

ANALYSIS OF SUSTAINABLE COMPETITIVE ADVANTAGE STRATEGIES IN EMBROIDERY INDUSTRY CENTERS IN TASIKMALAYA

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ABSTRACT

The embroidery industry in Tasikmalaya is one of the creative economic sectors with significant potential for growth. However, facing increasingly intense competition requires effective strategies to maintain and enhance competitive advantage. This research aims to identify competitive advantages and the VRIO Framework in the embroidery industry in Tasikmalaya, as well as to develop strategies for sustainable competitive advantage within the embroidery industry centers in Tasikmalaya. The VRIO Framework is used to evaluate a company's resources and capabilities based on four criteria: Value, Rarity, Imitability, and Organization. The object of this research is the embroidery industry centers in Tasikmalaya. The research method used is quantitative with a descriptive approach, where data is collected through observation, questionnaires, and interviews structured. The types of data used are primary and secondary data. The tool used to formulate competitive advantage strategies is the VRIO framework. The results of this study indicate that the embroidery industry in Tasikmalaya has advantages in product uniqueness, competitive pricing, and difficulty to replace, and is positioned with a temporary competitive advantage and economic performance above normal.

Keywords : Embroidery Industry, Competitive Advantage, Vrio Framework

INTRODUCTION

The industry in Indonesia has rapidly developed in line with advancements in technology and science. In recent decades, the creative industry has been one of the sectors contributing the most to the growth of Indonesia's economy. The creative industry is an economic sector that consists of various economic activities based on creativity, skills, and talents of individuals or groups. This industry produces products and services with economic value through the exploitation of intellectual and cultural property. The creative industry is a dynamic sector with great potential to drive economic growth, create jobs, and enhance global competitiveness. According to (Bilton & Leary, 2002), the creative industry refers

to the economic sector that emerges from the use of creativity, skills, and individual talents with the aim of generating economic welfare and creating job opportunities.

Tasikmalaya is a city in West Java that is well-known as one of the creative industrial cities in Indonesia. Tasikmalaya is famous for its handicrafts, one of which is embroidery. The largest embroidery craft industry center is located in the Kawalu District. Villages known as embroidery industry centers in Kawalu District include Tanjung, Kersamenak, Talagasari, Karang Anyar, Gunung Tandala, Cibauti, Urug, and Leuwiliang. The embroidery business centers in this city have become key players in both the local and national markets. The

embroidery industry in Tasikmalaya has undergone significant transformation. Previously, embroidery was mainly known as decoration on kebaya clothes. However, today embroidery has been applied to various types of fabrics. Embroidery can be used on a wide range of items from head to toe, such as shoes, clothes, hijabs, and prayer garments. This development is believed to be one of the factors causing intense competition in the embroidery industry, as more entrepreneurs innovate and offer a wider variety of products. The constantly changing market dynamics also present new challenges. The presence of Chinese embroidery products in the market poses a threat to Tasikmalaya's embroidery entrepreneurs. Chinese embroidery products are considered a threat because they are sold at lower prices compared to Tasikmalaya's locally made embroidery products, which ultimately leads to decreased sales for local entrepreneurs. This is consistent with the research conducted by Rizal et al., (2017), which shows that a decline in sales is influenced by the presence of competition. The rapid growth of this industry sector triggers increasingly intense competition among industry players. Competition in this industry occurs not only at the national level but also on a global scale. To remain relevant and grow, business players in various sectors must develop strategies that provide sustainable competitive advantages. Therefore, analyzing competitive advantage strategies is crucial for embroidery entrepreneurs in Tasikmalaya to maintain and enhance their position in the market.

In this context, the analysis of sustainable competitive advantage strategies becomes the main focus. According to Kholik et al., (2020), a sustainable competitive advantage

strategy is an approach that positions a company strongly in competition and builds long-lasting strategic advantages for the company. This means not only seeking momentary advantages but also how to manage and maintain those advantages in the long term. Competitive advantage refers to the benefits of a product compared to competitor products, which can be achieved through lower prices or by offering more benefits that justify higher prices, thereby providing added value to consumers (Armstrong et al., 2014). There are indicators of competitive advantage according to Kottler & Armstrong (2005): product uniqueness, competitive pricing, rarity, difficulty in imitation, and non-substitutability. Competitive advantage can be achieved when a company applies a value-creating strategy that differs from the strategies used by current competitors and potential competitors (Amirullah, 2015).

Strategic management plays a crucial role in achieving competitive advantage for organizations in various industries. Through the strategic management process, companies can establish clear vision, mission, and long-term goals. According to Daft in a study Budi (2016), strategic management is a series of decisions and actions used in formulating and implementing strategies to create alignment between an organization's competitive advantage and its environment. Meanwhile, according to Wheelen Tomas L in Ani Susilowati et al., (2020), strategic management includes managerial and non-managerial decisions that affect the long-term performance of the company. This includes monitoring the company's internal and external environment, formulating strategies, implementing strategies, as well as evaluation and control. By applying efficient strategic management, companies can identify

market opportunities and threats, and maximize their strengths while addressing their internal weaknesses. Porter in Wheelen et al., (2018), argues that for a company to succeed, the company or business unit must adopt a strategy. If not, they will be stuck in the midst of fierce market competition without having a competitive advantage, which will result in below-average performance and abandonment by consumers. In the embroidery industry center in Tasikmalaya, the importance of strategic management becomes even more relevant. This industry faces intense competition, both domestically and internationally. Therefore, the implementation of the right strategy is essential to achieve and maintain a competitive advantage. One important approach in strategic management is the Resource-Based View or RBV.

A renowned author who frequently reviews and popularizes the concept of the Resource-based View of the Firm (RBV) is Barney. RBV is a framework used to analyze a company's strengths and weaknesses by examining the uniqueness of all internal resources owned and managed by the company. Wernerfelt, in Brem et al., (2016) stated that every business actor should emphasize the importance of a company's core competencies to achieve competitive advantage by focusing on a resource-based view. Barney dan Hesterly (2015) view resources in RBV as tangible and intangible assets that can be controlled by the company and used to design and implement company strategies. According to David in Butarbutar et al., (2017), RBV theory argues that resources truly help companies seize opportunities and overcome threats. Unlike the industrial organization (I/O) approach, which states that external (industry) factors are more important in competition, the

resource-based view (RBV) asserts that internal resources are more crucial for companies in maintaining competitive advantage.

In developing a sustainable competitive advantage strategy in the embroidery industry in Tasikmalaya, the use of the VRIO Framework is highly appropriate. The VRIO Framework enables companies to conduct an in-depth analysis of their resources and capabilities, allowing them to determine the right strategy to maximize their competitive advantage potential. Barney & Hesterly, as cited in Saragih et al., (2015) clearly state that VRIO is used for internal company analysis. Its implementation involves four questions, namely Value, Rarity, Imitability, and Organization.

- a. Value refers to how a company's resources respond to opportunities or threats in the internal and external environment.
- b. Rarity explains the extent of the average profit of companies in the related industry that have competitors with the same resources.
- c. Imitability can be assessed by considering the cost disadvantages of the company.
- d. Organization requires the company to have the ability to manage management arrangements, work processes, company policies, and organizational structure, thus creating an organizational culture that fully realizes the company's potential.

The answers to the questions related to value, rarity, imitability, and organization will determine whether a company's resources or capabilities are strengths or weaknesses.

RESEARCH METHODS

Based on the type of data collected in this research, the author

applies a quantitative method with a descriptive approach to explain the research results. Sugiyono (2018) states that this method is called quantitative because it refers to the use of statistical analysis and numerical data in the research study. According to Siregar (2016), the problem-solving process of descriptive research methods involves describing the research object in its current state using factual data, followed by analysis and interpretation.

The object of this research is the Embroidery Industry Center in Tasikmalaya, specifically in the Kawalu District. The population used in this study includes the embroidery industry in Tasikmalaya. Sampling was carried out using purposive sampling technique, which is a sampling method based on the consideration of someone who has a high understanding of the object being studied so that the researcher can obtain sufficient information (Sugiyono, 2017). In this case, the sample was selected from the Kawalu area, known as the center of the embroidery industry in Tasikmalaya. The Kawalu area was chosen because it has a high concentration of embroidery industries and is considered representative in depicting the general characteristics of the embroidery industry in Tasikmalaya. The respondents in this study are the owners of embroidery businesses in Tasikmalaya.

The types of data used in this research include primary and secondary data. Primary data were collected through questionnaires and interviews with several embroidery business owners, while secondary data were obtained from literature studies such as books and journal articles. The data collection methods in this study include observation, distribution of questionnaires, and structured interviews. Data processing in this research uses

descriptive statistics. The results of the questionnaires are processed using descriptive statistics to calculate the mean (average) and median of each measured variable. Data analysis is conducted by comparing the mean and median values of each VRIO dimension to determine the strengths and weaknesses of the resources and capabilities possessed by embroidery business owners in Tasikmalaya. The VRIO framework can be seen in the image 2.1:

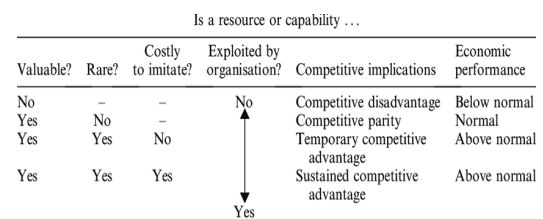


Image 2.1 VRIO Framework
Source : Giawa (2020)

RESULTS AND DISCUSSION
Overview of Competitive Advantages in the Embroidery Industry Center in Tasikmalaya

Here are the research results on the competitive advantage variable measured using the indicators listed in the table below:

Table 3.1 Competitive Advantages in Embroidery Industrial Centers in Tasikmalaya

Indicator	Avera -ge	Media -n	Categ -ory
Product uniqueness	1,85	1,81	Good
Competitive price	1,81		Good
Rarely found	1,38		Bad
Not easy to imitate	1,75		Bad
Not easily replaceable	1,94		Good

Source: Processed Data, (2024).

Based on the results of the calculation of the respondent's questionnaire in the table 3.1, it shows that at:

1. The product uniqueness indicator shows an average value of 1.85, slightly above the median of 1.81. With a value above the median, the product uniqueness category is considered good, which means the embroidery industry in Tasikmalaya has a strong appeal and is able to stand out in the market. The uniqueness of the product lies in the embroidery motifs created, where each business has its own distinctive features that differ from other competitors.
2. The competitive price indicator shows an average value of 1.81, equal to the median value, thus falling into the good category. This indicates that the embroidery industry products in Tasikmalaya have a fairly competitive price in the market. Business players set prices according to the quality provided. Additionally, embroidery business players use discount strategies to attract customers without significantly changing the base price of the product.
3. The rarely found indicator shows an average value of 1.38 below the median value, thus falling into the poor category. This indicates that embroidery products in Tasikmalaya are still quite easy to find, so they do not have uniqueness in terms of rarity. This is due to the high production and wide distribution.
4. The hard-to-imitate indicator shows an average value of 1.75 below the median value, thus falling into the poor category. This indicates that embroidery products are quite easy to imitate by competitors. This is because product sales are conducted

not only offline but also online, providing opportunities for others to copy the designs or motifs created, even though the material quality may differ.

5. The irreplaceable indicator shows the highest average value of 1.94, above the median value, thus falling into the good category. This indicates that products in the embroidery industry have high value because consumers tend to be loyal and find it difficult to switch to other products.

Based on the analysis results, it can be concluded that the embroidery industry center in Tasikmalaya has several significant competitive advantages, especially in terms of product uniqueness, competitive pricing, and product irreplaceability. However, there are some areas that require improvement, such as increasing product exclusivity to make it less commonly found in the market and making products more difficult to imitate by competitors.

VRIO Identification at the Embroidery Industry Center in Tasikmalaya

In the analysis of sustainable competitive advantage strategies in the embroidery industry in Tasikmalaya using the VRIO Framework, four main elements are evaluated: Value (V), Rarity (R), Imitability (I), and Organization (O). The following figure explains the various combinations of these four elements and their competitive implications and economic performance.

IS A RESOURCE OR CAPABILITY						
VALUE	RARITY	IMITABILITY	ORGANIZATION	COMPETITIVE IMPLICATION	ECONOMIC PERFORMANCE	INFORMATION
NO	-	-	NO	COMPETITIVE DISADVANTAGE	BELOW NORMAL	
YES	NO	-	-	COMPETITIVE PARITY	NORMAL	
YES	YES	NO	-	TEMPORARY COMPETITIVE ADVANTAGE	ABOVE NORMAL	POSITION OF EMBROIDERY INDUSTRY CENTERS IN TASIKMALAYA
YES	YES	YES	YES	SUSTAINED COMPETITIVE ADVANTAGE	ABOVE NORMAL	

Image 3.1 Position of Embroidery Industry Centers in Tasikmalaya based on VRIO Framework

Based on image 3.1 of the VRIO Framework, it can be concluded that the competitive implication of the Embroidery Industry in Tasikmalaya is in a position of Temporary Competitive Advantage with above-normal economic performance. This position illustrates that the Embroidery Industry in Tasikmalaya can create greater economic value than its competitors with its existing capabilities and resources, but only for a short or temporary period. Temporary competitive advantage occurs when a company's resources are valuable and rare but easy for competitors to imitate and not fully exploited by the organization. Several factors support this temporary advantage position. Firstly, the quality of raw materials used in the production of Tasikmalaya embroidery is very good. Artisans in this area often use high-quality threads and durable fabrics, adding value and quality to the products and providing customer satisfaction. Amidst fierce competition, the main priority is to maintain customer satisfaction, as this can encourage repeat purchases and help the company survive,

compete, and dominate the market. According to Fandy Tjiptono (2015), customer satisfaction is a key component in the concept and practice of modern marketing, and success in competition will be achieved if the company can create and maintain customer satisfaction. Secondly, the workforce in the Tasikmalaya embroidery industry possesses special skills in making products that stand out compared to competitors' products. They are skilled in using various manual and machine embroidery techniques and are capable of producing products with excellent detail and quality. The workers' ability to adjust designs to the ever-changing market demands makes Tasikmalaya embroidery not only unique but also highly competitive in the local market.

An effective marketing strategy also plays an important role in achieving temporary competitive advantage in the embroidery industry of Tasikmalaya. Tjiptono in Saribu et al., (2020) states that a marketing strategy is a fundamental tool designed to achieve the company's goals by developing a sustainable competitive advantage.

Through social media and e-commerce, Tasikmalaya embroidery products can reach a wider and more diverse market. Innovative marketing strategies, such as creating engaging content marketing or advertising campaigns, can increase awareness and demand for these embroidery products.

From the VRIO framework analysis on the embroidery industry center in Tasikmalaya, it can be concluded that although they have unique skills and designs, the technology and production methods, as well as digital platforms used, are still accessible to other competitors. This makes their competitive advantage temporary and vulnerable to market changes and innovations from competitors. It is important for them to continuously innovate and adapt to market changes. Dynamic capabilities become one of the key factors in maintaining competitive advantage. Dynamic capabilities refer to a company's ability to gather and develop skills from internal and external sources, thus being able to adapt to environmental changes by transforming resources into products with an advantage (Widiastuti et al., 2022). The embroidery industry in Tasikmalaya must continuously enhance its ability to identify new market opportunities, develop innovative products, and reduce the ease of imitation to remain superior in the long term.

Sustainable Competitive Advantage in the Embroidery Industry Center in Tasikmalaya

The VRIO analysis shows that the embroidery industry in Tasikmalaya has resources and capabilities that provide a temporary competitive advantage, with economic performance above the average. However, to achieve sustainable competitive advantage, this

industry needs to focus on several aspects, including:

1. Sustainable Innovation

To achieve competitive advantage, the embroidery industry in Tasikmalaya needs to continuously implement innovation. Companies can apply innovation through various methods, including creating diverse product designs and adding value to goods and services. Ultimately, the innovation implemented can strengthen the company's competitive advantage (Hills et al., 2008). By continuously innovating, the embroidery industry can offer different and more appealing products to consumers, thereby distinguishing itself from competitors. Moreover, innovation should also include improving operational efficiency and reducing production costs to offer more competitively priced products.

2. Trend Analysis and Market Orientation

A deep understanding of trends and market orientation is a crucial factor in creating a competitive advantage. The embroidery industry in Tasikmalaya must regularly conduct market analysis to identify consumer needs and preferences. According to Darmanto et al., in Muzainah Dedy et al., (2023), companies need to think about ways to win the competition while prioritizing customer satisfaction. By understanding current trends, the industry can adjust its products to meet market demand. For instance, if current fashion trends lean towards minimalist and modern designs, the embroidery industry can adjust its designs to align with these trends. Additionally, the embroidery industry centers need to enhance their ability to respond to

customer feedback. Adopting a proactive approach in collecting and analyzing feedback can help companies continuously improve their products and services. Thus, the embroidery industry in Tasikmalaya can be more responsive to market demands and remain competitive.

3. **Creating Scarcity**

One way to achieve competitive advantage is by creating scarcity. Products that are rare and difficult for competitors to replicate will have higher value in the eyes of consumers. The embroidery industry in Tasikmalaya can create scarcity through several methods, such as using exclusive raw materials or collaborating with renowned designers to create limited edition collections. By creating scarcity, the embroidery industry can not only increase the value of their products but also foster higher consumer loyalty.

4. **Reducing Ease of Imitation**

Technology and easily imitated resources have become significant challenges for the embroidery industry in Tasikmalaya. To overcome this, the industrial centers must continuously innovate and conduct ongoing research and development (R&D). Investment in new and advanced technology that is difficult for competitors to access can also help reduce the risk of imitation. According to Zhu et al., in Maulina, L. (2023), the latest technology can be the solution to various challenges faced by the industry, such as rising production costs, intensified global competition, and changing consumer behavior. Moreover, protecting innovations through intellectual property rights such as

patents and copyrights can provide additional protection.

5. **Enhancing Organizational Support**

Weaknesses in organizational support can be addressed by strengthening organizational structure and management. In research by Farchan (2018), it is explained that success in competition is greatly influenced by human resource management strategies. The embroidery industry in Tasikmalaya needs to have a flexible organizational structure and effective management to maximize the potential of their resources. Training and skill development for employees are crucial to ensure they can operate new technology and apply innovations in production. Additionally, creating an organizational culture that supports collaboration and innovation can enhance operational efficiency and overall performance. Building partnership networks with suppliers, distributors, and the government can also provide additional support for the embroidery industry in Tasikmalaya.

To achieve sustainable competitive advantage in the embroidery industry in Tasikmalaya, a comprehensive strategy is needed that includes continuous innovation, trend analysis and market orientation, scarcity creation, reduction of imitation risk, and enhancement of organizational support. By implementing these strategies, it is hoped that the embroidery industry in Tasikmalaya can maintain its competitive edge and continue to grow in the global market.

CONCLUSION AND SUGGESTION

The conclusion of the analysis on the embroidery industry centers in

Tasikmalaya shows that they have several significant competitive advantages such as unique products, competitive prices, and product irreplaceability. However, there are some areas that need improvement, such as increasing product exclusivity and making them harder for competitors to imitate. Through the VRIO framework analysis, it was found that their competitive advantage is temporary because the technology and production methods used are still easily accessible by competitors. Therefore, it is important for the embroidery industry in Tasikmalaya to continue to innovate and adapt to market changes. Dynamic capabilities become a key factor in maintaining long-term competitive advantage. To achieve sustainable competitive advantage, a comprehensive strategy is needed, which includes continuous innovation, market trend analysis, creation of scarcity, reduction of imitation risk, and enhancement of organizational support. By implementing these strategies, the embroidery industry in Tasikmalaya is expected to maintain and strengthen its competitive advantage in the global market.

Based on the research results, several suggestions can be given for further research and for the embroidery industry in Tasikmalaya. For researchers interested in continuing this study, it is recommended to delve deeper into the aspects of technology and digitization in the embroidery industry in Tasikmalaya. Further research can explore how the application of advanced technologies such as AI and e-commerce platforms can improve production efficiency and expand market reach. Additionally, comparative studies with embroidery industry centers in other regions or countries that are more advanced in technology adoption can provide

valuable insights into best practices that can be adopted.

Suggestions for maintaining and strengthening competitive advantage in the embroidery industry centers in Tasikmalaya include the importance of continuous innovation in production and marketing processes. Focus on the use of high-quality raw materials that can enhance product value without sacrificing uniqueness and competitive pricing. Moreover, to increase competitive advantage, the embroidery industry in Tasikmalaya should focus on increasing product exclusivity and developing effective strategies to reduce imitation risk. Increasing investment in research and development (R&D) to discover new production techniques that are more efficient and difficult for competitors to replicate. Additionally, strengthening digital presence through e-commerce platforms and social media, as well as utilizing data analysis to understand market trends and consumer preferences, can help the embroidery industry centers in Tasikmalaya remain relevant and competitive in the global market.

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