or increasing human resources to develop tourism, so the creativity of business actors in developing batik clothing designs and tourist attractions still needs to catch up compared to other cities. The community and tourism MSME actors also feel neglected because they do not have guidelines and assistants in the field. The lack of socialization from the local government has led to an individualistic attitude between tourism actors, so mutually beneficial collaboration has yet to be created.

Based on these findings, it is recommended that there is a need for regular meetings between tourism stakeholders to establish relationships to develop tourism in Pekalongan City. They are considering the ease and effectiveness of online communication. It provides an integrated Tourism Online Media, a gathering and tourism information center for Pekalongan City. This media contains the latest news, updated tourism content, strategic information related to internal and external data for Pekalongan city tourism, discussion media, coordinated promotions, and training for developing tourism human resources. The importance of developing descriptively interesting tourism destination content in terms of stories, images, and videos, currently known as Storytelling formats, so that they can provide a clear and exciting picture to potential tourists exposed to promotional information for the City of Pekalongan. The development of direct-marketing promotions shows the direction of personal selling, increasing widespread innovation. Therefore Human Resources development must be carried out through professional training in using the internet and social media to market tourism products in Pekalongan City.

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