Solid State Technology
Volume: 63 Issue: 4
Publication Year: 2020

The Influence of External Environmental Forces and Company Resources on Company Performance with Competitive Strategy as an Intervening Variable on Non-Machine Weaving Equipment Industry (ATBM) in West Java

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Abstract

It is hoped that the continuity of the textile and textile product (TPT) industry in Indonesia will be able to increase the performance of national exports in order to bring in more foreign exchange exports than previous years. According to data from the Indonesian Ministry of Industry in 2019, the important role of the textile industry is that the textile industry is able to absorb more than 13% of the total manufacturing workforce in Indonesia and generate huge foreign exchange. However, Indonesia is not in the top 10 textile exporters in the world, in fact, Indonesia is actually one of the largest textile importers in the world. Even though Indonesia has more potential to develop the textile industry than other countries. The purpose of this study was to determine The Influence of External Environmental Forces and Company Resources on Company Performance with Competitive Strategy as an Intervening Variable in the Non-Machine Weaving Equipment Industry (ATBM) in West Java. This study uses Mix Methods Research (MMR) with an explanatory design strategy and the method used is Partial Least Square (PLS). The population in this study was the entire ATBM woven fabric industry in West Java with a population of 30 (DEPRIN data of West Java Province 2019). Data collection was done by means of questionnaires, observation, and literature study. The results of the research hypothesis are both Company Resources and Competitive Strategy has a significant positive influence on Company Performance whereas External Environmental Forces has an insignificant positive influence on Company Performance.

Keywords: *ATBM, Textile Industry, Foreign Exchange, Competitive Strategy.*

1. Introduction

As an industry that was once the main influence of national exports, it is hoped that the continuity of the textile and textile product (TPT) industry in Indonesia will be able to grow up the performance of national exports in order to bring in more foreign exchange exports than previous years, as well as carry out economic functions and another social aspect is providing labor or creating new jobs. BPS recorded that the number of workers aged 15 years Indonesia until August 2019 reached 126.51 million people with a workforce in the

manufacturing industry sector of 18.25 million people, wherein the textile industry sector the number of direct workers absorbed 1.023 million people (BPS Census, 2019).
The important role of the textile industry is that the textile industry is able to absorb more than 13% of the total manufacturing workforce in Indonesia and generate huge foreign exchange as shown in table 1 with the textile industry sector this is one of the main sectors, although it has a strategic point in the Indonesian economic matters. Strengthening the textile industry will support a stronger economic base and it can support the stability of the Indonesian economic matters and also have high competitiveness in world economic competition.

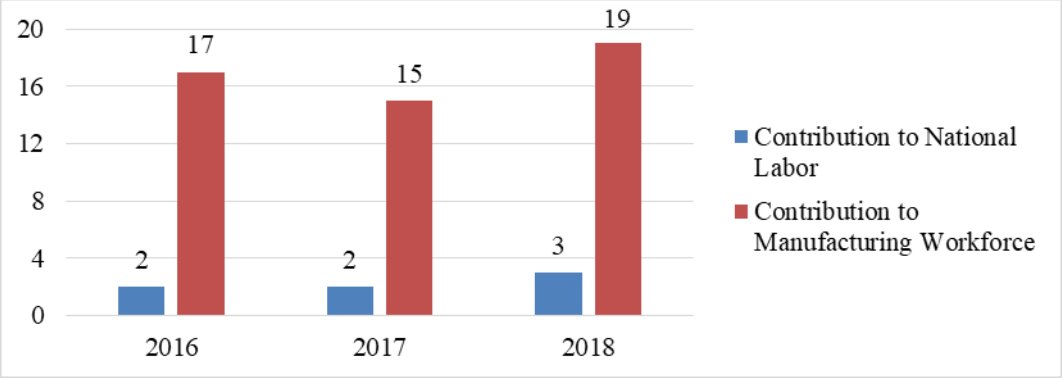

Figure 1. Textile Industry Contribution to National Labor Absorption (in Percent)
Source: Ministry of Industry (2019)

Nationally, Indonesia's national industry has experienced a limiting growth decline with a decline in the performance of several sectors. In the Textile and Textile Product Industry (TPT) in the post-economic crisis, based on Indonesias's Ministry of Industry's data in February 2019, it was revealed that the number of export of Indonesian textiles in the last 4 years tends to relatively increase but in 2019 it decreased.

Table 1. Table of Textile Export Conditions

Description		2016	2017	2018	2019
Net Eksport	Million (USD)	11,87	12,59	13,27	12,84

Source: Ministry of Industry and API (2019)

Likewise, with the textile industry, according to data from the Ministry of Industry for 2019, since the last 5 years, growth has been unstable and tends to be constant, so that the growth percentage is still not as expected, even though this industrial sector has a very crucial role as one of the main indonesia's industrial sector pillars. The facts tell us that the progress of the textile industry, up to 2015, was still not optimal, and experienced a decline in 2017 and increased in 2019, although not significant. This can be seen from the illustration of the contribution of textile exports to Indonesian exports below:

Figure 2. Percentage of Export Contribution of Textile to Indonesian Exports
Source: Ministry of Industry (2019)

In 2018-2019, investment in this sector was only 1% from total investment and from 2017 continues to decline. This signify that the business performances in the textile industry sector is not optimal. As can be seen in the image below:

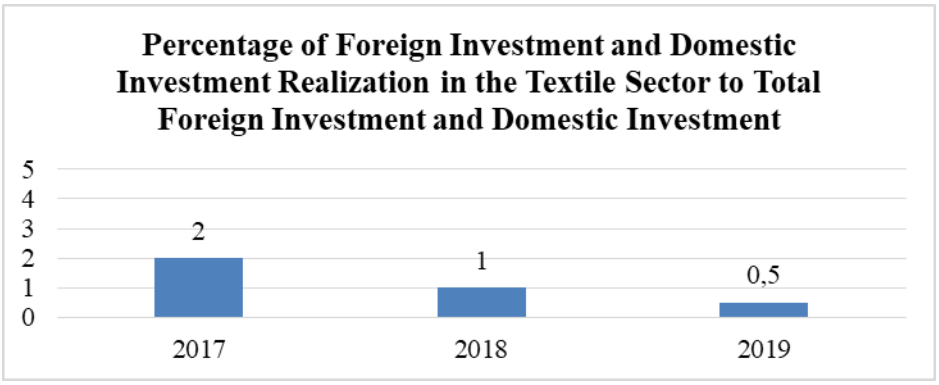

Figure 3. Percentage of Foreign Investment and Domestic Investment Realization in the Textile Sector to Total Foreign Investment and Domestic Investment
Source: BKPM

Even if it seen from the performance of business in term of export performance, the textile industry in Indonesia, compared to other countries, tends to be lagging behind, this industry has experienced a golden age in the country. The emergence of new competing countries using new technology such as China.

Table A.22
Top 10 exporters and importers of textiles, 2018
(Billion dollars and percentage)

	Value	Share in world exports/imports				Annual percentage change			
	2018	2000	2005	2010	2018	2010-18	2016	2017	2018
Exporters									
China (1)	119	10.3	20.2	30.4	37.6	6	-4	5	8
European Union (28)	74	36.4	34.8	26.9	23.5	1	1	5	7
Extra-EU (28) Exports	23	9.8	9.9	8.1	7.2	1	0	5	8
India	18	3.6	4.1	5.1	5.8	4	-6	6	4
United States of America	14	7.0	6.1	4.8	4.4	2	-5	3	1
Turkey	12	2.4	3.5	3.5	3.8	4	0	5	4
Korea, Republic of	10	8.1	5.1	4.3	3.1	-1	-6	-2	0
Chinese Taipei	9	7.6	4.8	3.8	2.9	-1	-7	3	0
Viet Nam (2)	8	0.2	0.4	1.2	2.6	13	9	21	13
Pakistan	8	2.9	3.5	3.1	2.5	0	-7	2	2
Hong Kong, China	7	...	...	...	...	-5	-13	-4	-3
Domestic exports	0	0.8	0.3	0.1	0.0	-13	3	7	3
Re-exports	7	...	...	...	...	-5	-13	-4	-3
Above 10	**272**	**79.2**	**82.7**	**83.3**	**86.3**	-	-	-	-
Importers									
European Union (28)	77	34.9	33.6	27.8	23.1	0	1	6	-2
Extra-EU (28) Imports	33	9.8	10.0	10.0	9.7	2	1	5	6
United States of America	30	9.7	10.5	8.7	9.1	3	-3	3	2
China (1)	18	7.8	7.2	6.6	5.3	0	-12	4	3
Viet Nam (2)	18	0.8	1.6	2.6	5.3	12	4	22	10
Bangladesh (2)	11	0.8	1.1	1.7	3.3	12	7	7	17
Japan	9	3.0	2.7	2.7	2.7	3	0	3	6
Hong Kong, China	7	...	...	...	...	-6	-13	-4	-3
Retained imports	...	0.9	0.3	0.1	...	...	...	...	...
Indonesia	7	0.8	0.4	1.6	2.1	6	3	-4	21
Mexico (1),(3)	7	3.5	2.8	1.9	2.0	3	-4	1	4
Turkey	6	1.3	2.1	2.4	1.8	-1	-2	12	-10
Above 10	**183**	**63.4**	**62.2**	**56.2**	**54.6**	-	-	-	-

(1) Includes significant shipments through processing zones
(2) Secretariat estimates
(3) Imports are valued f.o.b.

Figure 4. Top 10 Global Textile Exporting and Importing Countries in 2018
Source: World Trade Organization (2018)

In the picture above, it can be seen that Indonesia is not in the top 10 textile exporters in the world, in fact, Indonesia is actually one of the biggest textile importers in the world. Even though Indonesia has greater potential to develop the textile industry than other countries. On the other hand, the compete of the textile industry can be seen from various aspects, namely compete based on price and compete based on quality. Indonesia's textile competes and prices are increasingly losing because of losses from year to year. The increase in the cost structure that went up by the textile industry included increases in, including the Provincial Minimum Wage (UMP) and the Regency Minimum Wage (UMK), an increase in fuel price changes in tariffs, an increase in the basic electricity tariff. The increase in the UMP will be felt for the textile industry, mainly the garment industry, considering that this industry is very labor-intensive. It is very obvious that the increase has not been matched by the productivity and performance of the national textile industry.

In 2018, as we can see above, the performance of the industrial business is still relatively low, even though Indonesia is not among the top 10 textile exporting countries. According to Wheelen et al. (2015), performance is the end result of activities so that the measurement of the organizational unit is invincible and the goals it achieves have been formulated into strategy formulation as part of a strategic management process related to profitability, market costs or costs.

Apart from that, there are still weaknesses in designing and creating a Competitive Strategy when compared to other countries. According to Barney (2010), Competitive Strategy will form a cost leadership strategy and a differentiation strategy. Phenomena that exist in the textile industry in Indonesia indicate that it is still difficult to create product innovations that

are difficult to imitate by competitors, weakness in anticipating changes in the external environment, and the creation of product prices that are more competitive than those of competitors (Saudi, 2018). The competitiveness of product prices compared to products from other countries, especially products from China is still relatively difficult to compete. Meanwhile, according to Wheelen et al. (2015), the competitive strategy is aimed at answering the question: do companies have to compete on the lowest cost (price) basis or do companies have to differentiate their products and services beyond the cost basis, such as service quality? Or does the company have to compete directly with major competitors to become the biggest but most wanted after in the market, or should the company focus on a niche that can satisfy a small but profitable segment of the market? Which strategies are competing to be competitive and can outperform other companies in an industry.

The preliminary survey results reveal that the company is still difficult to compete with competing companies, especially those from abroad, particularly products from China. One dimension, the competitive strategy is Faster, in fact, the management in anticipating or observing external environmental conditions is relatively low, namely, it is rathertough for management to move even faster in contrast to its competitors.

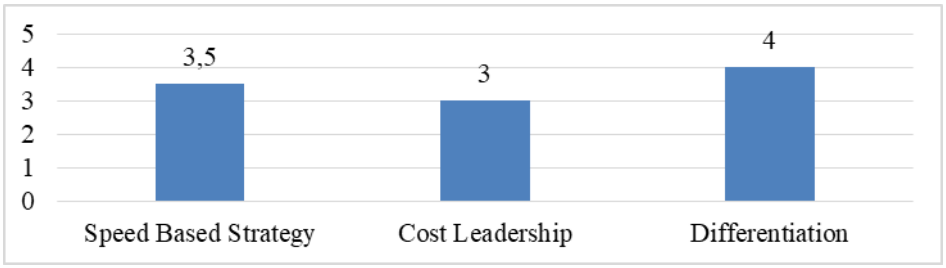

Figure 5. Competitive Strategy Phenomenon
Source: Preliminary Survey Results for the Bandung Region 2018 (n = 10)

The weak business performance and competitive strategy of the textile industry in Indonesia are alleged to be due to a number of factors, includes company resources's weak owenership. This phenomenon shows that the textile industry is as yet very finite in ownership of working capital, the geographic location of domestic markets remains difficult to reach, and the intangible assets owned are still feeble, such as human resources'squantityand quality as basis for the textile industry is inadequate. Conceptually, according to Pearce and Robinson's (2015), opinion, every company is distinct in its respective aspects because each of them has a set of unique resources to its own which consists of tangible and intangible assets, as well as the organizational capacity and capability to make use of those assets, as revealed in the results of the preliminary survey as follows.

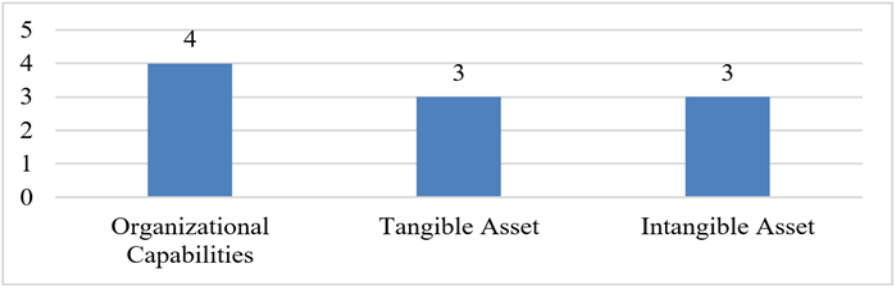

Figure 6. Phenomenon of Company Resources
Source: Preliminary Survey Results for the Bandung Region 2018 (n = 10)

The picture above shows that management belongs to a relatively less unique category in managing the company's resources it owns. Organizational reliability, in terms of internal business processes and organizational capabilities, is relatively weak. Furthermore, intangible assets ownership inclined weak, which is indicated by the still weak level of education of experts currently possessed, and as a logical addition to this condition, HR capability is relatively low.

The low performance of the textile industry in Indonesia is also suspected because the management is yet fully capable to adapting and expectingthe external environmental forces, which are related to external environment's opportunities and threats such as; conditions of global economic, government policies, labor demands, the conditions of competition, and still weak management capabilities in developing the strengths and weaknesses of the company's internal environment, including ownership of adequate inputs, working capital ownership, improving the quality of business processes and ownership of adequate resources. Where according to Wheelen et al. (2015), the external environment includes various variables (opportunities and threats) which are outside the organizationand not typically within the control of the short-term from company's top management. These variables are in the context of the establishment of the company which can be in the form of general forces and trends in the social environment or specific factors that are in the specific task environment within the company which is often referred to as an industry.

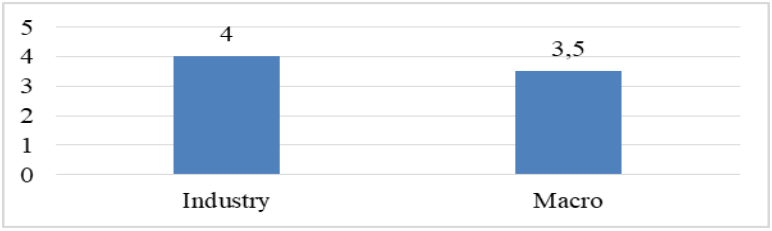

Figure 7. Phenomenon of Adaptation of External Environmental Forces
Source: Preliminary Survey Results for the Bandung Region 2018 (n = 10)

On the basis of the background description above, we are interested in examining a study on "The Influence of External Environmental Forces and Company Resources on Company Performance with Competitive Strategy as an Intervening Variable on Non-Machine Weaving Equipment Industry (ATBM) in West Java".

The problems that occur in the Non-Machine Weaving Equipment Industry (ATBM) include:
In the last 5 years, as previously revealed, the performance of the industrial business is still relatively low, Indonesia is not even in the top 10 textile exporter nations. Sales growth today in this industrial environment is relatively sub-optimal, where at this time it is still difficult to achieve the sales target that has been set by the companies. Likewise, the level of business profitability is still not optimal, where it is currently difficult to reach around 20%.

Today, the textile industry still has weaknesses in formulating a Competitive Strategy when compared to another country all around the world. According to Barney (2010), Competitive Strategy can be formed through a differentiation strategy and a cost leadership strategy. Phenomena that occurred in the textile industry in Indonesia indicate that it is still difficult to create product innovations that are difficult to copy by competitors, the weakness of companies in anticipating changes in the external environment, and the creation of more competitive product prices when compared to non-competitive products.

The weak business performance and competitive strategy of the textile industry in Indonesia are as a result of several factors, including weak ownership of company resources. This phenomenon shows that the textile industry is still lacking in working capital ownership, the

location of the domestic market which is geographically still difficult to reach, in addition to its weak intangible assets such as the number and quality of human resources as the basis for the textile industry which is inadequate. Conceptually, according to the opinion of Pearce and Robinson (2015), each company is dissimilar in its fundamental aspects because each company has a distinctive set of resources consisting of tangible assets, intangible assets, and organizational capabilities to use these assets.

The low performance of the textile industry in Indonesia is also suspected because the management has not been able to adapt and foresee and anticipate the possibilities and threats of the external environment, such as global economic conditions, government policies, labor parties, conditions of competition; And the weak ability of the management in developing the strengths and weaknesses of the company's internal environment which includes ownership of adequate inputs, working capital ownership, improving the quality of business processes and ownership of adequate resources.

Problem Formulation

Based on the description of the problem above, some formulations of the problem can be revealed as follows: (1) How is the effect of External Environmental Forces on Competitive Strategy on the textile industry in Indonesia, (2) How is the effect of Company Resources on Competitive Strategy on the textile industry in Indonesia, (3) How is the effect of External Environmental Forces on Company Performance on the textile industry in Indonesia, (4) How is the effect of Company Resources on Company Performance on the textile industry in Indonesia, (5) How is the effect of Competitive Strategy on Company Performance on the textile industry in Indonesia.

Usefulness of Research

Theoretically, it is hoped that it can contribute to the development of business management science, specifically in Strategic Management theory where this research is also expected to encourage future researchers to be able to develop more fully, especially those related to External Environmental Strengths, Company Resources, and Competitive Strategy, in order to improve the business performance of the textile industry. Whereas practically, it is hoped that the results of this research can be used as an input for the textile industry business managers and are useful for all parties engaged in practical business related to understanding External Environmental Forces, developing Company Resources, and developing Competitive Strategies as an alternative model in doing business development of Business Performance in a sustainable manner.

2. Literature Review

- Strategic Management is a series of managerial decisions and actions which determine the long-term performances of the organization. This includes observing the environment (both internal and external). The formulation strategy (strategic or long-term planning), implementation strategy, control and evaluation. According to Hubbard and Beamish (2011), business strategy is the effort from the organization to position its business to be more competitive than the competitor. Hubbard and Beamish (2011) said there are five key questions to business strategy: The level of growth and profitability that companies are looking for; What products and services will be produced; Customers and markets to be served; Generic strategy that will be carried out to position itself compared to its competitors; Position in the industry to be controlled.
- External Environment (external factors) according to Pearce and Robinson (2015) are the factors outside the company’s control that influence the choice of action and direction,

organization structure, and internal company process. External strength influence the kind of products developed, essence of promotion and market segmenting strategies, the kind of services offered, and the choice of business to buy or sell. The external environment is divided into a remote environment, industry environment, and operating environment. The dimensions of macro power include the following aspects: economy, political turmoil, government policies, labor conditions, banking institution policies. The dimensions of industrial competition consist of competitor conditions, substituted goods, buyer conditions, and supplier strength. The dimensions of technological strength consist of; developments in production technology, developments in information technology that support product marketing, and technological threats to internal companies.

- Resources according to Hubbard and Beamish (2011) are tangible assets and intangible assets of the organization. Tangible assets include physical assets such as land or land, factories, equipment, and financial resources. While intangible assets are very hard to identify, in particular, for value (such as product brand, organizational reputation, experience and operating knowledge, individual skills, and intellectuals). The dimensions of tangible assets include complete production equipment facilities, adequate working capital ownership, ownership of fixed assets (office buildings, factories, warehouses, and other supporting facilities), and ownership of state-of-the-art technology equipment. The intangible asset dimensions include company reputation, brand awareness level, product brand image, quantity level of experts, and quality level of experts. The dimensions of organizational capability include the competence of the management in conducting business management, conducive internal business processes, and the commitment of the management to build the business.
- The Competitive Strategy of a company according to Thompson et al. (2014) with regard to game planning from management to compete successfully, namely specific efforts to serve customers, strengthen market position, face maneuvers from competitors, respond to movements in market conditions, and to achieve certain types of advantages. There are several sources of competitive advantage according to Pearce and Robinson (2015), namely: low-cost strategy, differentiation, speed-based strategy, and focus market. The cost leadership dimension includes determining operational costs that are more efficient, determining prices/tariffs below those of competitors and determining the attractiveness of costs (monetary, time, energy, psychological) / product rates. The differentiation dimension includes the creation of product advantages that other companies do not have, creating the development of product variations that are better than competitor, and the creation of simplicity for customers in owning products. The speed-based strategy dimension includes the company's speed in anticipating shifting market demands, the speed in anticipating the latest technological trends, and the capabilities to anticipate the movements of competitors.
- Company Performance according to Best (2009) is the output or the result of the implementation of all activities related to business activity, the indicators of company performance are sales growth and profitability. Dimensions of company performance include sales growth, level of profitability, and market share. Profitability is the company's abilities to generate profit which will be the basis for company's distribution of divident. Market share is the share or size of the total market that can be controlled by a company which is usually expressed as a percentage. Hubbard and Beamish (2011) show the interrelationship between performance measurement and business models that are measured based on financial aspects (cost reduction, ROE, TSR, sales growth), customer size (market share, customer relationship, customer satisfaction) with community aspects, efficient, and longterm learning and growth.

Framework and Hypothesis

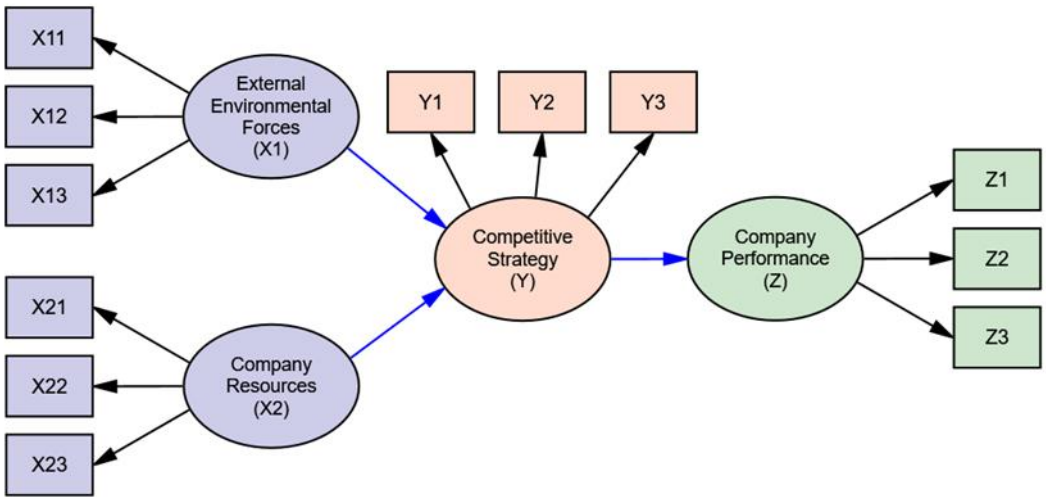

Figure 8. Framework

Hypothesis

Hypothesis 1: External Environmental Forces affects Competitive Strategy on the textile industry in Indonesia.

Hypothesis 2: Company Resources affects Competitive Strategy on the textile industry on Indonesia.

Hypothesis 3: External Environmental Forces affects Company Performance on the textile industry in Indonesia.

Hypothesis 4: Company Resources affects Company Performance on the textile industry in Indonesia.

Hypothesis 5: Competitive Strategy affects Company Performance on the textile industry in Indonesia.

3. Methodology

This research uses Mix Methods Research (MMR) with an explanatory design strategy, a design whichuses two-phases where the design of quantitative research used as amajor design completed with the outcomes of qualitative research to expound and interpret the results of quantitative research. The unit of analysis and the unit of observation/observation used as objects in this study are the ATBM woven fabric industry in West Java. Observations were made using time horizons in the form of cross section or one shoot, this means eitherthe information or datadirectly obtained at occurrence site empirically at one particular time, namely in 2020. The population in this study was the entire ATBM woven fabric industry in West Java with a population of 30 (DEPRIN data of West Java Province 2019). The method used is Partial Least Square (PLS), it is a method for the relationship modeling between observation variable sets by means of a latent variable. The connectionamong indicator variables withits variables is the equation of the measurement, while relationship between latent variables is known as structural equations. Based on the proposed conceptual hypothesis and research paradigm, a framework of the relationship flow between variables can be described in the form of Structural Equation Modeling.

4. Results and Discussion

Partial Least Square (PLS) is used in this research. It is a method for the relationship modeling between observation variable sets by means of a latent variable.

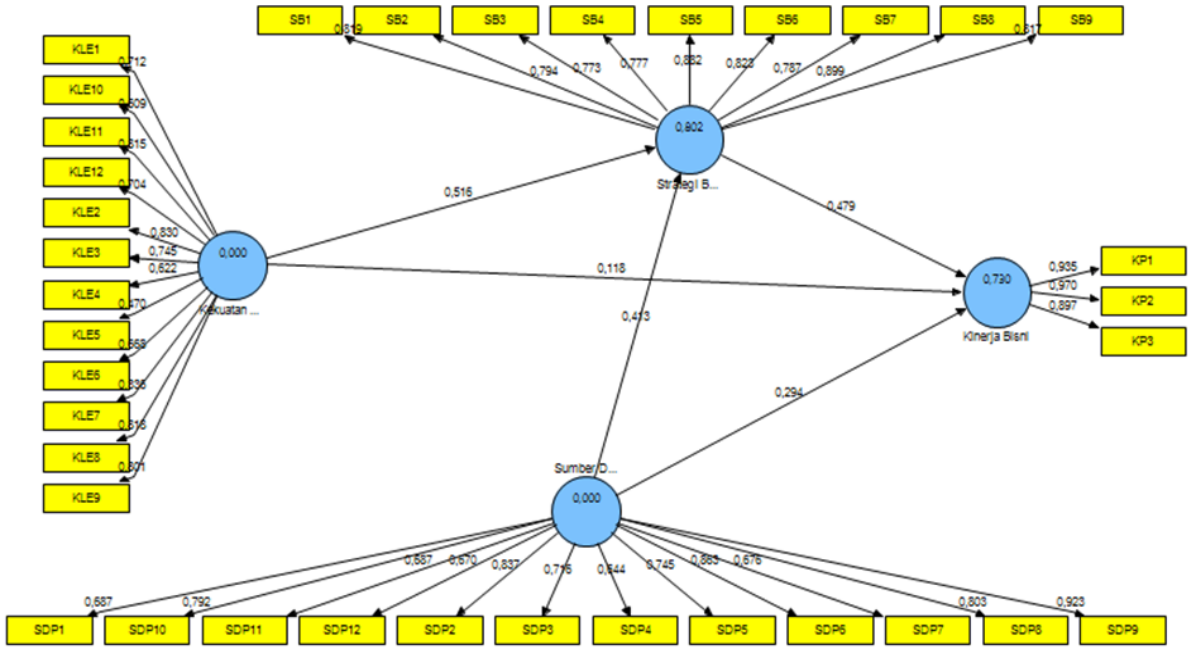

Figure 9. Coefficient

In Figure 10, it can be seen that more than 40% of the variance of each of the 12 indicators can be explained by the latent variable External Environmental Forces. The latent variable of Company Resources can explain the variance of the 12 indicators for more than 60% each. The Competitive Strategy variable is able to explain the variance of 9 indicators each by more than 70%. Meanwhile, the latent variable of Company Performance as an endogenous latent variable is able to explain the three indicators, each of which is above 80%. So, overall each latent variable has been able to explain the variance of each indicator measuring above 60%.

Table 2. Overview

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
External Environmental Forces	0,479906	0,913720		0,895813	0,479906	
Company Performance	0,872798	0,953625	0,729516	0,926713	0,872798	0,150146
Competitive Strategy	0,672831	0,948612	0,801622	0,938840	0,672831	0,422894
Company Resources	0,574933	0,941265		0,930910	0,574934	

In Table 2, the value of composite reliability shows that the five latent variables have a value above 0,6. It can be said that the five measurement models are highly reliable. By the value of cronbachs alpha it's also can be seen that the overall variables are reliable (> 0,7).

Table 3. Path Coefficients

	Original Sample (O)	T Statistics (|O/STERR|)
External Environmental Forces -> Company Performance	0,118356	1,128155
External Environmental Forces -> Competitive Strategy	0,516124	6,579701
Competitive Strategy -> Company Performance	0,479309	4,744038
Company Resources -> Company Performance	0,294231	2,939829
Company Resources -> Competitive Strategy	0,413049	5,224448

Hypothesis 1: External Environmental Forces (KLE) gives a positive influence towards Competitive Strategy (SB) significantly with a value of 0,516. This matter can be proven and seen on t-statistics value (tKLE-SB= 6,580) > t-table 1,96.
Hypothesis 2: Company Resources (SDP) gives a positive influence towards Competitive Strategy (SB) significantly with a value of 0,413. This matter can be proven and seen on t-statistics value (tSDP-SB= 5,224) > t-table 1,96.
Hypothesis 3: External Environmental Forces (KLE) gives a positive influence on Company Performance (KP) insignificantly with a value of 0,118. This matter can be proven and seen on t-statistics value (tKLE-KP= 1,128) < t-table 1,96.
Hypothesis 4: Company Resources (SDP) gives a positive influence on Company Performance (KP) significantly with a value of 0,294. This matter can be proven and seen on t-statistics value (tSDP-KP=2,940) > t-table 1,96.
Hypothesis 5: Competitive Strategy (SB) gives a positive influence on Company Performance (KP) significantly with a value of 0,479. This matter can be proven and seen on t-statistics value (tSB-KP=4,744) > t-table 1,96.

5. Conclusion

1. The correlation between External Environmental Forces (KLE) and Competitive Strategy (SB) is significant with a T-statistic value of 6,580 (> t-table 1,96), original sample value of 0,516, so the relationship direction is positive.
2. The correlation between Company Resources (SDP) and Competitive Strategy (SB) is significant with a T-statistic value of 5,224 (> t-table 1,96), original sample value of 0,413, so the relationship direction is positive.
3. The correlation between External Environmental Forces (KLE) and Company Performance (KP) is insignificant with a T-statistic value of 1,128 (< t-table 1,96), original sample value of 0,118, so the direction of the relationship is positive.
4. The correlation between Company Resources (SDP) and Company Performance (KP) is significant with a T-statistic value of 2,940 (> t-table 1,96), original sample value of 0,294, so the relationship direction is positive.
5. The correlation between Competitive Strategy (SB) and Company Performance (KP) is significant with a T-statistic value of 4,744 (> t-table 1,96), original sample value of 0,479, so the relationship direction is positive.

The external environmental forces with KLE2 (macro force: political turmoil) as its most influential factor, give the strongest impact on competitive strategy than the company resources, though both variables affected competitive strategy. Meanwhile, the company resources with SDP9 (intangible assets: quality level of experts) as its most influential factor, influences the company performance more than the external environmental forces do. In

addition, competitive strategy with SB8 (speed-based strategy: speed movement in anticipating the latest technology trends) as its most influential factor, affects the company performance on the textile industry in Indonesia. The textile industry's competitive strategy needs to be thought out and designed in such a way, especially taking into account the external environmental forces so that it can be maximally applied. The textile industry can also provide training to better educate the workers, the better the quality of the workforce, the more it shall boost the performance of company. The ability and speed in analyzing the latest technological trends are needed in order to prepare a more mature strategy and utilize it to excel in competition.

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