

Competitive Strategy in Embroidery Industry in Tasikmalaya City

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ABSTRACT

This research aims at discovering and identifying the competitive strategy that has been used in the embroidery industry in Tasikmalaya City and formulating the analysis result into a new invention regarding to the competitive strategy. The new invention can be in the form of concept, strategy, and method. The locus of this research is the embroidery industry in Tasikmalaya City with the focus of study on the competitive strategy. The method used in this research is descriptive analysis method. The data collection techniques are literature study, in-depth interview, and observation. The informants in this research are the businessmen, industry associations, and the government. The data are processed using the external and internal factors matrix then they are analyzed using SWOT and AHP methods. The result of this study shows that the calculation result using EFAS and IFAS methods for the embroidery industry in Tasikmalaya City is in the first quadrant, which means that the industry is in the condition of growth. From the TWOS matrix analysis, eleven alternative strategies were obtained. Meanwhile, based on AHP calculation, the result shows that the embroidery industry in Tasikmalaya City is recommended to use differentiation strategy with partnership priority as the competitive strategy.

Keywords: embroidery industry, competitive strategy, EFAS, IFAS

1. INTRODUCTION

A condition of competitiveness in the world of business that is getting tighter requires a company to keep working on surviving and developing. One of the efforts that can be performed is aiming a clear purpose and target because, a good organization is the one whose a clear purpose based on the vision and mission that have been dealt beforehand. The effort of reaching the purpose and target will be easier to do if the company has a proper way to do so and implement it correctly. The way to accomplish the purpose that has been assigned commonly is called a strategy.

Strategy is a long term orientation that interacts with a competitive environment to accomplish a company's target (Pearce and Robinson, 2007). In doing the business, every company, both in service and goods, needs a strategy that is able to place the company in the best position, to compete, and to develop by optimizing all resources that the company has (Sitepu, 2005). Verreyane (2006) emphasizes that both big and small companies need a strategy. The difference is in the emphasis in making the strategy and its model used.

The importance for a company to have a strategy in running the business applies to all categories of company, including Small and Middle Businesses (UKM). There is a certain positive character owned by the companies in the small and middle scale. One of the positive characteristics stated by Idar and Mahmood (2011) is that UKM has a dynamic, innovative, and efficient characteristic. Besides, that small coverage of business makes UKM more flexible and respond a market's needs quickly. This positive characteristic of UKM can be a strength or weakness which becomes an obstacle in its development. The combination of the

strength and weakness, an opportunity and challenge faced, and external condition becomes the determiner of the development prospect of that UKM.

UKMs in West Java nowadays take a very important role and have a very huge contribution. Based on BPS data in 2012, UKMs have the contribution at the amount of 65% of income raise in West Java. Of the whole PDRB in West Java, processing industries give the biggest contribution at the amount of 42% (source: West Java in Number in 2013). The number that Tasikmalaya City PDRB gives to West Java PDRB is 2.54%. Based on the BPS data, the processing industry in Tasikmalaya City contributes 14.56% to Tasikmalaya City PDRB (source: Tasikmalaya City in Number in 2013).

One of the industries included into processing industry sector is the embroidery industry that is for Tasikmalaya City becomes the number one product (source: Data from Department of Industry, Trade, Cooperatives, and UMKM in Tasikmalaya City in 2014). Thus, Tasikmalaya City becomes one of the centers of embroidery production in Indonesia. It is easy to understand considering the development of the center of embroidery craft in Tasikmalaya City has run for a long time since 1925.

The feature of Tasikmalaya City embroidery is the best quality. A smooth embroidery and updated design make this product looked for by the market. Tasikmalaya City embroidery always develops because this industry easily gets the main material, human resources, and a high market demand. The other feature of the embroidery industry in Tasikmalaya City is the use of latest technology in production consequently this industry is able to produce the embroidery in a huge volume. The technology is computer-based embroidery machine that in one time of production, it can produce hundreds of cuts. For the marketing, the embroidery businessmen in Tasikmalaya City sell them to Tanah Abang Market routinely every Monday and Thursday so that both days become the market day of embroidery industry in Tasikmalaya City, and because of that, the name of Pasar Tasik or Tasik Market becomes popular. This sort of activity has been running in decades. Besides being marketed to Tanah Abang Market, the embroidery in Tasikmalaya City is also marketed to Tegal Gubug Market in Cirebon or Thamrin City Mall in Jakarta. In addition, the government of Tasikmalaya City always gives a full support for the embroidery industry.

Even so, the embroidery industry in Tasikmalaya City is still having weaknesses that hamper the development of the industry: that is although the industry has followed a trend fashion, the product design still looks similar to all of the industrialists. Operational activities of a company in the embroidery industry also undergo a couple of obstacles such as a fluctuant price. Besides, the type of fabric that comes does not look the same as the previous one. It brings about an uncertainty in production. Another problem faced by the industry is the emergence of competitors in the embroidery industry in Padang City.

Referring to the various phenomena above, an embroidery industry needs a strategy in order to survive in the middle of competition so that the industry can maintain its existence. A strategy is an important variable that functions to direct an action to accomplish together purpose namely a company's performance. A strategy selection and implementation are the important things to accomplish a company's target. A proper strategy will help the company to optimize its performance (Parnell, 2010).

2. LITERATURE REVIEW

Strategic Management

The foundation of strategic management is an idea elaborated as creating harmony between a company's strength and internal weakness on one side and an opportunity and a threat in an external environment on the other side (Andrew, 1987). It is supported by the argumentation from Pearce and Robinson (2007) who say that a strategic management is a set of decision

and action that provides a formulation and planning implementation to accomplish a company's target.

Meanwhile, strategic management according to J. David Hunger and Thomas L. Wheelen (2008) is "a set of managerial decisions and actions that determines the long-run performance of a corporation". David (2013) defines strategic management as "the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives". Of the definition, it is said that the key success of a company is the integration of all functions and organizations. The term strategic management in textbooks usually is equated to strategic planning (David, 2013).

Although a strategy is a comprehensive concept, a strategy can be formulated and applied in various levels of organization and a company's activities. Sri Wahyudi (1996:23) states that within its flexibility, a strategic management can be divided into three levels, namely:

1. Corporate Strategy;
2. Business Strategy; and
3. Functional Strategy.

Competitive Strategy

Hubbard and Beamish (2011:20) say that a competitive strategy is a seeking process of competing an advantageous position in an industry, a fundamental arena where a competition occurs. Porter (1993) states that a competition is a core of success or failure of a company. It means the success or failure of a company depends on how the company faces the competition. Therefore, a company has to have a competitive strategy in which Porter defines it as a seeking process of competing an advantageous position in an industry, a fundamental arena of a company.

Wheelen and Hunger (2012:183) add that a competitive strategy focuses on a development of competition position of unit business both in goods and service. Next, Ireland, Hoskisson, and Hitt (2009:90) argue that a competitive strategy is an integration and coordination in planning commitment and action to win a competition in a specific market. Then, Pearce and Robinson (2011:215) state that a competitive strategy is an effort to create a continuous competing feature through uniqueness and cost advantage.

Generic Strategy Concept

Based on this approach, a study about strategy needs to be related to these three elements, namely: external environment, company's behavior, and market where a company implements its strategy. An industry attraction depends on together influence from five power of competition; they are a competitor, a new comer, a substitution producer, demand, and a supplier. A company operated in the same industry can decide to adopt a different strategy.

Porter (1980) also states that his proposed generic strategy can be used in an industry. A generic strategy that he proposes can be used for a fragmented industry, a start-up industry, or an industry in decline.

Based on Porter's framework (1980), a business chases after a good performance by either building a position of a cost leadership (cost is low) or differentiating an offer from the business' competitors. O'Maffat (2007) says that Porter states two main strategies, namely cost leadership strategy and differentiation strategy. In their development, one of those approaches can be followed by focusing on an effort to a certain market. Then, Porter's generic strategies become popular. They are:

1. Cost leadership

The cost leadership strategy is a set of integrated action to provide goods and service with features accepted by customers within the lowest cost, relative cost towards competitors (Hitt, Ireland, and Hoskisson, 2011). The cost leadership strategy is an effort by a company to provide a competitive advantage to reach the lowest cost in an industry. The focus of company in implementing this strategy is on a tight cost control and efficiency in all operational fields (Porter, 1980). A Company that decides to use the cost leadership strategy has a target to realize the offer with cost as low as possible. The competitive advantage of cost leadership is accomplished by performing important activities of value chain with the lower cost than competitors.

2. Differentiation

The differentiation strategy encourages a company to be able to look for its uniqueness into the market that becomes its target. A foregrounded product uniqueness enables a company to attract interest from its potential customers as big as possible. How to differentiate products vary from market to market, yet it is related to attitude and physical appearance of products or satisfaction experience (in real and psychologically) gained by consumers of the products. Various ease in maintenance, additional features, flexibility, convenience, and other stuffs that are difficult to copy by competitors are a small example of differentiation. This sort of strategy is referred to potential consumers that relatively do not accentuate price in making decision. Differentiation is a proper strategy to earn profit above average in an industry because this strategy creates a safe position to overcome the power of competition even though with different ways from the cost leadership strategy. Differentiation can be based on design or brand image, distribution, and so on (Frambach et al, 2003).

3. Focus

The third strategy is called focus strategy where a company concentrates on a particular group of customer, geographic market, or product line segment. These three generic strategies represent three broad types of group of strategy and thus, the strategy selection “can be seen as the selection where a group of strategies compete in” (Porter, 1980). A company orientated to a special strategy has to lead the company marked by Porter as “trapped in the middle”. Porter states that this is the second class company because it fails in developing together strategy, at least one of three categories which is “almost guaranteed in a low profitability” (Porter, 1980). The focus strategy is used to create a competitive advantage in a smaller market segment. This sort of strategy is referred to serve consumers’ needs in a small amount and in the purchasing decision making, it is relatively not influenced by the price.

At this stage, a company can focus on a particular group of customer, product line, or geographic market. This strategy is differentiated in differentiation focus and a whole cost leadership focus where a company sells products in a cheap price for a certain focus market. It enables a company to concentrate on developing knowledge and competence that it has. It is usually used by a company who targets a niche market to fulfill the needs of a special goods or service.

3. RESEARCH METHOD

Research Method

The research method that will be used in this research is qualitative. It is because it takes a phenomenon happened about factors of business environment in a competitive strategy formulation in the field. In this case, it takes the phenomenon happened in the embroidery

industry. A qualitative method is the best to use to obtain a descriptive result based on the field phenomenon or based on phenomenology approach. It is then discovered in-depth according to the situation and the object condition that will be observed.

The information source in this research is elements or important people in the embroidery industry classified into:

1. DAS, functional staff of industry and UMKM in the Industry, Trade, Cooperative, and UMKM Department in Tasikmalaya City;
2. DDH, the owner CV. Rostina Bordir that established in 1987. This company produces *mukena* and *koko* shirt. The marketing areas area Tegalbug Cirebon Market, Central Java, East Java, Bali, and Nusa Tenggara.
3. CVR, established since 1980s. The main products from this company are *koko* shirt and *gamis* marketed to Central Java and surround.
4. DB, established since 1990. The main products from this company are *mukena* and *koko* shirt.
5. HO, embroidery businessman. The main products from this business are *mukena* and *koko* shirt.
6. HU, embroidery businessman and also the committee of Tasikmalaya Embroidery Businessmen Association.

The selected informants are those whose in-depth understanding in the embroidery industry in Tasikmalaya City and they are believed to understand about the competitive strategy.

Data Collection, Record, and Process Technique

The technique used in collecting the data in this research is documentation where the writer collects the data needed from various media both printed and electronic. Besides, the writer also conducts a literature review. It is done by library research and internet research. This technique is done to gain information regarding the problem observed and to gain the data supporting in this research.

Data record is in the form of words, speaking substance, and the field observation based accuracy and structure. Accuracy means the writer's ability to process the data so that they provide accurate data in accordance with the research. Structure means data record that is general beforehand.

4. DISCUSSION

TOWS Matrix

Based on the SWOT analysis, the following is the result summarized into a TOWS matrix.

Table 2
TOWS Matrix

	<i>STRENGTH</i>	<i>WEAKNESS</i>
	1. Independent capital. If it needs an additional capital then it will look for the third party non-bank. 2. The location is close.	1. It is rare to have a display room. 2. High plagiarism 3. Competitors' reputation 4. Lack of awareness in administration

	<ol style="list-style-type: none"> 3. The latest machine with huge capacity 4. A lot of human resources 5. Reputation 6. A machine update 7. The main material is easy to get. 8. Tasik Market 9. The selling is often in a huge scale. 10. The businessmen sell with a low price and the payment can be postponed. 	<ol style="list-style-type: none"> 5. Untrained human resources 6. Low use in social media 7. It has to buy the main material in cash. 8. Consumers' behavior presses the sellers. 9. The payment is in a long time so that the capital is hard to spin. 10. The behavior of businessmen's finance.
<p style="text-align: center;"><i>OPPORTUNITIES</i></p> <ol style="list-style-type: none"> 1. The majority of people are Moslem. 2. Interest does not influence directly to the business. 3. Government's support 4. Supporting social environment 5. Machine with a sophisticated technology 	<p style="text-align: center;"><i>S-O STRATEGIES</i></p> <ol style="list-style-type: none"> 1. Do market widening 2. Do rebranding 3. Have a partnership with stakeholders 4. Make a new product line 	<p style="text-align: center;"><i>W-O STRATEGIES</i></p> <ol style="list-style-type: none"> 1. Optimize social media 2. Work together in training program held by the government
<p style="text-align: center;"><i>THREATS</i></p> <ol style="list-style-type: none"> 1. Buying power from the society decreases. 2. ASEAN Economic Community 3. New embroidery industries start to penetrate markets. 4. It has to buy main materials in cash. 5. Postponing payment 6. Fashion industry getting developed 7. Competitors' reputation 	<p style="text-align: center;"><i>S-T STRATEGIES</i></p> <ol style="list-style-type: none"> 1. Implement the SOP of cooperation contract 2. Penetrate retail markets with agent system or reseller 3. Push and pull strategy 	<p style="text-align: center;"><i>W-T STRATEGIES</i></p> <ol style="list-style-type: none"> 1. Optimize online marketing 2. Restructure payment system

Source: processed by the writer, 2016

Based on the table above, there are a number of alternative strategies that can be done. The strategies are:

1. S-O Strategies
 - a. Do market widening
 - b. Do rebranding
 - c. Have a partnership with stakeholders
 - d. Make a new product line

2. W-O Strategies

- a. Optimize social media
 - b. Work together in training program held by the government
3. S-T Strategies
 - a. Implement the SOP of cooperation contract
 - b. Penetrate retail markets with agent system or reseller
 - c. Push and pull strategy
4. W-T Strategies
 - a. Optimize online marketing
 - b. Restructure payment system

Those alternative strategies are gained from the analysis result towards the factors that become strength, weakness, and challenge in the embroidery industry in Tasikmalaya City.

EFAS—IFAS Analysis

Based on the EFAS and IFAS analysis, it emerges the EFAS value is 0.067 and IFAS value is 1.95. They show that the embroidery industry in Tasikmalaya City is in the quadrant I which means the industry is in the stage of growth.

AHP Analysis

After conducting the AHP analysis, there are some analysis results. Based on what is described in the Figure 2, for the priority category from Michael Porter Strategy, it is showed that the criterion that makes it priority is differentiation. It means the respondents think that the differentiation aspect is the most important one. Afterwards, there are focus and cost leadership aspects following. Besides, the value of consistency index gained from the calculation is 0.016 (less than 0.10) so that it can be concluded the answer from the three respondents is consistent.

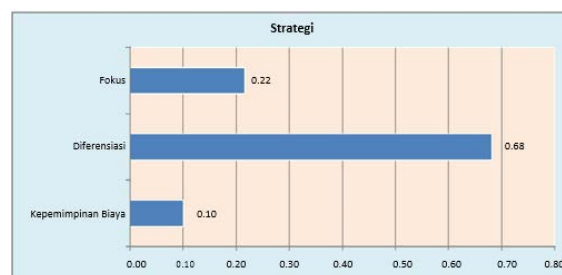


Figure 2.

The calculation result of priority criterion

For the cost leadership strategy, the most important thing is the partnership strategy. Meanwhile, Figure 3 shows that in the cost leadership strategy, the most important strategy is the partnership strategy followed by the strategy of online marketing optimization, social media optimization, training program in cooperation with the government. With the value of index consistency for the cost leadership criterion, which is gained 0.089 (less than 0.10), it can be concluded that the answer from the three respondents is consistent.

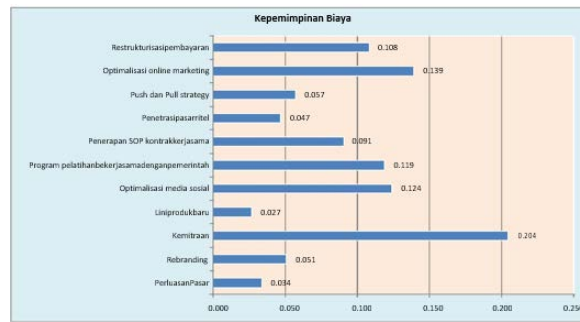


Figure 3

The calculation result of the most important strategy in the cost leadership criterion

In the differentiation criterion, the most important strategy is partnership strategy, followed by the strategy of social media optimization, push and pull, and rebranding (based on the result showed in Figure 4). But, it is gained from the calculation that the value of index consistency is 0.211 (more than 0.10) so that it can be concluded that the answer from the three respondents is inconsistent.

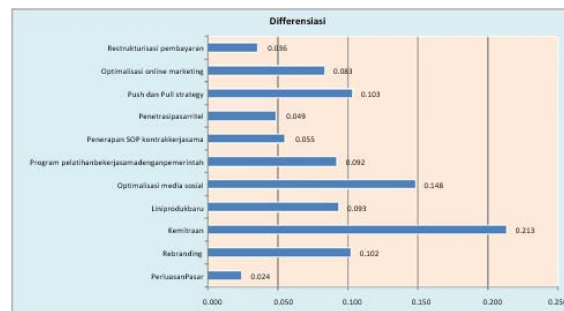


Figure 4

The calculation result of the most important strategy in the differentiation criterion

In the focus category, the most important strategy is media social optimization strategy, followed by the strategy of online marketing optimization, push and pull, and partnership (Figure 5). The calculation of the value of index consistency is 0.13 (more than 0.10) so that it can be concluded that the answer from the three respondents is inconsistent.



Figure 5

The calculation result of the most important strategy in the focus criterion

Overall, based on the calculation that has been done, it is showed that the most important competitive strategy in order is partnership strategy, followed by the strategy of social media optimization, push and pull, online marketing optimization, training program in cooperation

with the government, rebranding, new line product, implementation of the SOP of cooperation contract, payment restructuring, and the most unimportant is market widening. Prioritizing these seven strategies can solve 81.07% problem faced.

So that, it can be concluded that based on the calculation result using AHP, the strategy that becomes the major priority is partnership and the strategy judged as the most proper strategy for the competitive strategy in the embroidery industry in Tasikmalaya City is the differentiation strategy with partnership as its priority.

Competitive Strategy Model in the Embroidery Industry in Tasikmalaya City

Based on this research that has been elaborated beforehand, the competitive strategy model in the embroidery industry in Tasikmalaya City can be formulated. As shown in Figure 6, it can be elaborated that the competitive strategy built in the embroidery industry is based on two factors that affect the competition atmosphere in the industry, namely internal and external factors.

The internal environment contains the aspect of resources, businessmen's capability, core competition, value chain analysis, and the features owned by the businessmen in showing their power. On the other hand, the condition of internal environment also shows weaknesses owned by the businessmen that distract their business.

Meanwhile, the external environment that consists of the aspect of politics, economy, culture and social, technology, and demography shows the conditions outside the businessmen that become challenges in running the business. Besides challenges, in the external environment, there is also opportunities to support the business.

Based on the real condition in the embroidery businessmen, it can be identified and formulated the competitive strategy planning that can be done by the businessmen. In the case of embroidery businessmen in Tasikmalaya City, based on the strength and weakness as well as the opportunity and challenge owned by the businessmen, the purpose of strategy implementation selected are:

1. widening marketing area until Kalimantan and Sulawesi islands;
2. enhancing export market;
3. creating particular features that differentiate with embroidery products from Padang or East Java;
4. improving financial system;
5. improving human resources' skills;
6. raising online marketing; and
7. optimizing cooperation with stakeholders.

Within the purposes, the targets aimed are:

1. doing training for businessmen's competence;
2. doing training for design skill;
3. doing training for financial report;
4. increasing the volume of selling in export market;
5. increasing the volume of selling to the markets in Kalimantan and Sulawesi islands;
6. doing training for e-business; and
7. cooperating with stakeholders.

With the purposes and targets, the competitive strategy used by the businessmen of embroidery industry in Tasikmalaya City is differentiation strategy. This strategy is preferred than the other strategies, namely the cost leadership or focus strategy.

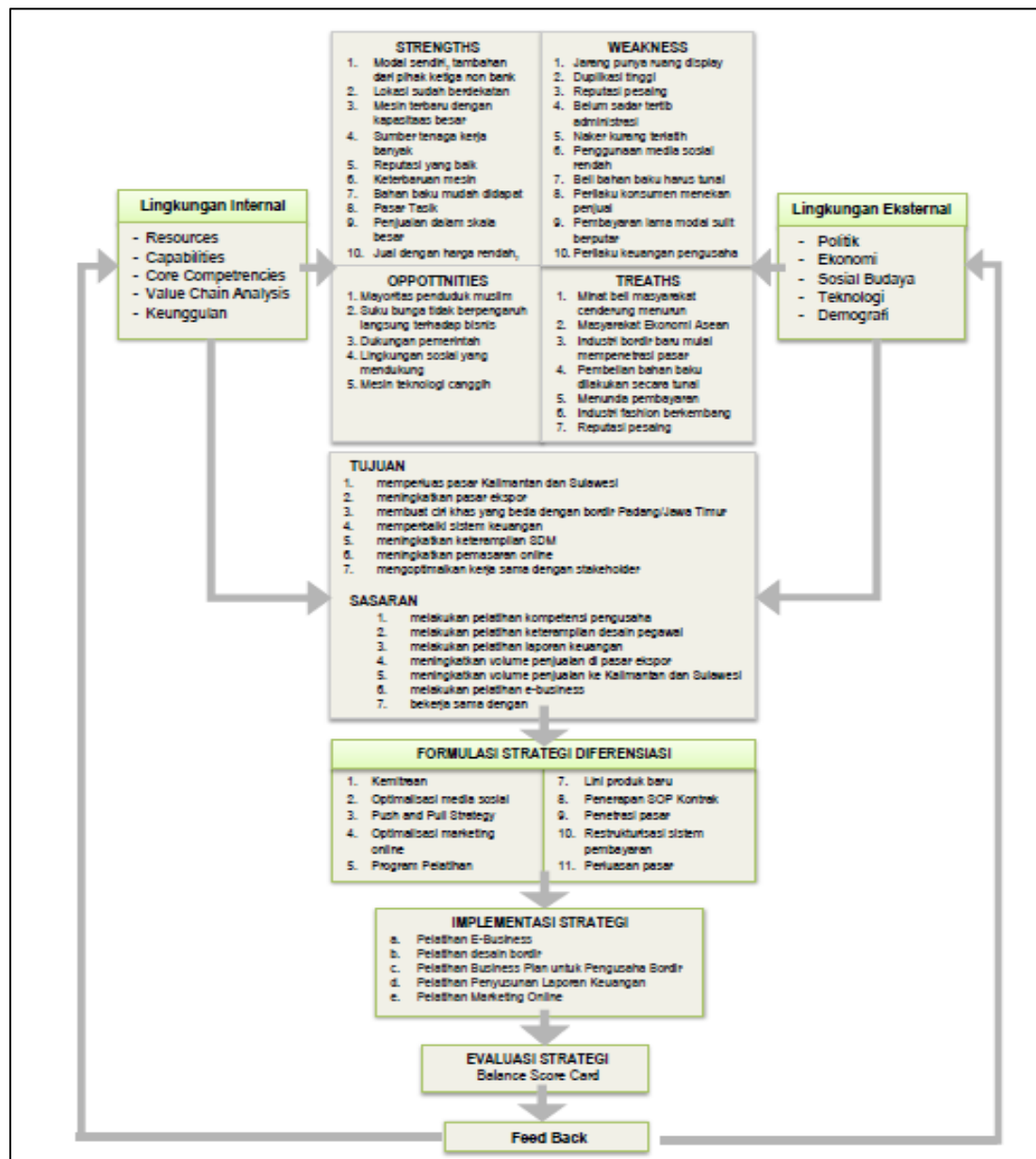


Figure 6
The competitive strategy model in the embroidery industry in Tasikmalaya City

To implement the strategy that has been formulated, based on the priority of alternative strategy in differentiation strategy criterion, it can done some of programs or activities, such as:

1. E-business training,
2. Embroidery design training,
3. Business plan training for embroidery businessmen,
4. Financial report training, and
5. Marketing online training

Next, to ensure the implementation of differentiation strategy model as the competitive strategy through some programs and activities, some stuffs needs to be evaluated. The evaluation is done towards important things principally in implementing the

differentiation strategy so that it is not only technical regarding to the trainings which are the instrument in increasing competitiveness for the embroidery businessmen. To show a real and firm result, the evaluation can be done by using Balance Score Card.

The evaluation can imply widely towards various aspects related to the development of embroidery business in overall. Thus, the result will give a feedback in reviewing the external and internal environment factors of the embroidery industry that become the main element in creating a more adjusted competitive strategy model.

5. CONCLUSION

Conclusion

Based on the research done in the embroidery industry in Tasikmalaya City, it can be concluded that:

1. The analysis result in the external environment shows that the factors that become opportunity for the embroidery industry in Tasikmalaya City are the majority of Indonesian people who are Moslem, interest does not influence directly to this industry, a big support from the government, supporting neighborhood, and a machine with a sophisticated technology. The condition of opportunity for the industry in Tasikmalaya City seems to give a bigger opportunity for the embroidery businessmen to develop their business compared to the condition of threat. The threat for this industry is the buying interest of people which tends to go down, ASEAN Economic Community, the embroidery industry in other areas that starts to penetrate the market, the main material that has to be paid in cash, the embroidery selling with postponing payment system, the fashion industry non-embroidery which is getting developed, and the competitors' reputation that start to be popular in the market.
2. Meanwhile, the analysis result in the internal environment shows that the strengths owned by the embroidery industry in Tasikmalaya City give the possibility to be able to develop instead of the weaknesses. The strengths are independent capital, close companies' location, the latest machine with huge capacity, a lot of human resources, reputation, a machine update, the main material that is easy to get. Tasik market in Tanah Abang Market Jakarta, the selling that is often in a huge scale, cheap price, and the payment can be postponed. On the other hand, the weaknesses from this business in Tasikmalaya City are rareness in having a display room, high plagiarism, competitors' reputation, lack of awareness in administration, untrained human resources, low use in social media, buying the main material in cash, consumers' behavior that presses the sellers, the payment that is in a long time so that the capital is hard to spin, and the behavior of businessmen's finance.
3. With the result of EFAS calculation at the amount of 0.067 and IFAS calculation at the amount of 1.95, it is showed that the embroidery industry in Tasikmalaya City is in the first quadrant which means the industry is at the stage of growth. The positive condition of internal and external factors become a strong foundation to develop the embroidery industry in Tasikmalaya City. The growth that occurs in this industry is supported by the stronger internal condition than the external condition. Consequently, the internal factors need to be concern in becoming foundation to keep a positive development of the embroidery industry in Tasikmalaya City.
4. The TOWS matrix shows that the industry has eleven alternative strategies that can be engaged. Those number of alternatives that have been measured their effectiveness in facing business competition give various choices in deciding the best strategy for the development of both internal and external condition for the businessmen. The change

of external environment that is often out of control of the businessmen demands flexibility and ability to give a proper response for them. The development of internal condition is also important to be able to be identified properly by themselves in order to determine a more appropriate competitive strategy.

5. The calculation result using AHP method shows that the competitive strategy engaged uses differentiation strategy with partnership priority, social media optimization, push and pull, online marketing optimization, training program in cooperation with the government, rebranding, new line product, implementation of the SOP of cooperation contract, payment system restructuring, and the market widening. The priority selection of competitive strategies also shows that the embroidery industry activities cannot be implemented with only relying onto their own ability but also demanding the ability to be partner with other parties. The development of information and technology also determines the possibilities of the selection of competitive strategy because media information becomes an important tool in business.

Suggestions

1. The embroidery industry in Tasikmalaya City can optimize the use of online media as a place to sell and market the embroidery products. For instance, the industry can use social media like Facebook and Instagram where both social media are being used a lot by people.
2. Optimizing GABEPTA performance as a place for the embroidery industry in Tasikmalaya City to have a good offer to suppliers or consumers.
3. The main material purchasing is done through an association so that the purchasing is done in a huge quantity to earn a cheaper price.
4. The distribution of embroidery products will be better if it is done in a group so that it can reduce the distribution cost. For instance, a delivery to Jakarta can be done by using one vehicle.
5. It will be better for the embroidery industry in Tasikmalaya City to optimize the activity of Tasik Market to ensure an emergence of product distribution to the market in scale so that it can be a place for the businessmen of embroidery to meet customers-to be effectively.
6. Reactivating the embroidery branding as the special product from Tasikmalaya City so that the embroidery will always be something special from Tasikmalaya City through its attendance in exhibitions both in domestic and overseas.
7. To show the realization of the local government's support, the government can cooperate with GABEPTA to hold various trainings to increase the capacity of embroidery businessmen, namely: (1) e-commerce training as one of the ways to improve marketing strategy, (2) financial training in order to be bankable, (3) design training so that the businessmen in this industry can differentiate their products with the other companies.

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