



Procedia Environmental Science, Engineering and Management 8 (2021) (4) 871-878

International Congress on Agriculture, Environment and Allied Sciences,  
24-25 December, 2021, Istanbul, Turkey

---

## **MARKETING STRATEGY AND FIRM EFFORTS ON ECOSYSTEM PRESERVATION\***

**Siti Maryam<sup>1\*\*</sup>, Indri Iastriyani<sup>2</sup>, Heppy Purbasari<sup>3</sup>, Haniek Listyorini<sup>4</sup>,  
Enni Soerjati<sup>5</sup>**

<sup>1</sup>*Universitas Islam Batik Surakarta, Faculty of Economic, Department of Management, Indonesia*

<sup>2</sup>*Sekolah Tinggi Keguruan dan Ilmu Pendidikan PGRI, Sukabumi, Indonesia*

<sup>3</sup>*Universitas Muhammadiyah Surakarta, 57161, Indonesia*

<sup>4</sup>*Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia (STIEPARI) Semarang, Indonesia*

<sup>5</sup>*Universitas Padjadjaran, Faculty of Law, Department Information Technology Communication and Intellectual Property, Sumedang 45363, Indonesia*

---

### **Abstract**

Although business strategy plays a vital role in firm operations, whether and how business strategy affects firms' environmental protection actions, this article aims to identify the practice of *Gotong Royong* marketing on batik products in Kampung Batik Laweyan to consider environmental protection. This study uses a quantitative descriptive method. The qualitative process is carried out with an experimental study design. Data was collected by interviewing and observing batik entrepreneurs in Kampung Batik Laweyan to increase batik products and environmental awareness. Hypothesis testing uses a quantitative approach. Data collection was carried out by distributing questionnaires to 25 batik entrepreneurs in Kampung Batik Laweyan. This study found that batik entrepreneurs promoting *Gotong Royong* marketing carried out by promising Laweyan Batik Village entrepreneurs were: building joint outlets, using the Laweyan Batik Village Website, conducting collective exhibitions, and collaborating between Batik Clusters in the city of Solo.

The study results notably declared in state-owned enterprises, heavy-polluting industries, and firms settled in areas with strict environmental controls. In general, the current survey offers clear policy implications for regulators related to environmental protection.

**Keywords:** business strategy, environmental protection, Gotong Royong, heavy-polluting industries, marketing strategy

---

---

\* Selection and peer-review under responsibility of the AEAS Scientific Committee and Organizers

\*\* Corresponding author: [stmuniba17@gmail.com](mailto:stmuniba17@gmail.com)

## 1. Introduction

Marketing strategy is essential in achieving business goals (Hong and Nguyen, 2020). A marketing strategy is formulated from various analyses of the best market opportunities to increase product sales (Ngo-Thi-Ngoc and Nguyen-Viet, 2021). The marketing process requires experience in persuading customers to buy products so that humans more effectively do the marketing process because it involves the heart and emotions (Ab Yajid, 2020; Adedoyin and Ezenwakwelu, 2020; Ullal et al., 2020). Western marketing concepts, such as a marketing mix consisting of 4Ps (price, product, promotion, and place), can help the marketing process of a business (Akasha et al., 2020; Jević et al., 2020). However, the western concept is not always suitable for implementation in small and medium-sized micro markets (Mathur et al., 2020). Therefore, experts develop various marketing concepts extracted from the culture and local wisdom of communities. Local wisdom contains values and culture about how people live their daily lives (Galchynska et al., 2021; Syakur and Khoiroh, 2021; Toharudin et al., 2021). Local wisdom can be used as a basis for decision making to address problems in various fields, such as education, tourism, art, and social life of the community (Do et al., 2020; Jurriëns, 2019; Kasdi, 2019; Levyda et al., 2021; Marchenko et al., 2021; Rochwulaningsih et al., 2019; Uge et al., 2019).

Asian people have a culture of helping each other in solving business difficulties. One of Indonesia's famous mutual corporation culture is *Gotong Royong* (Lukiyanto and Wijayaningtyas, 2020). The main principle of the *Gotong Royong* concept is the culture of sharing (Xiong and Brownlee, 2018). *Gotong Royong* is a community work culture that can improve Micro and Small Enterprise (MSEs) performance, including business strategy formulation (Ferdous Azam et al., 2020; Lukiyanto et al., 2018). Micro and Small enterprises are entrepreneurs who move together or in a community with relatively small business capital. Nevertheless, this business cluster contributes significantly to increasing job opportunities and gross domestic product (Kassa, 2021; Komarova et al., 2021). In addition, Micro and Small Enterprise clusters can adapt agilely and quickly to external changes and respond flexibly to crises (Cowling et al., 2020; Kaczmarek et al., 2021). However, MSEs business owners generally have various limitations, such as the mastery of information technology (Dwirandra and Astika, 2020) and limitations in marketing skills (Lukiyanto and Wijayaningtyas, 2020). Therefore, the *Gotong Royong* marketing strategy is applicable as a marketing strategy for MSEs.

Batik is an Indonesian cultural heritage widely produced by people throughout Indonesia (Oginawati et al., 2021). Solo is one of the cities in Yogyakarta famous as a producer of batik. Solo is also a batik shopping tourist spot that domestic and foreign tourists often visit. Kampung Batik Laweyan is one of the batik production entrées and has become a shopping destination quite famous among batik lovers. The output of batik has even been exported to foreign countries. However, a common problem that MSEs always face in Indonesia is the marketing process, especially marketing technology innovations following the micro-scale batik industry and small enterprise characteristics (Raya et al., 2021; van der Merwe et al., 2020).

The concept of batik marketing can be explored using the culture and local wisdom of the community, namely cooperation. MSEs are the most influential business group in emerging markets, and a collaborative marketing strategy is needed to develop products in the MSEs cluster to be very important. The *Gotong Royong* marketing strategy is formulated to increase business profits for batik entrepreneurs. Although some experts have offered the concept of *Gotong Royong* to develop marketing strategies, research exploring the understanding of the concept of *Gotong Royong* in MSEs is still limited. Therefore, marketing strategies based on the concept of *Gotong Royong* have not been studied in depth. The fact that MSEs is the largest business cluster in the growing market (Kassa, 2021). Therefore, the *gotong-royong* marketing strategy to develop products in micro and small enterprise clusters is essential. This article aims to identify the practice of *Gotong Royong* marketing on batik products in Kampung Batik Laweyan.

## 2. Research method

This study uses a quantitative descriptive method. This study involved 25 batik entrepreneurs in the Laweyan batik village of Solo, Central Java, Indonesia. The concept of *Gotong Royong* marketing consists of six indicators, namely Shared Outlet, Website for Kampung Batik Laweyan Solo, Joint Exhibition, Shared Brand (One Brand), Procurement of Shared Materials, and Inter-Cluster Batik Corporation. Data were collected using a mixed-method technique collected through questionnaires and in-depth interviews. The distributed questionnaire data has two answers: yes (score = 1) and no (score 0). The data was analyzed using the Miles and Huberman models, namely data reduction, tabulation, data presentation, and concluding.

This research consists of three stages; the first stage is data search, the second stage is data processing and presentation. The last stage in the study is the Cochran test to analyze each concept of *Gotong Royong* marketing. Based on the idea of *Gotong Royong* marketing, two research hypotheses were obtained, namely:

**H0:** Each of the tested cooperation marketing concepts has the same proportion of YES answers

**H1:** Each tested *Gotong Royong* marketing concept has a different proportion of YES answers.

The assessment of the hypothesis is based on the provisions. If T count > T table, then H0 is rejected, meaning that the proportion of YES answers is still different in all the marketing concepts of *Gotong Royong*. If T count < T table, then H0 is accepted, meaning the proportion of Yes answers on all indicators is considered the same. Thus, all respondents are considered to agree with all the marketing concepts of *Gotong Royong* as a considered concept.

## 3. Results and discussion

### 3.1. Batik business profile

The batik business profile consists of the types of batik businesses carried out by batik entrepreneurs in Laweyan Solo. Batik's business profile can be seen in Table 1.

**Table 1.** Profile of batik business in Kampung Batik Laweyan

<i>No</i>	<i>Types of batik business</i>	<i>Amount</i>
1	Batik Process Industry and Showroom	10
2	Batik Process Industry	5
3	Convection Batik Industry	2
4	Convection Batik Industry and Showroom	7
5	Showroom and Trader Batik	1
	Total	25

Table 1 shows that the sample in this study is divided into five groups of Industries. The first group consists of 10 (ten) batik industries whose activities start from production to batik sale in showrooms. The second group consists of 5 (five) Batik Industry which only conducts batik production process activities. Group three is 2 (two) Batik Industry with convection services. Group four is 7 (seven) Batik Industry from convection services to batik sales in showrooms, and the fifth group is 1 (one) batik traders / Showroom in the Batik Village Area Laweyan Solo. The marketing method previously carried out by the 25 MSEs batik entrepreneurs is to conduct exhibitions, customer networks, consignments, direct sales or showrooms, door to door, and product samples.

### 3.2. Gotong Royong marketing concept

The concept of *Gotong Royong*in marketing batik in Kampung Abtik Laweyan has various indicators such as joint outlets, marketing with websites, joint exhibitions, and the same brand. A shared outlet intends to use joint outlets for the entire Batik Industry located in Kampung Batik laweyan. This place can be sold all batik brands in Kampung Batik Laweyan but with one management. Kampung Batik Laweyan already has a website, but the business listing is only a few and is dominated by large companies. Based on this website, MSEs of batik owners can optimize the website utilization to market their products. A joint exhibition is a promotional strategy by holding exhibitions together for the entire Batik Industry in Kampung Batik Laweyan. The brand is attached to the product offered and is part of the packaging. The brand describes who made the product, where the product was made when the product was made, how to use the product, composition, ingredients, and other information. So, the purpose of joint brand or using one brand has the intention that the Batik Industry located in the Kampung Laweyan area can use one name brand that is mutually agreed to be used as a brand together (namely with the brand of *Kampung Batik Laweyan Solo*).

Procurement of materials is an activity to meet or meet the demand for resources, including the supply of raw materials, goods in the process, auxiliary or complementary materials, and other components that are part of the company's product output. The linkage of the procurement of these materials with marketing is that if the procurement of materials and other components can be pursued simultaneously among MSEs of Batik, it will be more effective and efficient because the purchase of materials in large quantities will be lower material price(Nawi et al., 2019). In addition, the availability of raw materials can control adequately, i.e., materials are available on time, in the correct quantity, and at the right time. If this material control can be done, it will minimize the total cost, which ultimately affects the determination of the price of lower products and can be one of competitive advantage. Supply chains are a significant concern for MSEs entrepreneurs, mainly when external changes occur so that the production process and the quality of their products are not disrupted (Cowling et al., 2020).

### 3.3. Inter-cluster batik corporation

Marketing is the process of meeting the community's needs for a product or service, and marketing can also be done for market competition. In addition, marketing activities are conducted to gain the hearts of consumers and maintain existing products to remain in business existence. The marketing cooperation between Batik clusters is aimed to carry out marketing activities from each batik cluster in Solo city, consisting of Laweyan batik cluster, Kauman Batik cluster, and Batik sondakan cluster. The results of the six indicators of *gotong royong* marketing can be seen in Table 2.

**Table 2.** *Gotong Royong* marketing matrix

No	<i>Gotong Royong</i> marketing concept	Answer		Total
		Yes	No	
1	Shared Outlet	25	-	25
2	Website for Kampung Batik Laweyan Solo	25	-	25
3	Joint Exhibition	25	-	25
4	Shared Brand (One Brand)	17	8	25
5	Procurement of Shared Materials	22	3	25
6	Inter-Cluster Batik Corporation	24	1	25

Table 2 shows the respondents' answers to the six different indicators of the concept of *Gotong Royong* marketing. The respondents' answers based on the six indicators were analyzed three times. The results show that the first analysis shows the value of T Count (30) > from the T-Table (11.070) so that the second test is continued to obtain a common opinion of respondents about cooperation marketing. The second analysis shows the value of T Count (9,71) > from T-Table (9.448) so that the third test is continued to obtain the common opinion of respondents about cooperation marketing. The third analysis shows the value of T Count (3) < from T-Table (7.815), which means that four of the six cooperation marketing concepts have the same probability of getting a YES answer from the respondents. Therefore, the four marketing concepts are considered valid as the marketing concept of *Gotong Royong* in the development of Batik products in Kampung Batik Laweyan. The marketing concept of *Gotong Royong* is a joint outlet, the Kampung Batik Laweyan Solo Website, Joint Exhibition, and Inter-Cluster Batik Corporations between Batik MSEs in the city of Solo.

In other words, each MSE business located in the Cluster kampung Batik Laweyan Solo has a common opinion that the four marketing concepts of *gotong royong* can be used as a strategy for the development of *Batik* products in Kampung Batik Laweyan. So that MSEs businesses can grow together. While the use of one brand and the procurement of *Batik* ingredients together does not get the word agreed. It implies that the four marketing models *gotong royong*, have a significant correlation. It also means that each marketing model of *gotong royong* is interrelated but provides different results or contributions in developing *Batik* product marketing in the MSEs of batik in the Kampung Batik Laweyan area. Joint outlets for the Batik Industry in Kampung Batik Laweyan can minimize unhealthy competition between Batik businesses. So that the company can be managed better because it is handled by one management. The management is responsible for developing all brands that are incorporated in the outlet. The outlet has displayed all brands from *Batik* business in Kampung Batik Laweyan. Joint outlet shows batik entrepreneurs' efforts to build inter-community relationships (Farida and Nuryakin, 2021).

Inter-community relationship building is essential in increasing competitive advantage (Soewarno et al., 2020), significantly increasing the chances of getting opportunities and access to various resources. Kampung Batik Laweyan has a website, but its utilization is still not optimal (Malesev and Cherry, 2021). Only a few industries use the website for broader marketing (Komariah et al., 2020). Based on the interview results, some of the MSEs of Batik businesses do not understand how to operate the website. However, they realize that the website is beneficial media to expand the marketing process of their products. The promotion strategy by holding joint exhibitions for the entire Batik Industry in Kampung Batik Laweyan is agreed upon by community members. The joint exhibition marketing concept can make the MSEs of *Batik* grow together. The exhibition activity was conducted domestically and abroad, involving all Batik business brands in Kampung Batik Laweyan. This activity can also respond to the momentum of increased batik exports to foreign countries (Dunska and Zhaldak, 2021; Martuti et al., 2020).

In the concept of marketing *gotong royong*, shared brand (one brand), and MSEs Batik laweyan community members disagree on procurement of shared materials. Informants argue that brands are the hallmark of every owner (Pardede, 2019). Therefore, they have their standards and uniqueness. Meanwhile, the procurement of shared materials is not agreed upon because every Batik business owner needs different quality and quantity raw materials. So that, it is decided that the procurement of raw materials and overhead is not done by sharing.

#### 4. Conclusions

The cooperation marketing strategy can increase the profit of the batik business in the Batik Laweyan village. The *Gotong Royong* marketing strategy to develop products in the MSEs cluster is essential. The concept of *Gotong Royong* marketing consists of six formulations, namely Shared

Outlet, Kampung Batik Website, Joint Exhibition, Shared Brand (One Brand) for all products, Procurement of Shared Materials, Inter-Cluster Batik Corporation.

The study results are expected to provide an overview and insight into knowledge about the culture of local wisdom in making business decisions. Cooperation marketing can determine strategies in marketing for mutual benefit by entrepreneurs. *Gotong Royong* marketing strategies that are practised can degrade conventional marketing methods carried out individually by batik entrepreneurs.

## References

- Ab Yajid M.S., (2020), An analysis of the consumer's price and service quality preferences: a case of airline industry in Malaysia, *Systematic Reviews in Pharmacy*, **11**, 808-816.
- Adedoyin S., Ezenwakwelu C., (2020), The effect of marketing and technostructural intangible resources in the Nigerian banking sector, *Management Science Letters*, **10**, 287–294, <https://doi.org/10.5267/j.msl.2019.9.003>
- Akasha A.M.A., Albattat A., Tham J., (2020), The effect of tourism marketing on attracting local tourists in the central region of Libya, perceived risks as a moderator, *Journal of Critical Reviews*, **7**, 254-264.
- Cowling M., Brown R., Rocha A., (2020), Did you save some cash for a rainy COVID-19 day? The crisis and SMEs, *International Small Business Journal: Researching Entrepreneurship*, **38**, 593-604, <https://doi.org/10.1177/0266242620945102>
- Do N., Tham J., Azam S., Khatibia A., (2020), Analysis of customer behavioral intentions towards mobile payment: Cambodian consumer's perspective, *Accounting*, **6**, 1391-1402.
- Dunska A., Zhaldak H., (2021), The influence of endogenous innovative sources on the development of exports of industrial enterprises, *Economic Annals-XXI*, **6239**, 99-113.
- Dwirandra A.A.N.B., Astika I.B.P., (2020), Impact of environmental uncertainty, trust and information technology on user behavior of accounting information systems, *Journal of Asian Finance, Economics and Business*, **7**, 1215–1224, <https://doi.org/10.13106/JAFEB.2020.VOL7.NO12.1215>
- Farida N., Nuryakin, (2021), Network capability, relational capability and Indonesian manufacturing SME performance: An empirical analysis of the mediating role of product innovation, *Engineering Management in Production and Services*, **13**, 41–52, <https://doi.org/10.2478/emj-2021-0003>
- Ferdous Azam S.M., Tham J., Ahmad A., (2020), Psycho-social perspectives of knowledge sharing and job performance in Malaysia: Conceptual articulation, *International Journal of Scientific and Technology Research*, **9**, 3500-3509.
- Galchynska J., Larina Y., Hetman V., Varchenko O., Tserkva B., Struk N., Gryshchenko O., (2021), Perspectives of Ukrainian bioenergy development : estimation by means of cluster analysis and marketing approach, *Economic Annals-XXI*, **6239**, 63–74.
- Hong P., Van Nguyen T.T., (2020), Factors affecting marketing strategy of logistics business – Case of Vietnam, *Asian Journal of Shipping and Logistics*, **36**, 224–234, <https://doi.org/10.1016/j.ajsl.2020.03.004>
- Jević G., Popesku J., Jević J., (2020), Analysis of motivating factors for visiting wineries in the Vrsac Wine Region (Vojvodina, Serbia), *Geographica Pannonica*, **24**, 56–66, <https://doi.org/10.5937/GP24-22781>
- Jurriëns E., (2019), The countryside in Indonesian contemporary art and media: From distant horizons to traversing drones, *Bijdragen Tot de Taal-, Land- En Volkenkunde*, **175**, 446–473, <https://doi.org/10.1163/22134379-17502023>
- Kaczmarek J., Alonso S.L.N., Sokołowski A., Fijorek K., Denkowska S., (2021), Financial threat profiles of industrial enterprises in Poland, *Oeconomia Copernicana*, **12**, 463–498, <https://doi.org/10.24136/oc.2021.016>
- Kasdi A., (2019), Reconstruction of fiqh Nusantara: Developing the Ijtihad methodology in formulating fiqh from Indonesian perspective, *Qudus International Journal of Islamic Studies*, **7**, 239–266, <https://doi.org/10.21043/qjijis.v7i2.4797>
- Kassa E.T., (2021), Socioeconomic determinants of micro and small enterprise growth in North Wollo and Waghimira Zone selected towns, *Journal of Innovation and Entrepreneurship*, **10**, <https://doi.org/10.1186/s13731-021-00165-5>

- Komariah K., Razzaq A.R.B.A., Nugraheni M., Lastariwati B., Mahfud T., (2020), The antecedent factor of tourists' intention to consume traditional food, *Geojournal of Tourism and Geosites*, **32**, 1209-1215, <https://doi.org/10.30892/GTG.32403-559>
- Komarova V., Mietule I., Arbidane I., Tumulavičius V., Prakapienė D., (2021), Will production in the modern world and its regions return to a slow growth regime ?, *Economic Annals-XXI*, **6239**, 4–14.
- Levyda L., Ratnasari K., Giyatmi G., (2021), Authentic food souvenir to support msme and local wisdom in bangka belitung, Indonesia, *Geojournal of Tourism and Geosites*, **35**, 531–536, <https://doi.org/10.30892/GTG.35234-681>
- Lukiyanto K., Widita A., Kumalasari R.D., (2018), Patron-client relationship in microenterprise development as a cultural heritage in modern era, *Pertanika Journal of Social Sciences and Humanities*, **26(T)**, 155–162.
- Lukiyanto K., Wijayaningtyas M., (2020), Gotong Royong as social capital to overcome micro and small enterprises' capital difficulties, *Heliyon*, **6**, e04879, <https://doi.org/10.1016/j.heliyon.2020.e04879>
- Malesev S., Cherry M., (2021), Digital and social media marketing-growing market share for construction SMEs, *Construction Economics and Building*, **21**, 65–82, <https://doi.org/10.5130/AJCEB.v21i1.7521>
- Marchenko O., Sydorova E., Shuba V., Rodina Y., (2021), Transformations of contemporary terrorism in view of legal, economic and sociocultural issues, *Economic Annals-XXI*, **6239**, 36–50.
- Martuti N.K.T., Hidayah I., Margunani M., Alafima R.B., (2020), Organic material for clean production in the batik industry: A case study of natural batik Semarang, Indonesia, *Recycling*, **5**, 1–13, <https://doi.org/10.3390/recycling5040028>
- Mathur M., Mehta R., Swami S., (2020), Developing a marketing framework for the bottom of the pyramid consumers, *Journal of Advances in Management Research*, **17**, 455–471, <https://doi.org/10.1108/JAMR-01-2020-0015>
- Nawi M.N.M., Nasir N.M., Azman M.N.A., Jumintono, Khairudin M., (2019), Investigating factors of delay in IBS construction project: Manufacturer perspectives, *Journal of Engineering Science and Technology*, **14**, 59–66.
- Ngo-Thi-Ngoc H., Nguyen-Viet B., (2021), Export performance: Evidence from agricultural product firms in Vietnam, *Cogent Business and Management*, **8**, <https://doi.org/10.1080/23311975.2020.1861729>
- Oginawati K., Anka A.A.H., Susetyo S.H., Febriana S.A., Tanziha I., Prakoeswa C.R.S., (2021), Urinary hippuric acid level as a biological indicator of toluene exposure on batik workers, *Heliyon*, **7**, e07775, <https://doi.org/10.1016/j.heliyon.2021.e07775>
- Pardede A.M.H., Sembiring Y.B., Iskandar A., Pitasari D.R., Sriadhi S., Rianita D., Arifin M., Ririhena M.Y., Siregar N.A., Supriyono, Sari A.E., Tondo S., Zarlis M., Winarno E., Tulus., (2019), Implementation of data mining to classify the consumer's complaints of electricity usage based on consumer's locations using clustering method, *Journal of Physics: Conference Series*, **1363**, 012079, <http://doi.org/10.1088/1742-6596/1363/1/012079>
- Raya A.B., Andiani R., Siregar A.P., Prasada I.Y., Indana F., Simbolon T.G.Y., Kinasih A.T., Nugroho A D., (2021), Challenges, open innovation, and engagement theory at craft smes: Evidence from Indonesian batik, *Journal of Open Innovation: Technology, Market, and Complexity*, **7**, <https://doi.org/10.3390/joitmc7020121>
- Rochwulaningsih Y., Sulistiyono S.T., Utama M.P., Masruroh N.N., Rukayah S., Efendy M., Gozan M., (2019), Traditional knowledge system in palung salt-making in Bali Island, *Journal of Ethnic Foods*, **6**, 4–10, <https://doi.org/10.1186/s42779-019-0018-2>
- Soewarno N., Tjahjadi B., Permatanadia, D. (2020). Competitive Pressure and Business Performance in East Java Batik Industry. *Journal of Asian Finance, Economics and Business*, 7(12), 329–336. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO12.329>
- Syakur A., Khoiroh M., (2021), Local wisdom for civil religious harmony in Indonesia : An ethnographic investigation on Mbah Moni' s grave ritual in Babatan village, Wiyung sub-district, Surabaya city, Jawa Timur province, *Kasetsart Journal of Social Sciences*, **42**, 674–681.
- Toharudin U., Kurniawan I.S., Fisher D., (2021), Sundanese traditional game 'Bebentengan' (Castle): Development of learning method based on sundanese local wisdom, *European Journal of Educational Research*, **10**, 199–209, <https://doi.org/10.12973/EU-JER.10.1.199>
- Uge S., Neolaka A., Yasin M., (2019), Development of social studies learning model based on local wisdom in improving students' knowledge and social attitude, *International Journal of Instruction*, **12**, 375–388, <https://doi.org/10.29333/iji.2019.12323a>

- Ullal M.S., Hawaldar I.T., Mendon S., Joseph N., (2020), The effect of artificial intelligence on the sales graph in Indian market, *Entrepreneurship and Sustainability Issues*, **7**, 2940–2954, [https://doi.org/10.9770/jesi.2020.7.4\(24\)](https://doi.org/10.9770/jesi.2020.7.4(24))
- van der Merwe M.D., Grobbelaar S.S., Meyer I.A., Schutte C.L., von Leipzig K.H., (2020), A framework of key growth factors for small enterprises operating at the base of the pyramid, *Sustainability (Switzerland)*, **12**, 1–33, <https://doi.org/10.3390/su12229327>
- Xiong D.X., Brownlee I.A., (2018), Memories of traditional food culture in the kampong setting in Singapore, *Journal of Ethnic Foods*, **5**, 133–139, <https://doi.org/10.1016/j.jef.2018.02.007>