

ANALYSIS OF COMPETITIVE ADVANTAGE IN AN EFFORT TO IMPROVE PRODUCT CREATIVITY AND PRODUCT INNOVATION FOR HONDA MOTORCYCLES

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ABSTRACT

This study aims to determine the effect of product creativity and product innovation on competitive advantage on Honda motorcycles in Banda Aceh City. The population in this study were 100 consumers of Honda motorcycles in Banda Aceh City, with a total sample of 100 respondents using a convenience sampling technique. The model used in this study is multiple linear regression analysis. The results of the research show that product creativity and product innovation simultaneously and partially significant effect to competitive advantage on Honda brand motorbikes in Banda Aceh City. Score correlation coefficient (R) of 0.653 indicates that the relationship (correlation) between the independent variables and the dependent variable is 0.653 or 65.3%, meaning. Competitive advantage of Honda motorcycles in Banda Aceh City has a moderate relationship with product creativity (X1) and product innovation (X2). While the coefficient of determination (R²) is 0.427, meaning that any changes in the competitive advantage variable can be explained by the product creativity variable (X1) and product innovation (X2) of 0.427 or 42.7% and the remaining 57.3% is explained by the variable other outside of this research for example product quality, service quality, trust, corporate image and others.

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1. INTRODUCTION

Competitive advantage is an advantage over competitors that is gained by delivering greater customer value, through lower prices or by providing more benefits in accordance with higher pricing (Kotler, 2013:95). Competitive advantage can come from various company activities such as designing, producing, marketing, delivering and supporting its products. Each of these activities must be directed to support the company's relative cost position and create the basis for creating new products. Business competition in the motorcycle industry is increasingly competitive because more and more motorcycle companies offer various types of products and advantages that are quite varied and at competitive prices. This requires that the Honda motorcycle company in the city of Banda Aceh as a company that produces various products is able to set a strategy so that the company continues to exist in competition with new companies that have sprung up. In order for an organization to be able to compete and have a good

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competitive advantage, it can be supported by implementing product innovation and product creativity. Many factors determine competitive advantage, one of which is product creativity. Creativity is a person's ability to give birth to something new, both in the form of ideas and real works that are relatively different from what already exists (Supriadi, 2015). Every company is required to be creative with the products they market. To answer the challenge so that companies can win competitive advantage, every company is required to carry out high product creativity.

Product creativity has the ability to develop and combine new ideas from existing ideas sourced from customers so as to form product creativity that can influence competitive advantage. Product creativity will create new products, and these new products have received a response from consumers when introduced and will then affect the ability to excel in competition. This is in accordance with research conducted by Dismawan (2013) which found that product creativity has a positive effect on competitive advantage.

Another factor that influences a company to win competitive advantage is product innovation. Product innovation according to Hurley & Hult (2012: 83) explains that product innovation is one of the effects of rapid technological change and high product variety will determine competitive advantage. To support competitive advantage in the market, companies must be able to create new products so as not to lose in competition. Product innovation is also one of the impacts of rapid technological change. Rapid technological advances and high levels of competition require every company to continuously innovate products that will ultimately increase the company's competitive advantage. The company creates product innovations with a variety of product designs, thereby increasing alternative choices, increasing the benefits or value received by customers, so that product innovation is one of the company's ways of maintaining a competitive advantage. This is in accordance with research conducted by Dismawan (2013) which found that product innovation has a positive effect on competitive advantage.

Based on the survey that has been conducted, it is known that in the sale of motorcycle products there is a shortage of motorcycle products being sold. This was due to the fact that many manufacturers arrived at Capella late which resulted in delays in fulfilling these products and consumers who had ordered motorcycle products at Capella also experienced delays, this was due to product distribution not working properly. Many product orders are not matched with sufficient transport vehicles and delivery times that are not scheduled properly and effectively.

This problem has resulted in consumer complaints about the supply of motorbikes which often does not exist, because the amount of supply at the Capella company in Banda Aceh city is less than the needs of consumers. Honda brand motorcycle products experience problems in the lack of creativity and product innovation in every product that is produced. Problems related to creativity and product innovation can become a competitive obstacle for companies. A shortage of product inventory at distributors will result in lost sales, while certain excesses will result in product accumulation and increased inventory maintenance costs.

Honda brand motorcycle companies in the city of Banda Aceh are unable to meet consumer demand, so motorcycle sales are also hampered. Motorcycles that should be sold must be rejected due to the unavailability of the products requested by consumers. From these problems, it is necessary to have a further understanding of the factors of competitive advantage. Especially considering that there are many alternative brand choices in the motorcycle market in Banda Aceh, not only the Honda brand, but many other brands that are the choice for consumers, such as Suzuki, Yamaha and other brands. S

2. LITERATURE REVIEW

Competitive advantage

According to Kotler (2013: 95) competitive advantage is an advantage over competitors obtained by delivering greater customer value, through lower prices or by providing more

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benefits in accordance with higher pricing. According to Kotler and Armstrong (2014: 547)

competitive advantage is an advantage over competitors that is obtained by offering lower value or by providing greater benefits because the price is higher.

Competitive advantage is an advantage that basically grows from the value or benefits that a company can create for its buyers that is more than the costs that the company has to incur to create it (Suharto and Devie, 2013:2). Competitive advantage is an ability to produce output that is more superior than that produced by competitors or can be interpreted as the ability to produce output that is relatively cheaper than similar products produced by competitors (Rangkuti, 2013: 18).

According to Suryanto (2013: 362) competitive advantage is an advantage over competitors that is obtained by offering buyers a higher value, or through lower prices or even by offering greater benefits to justify offering higher prices. Styagraha in Kurniawan (2016: 58) states that competitive advantage is the ability of a business entity to provide more value to its products than its competitors and this value does bring benefits to customers. Istanto (2012: 125) explains that competitive advantage is defined as competition that is different in terms of expertise and resources.

Competitive advantage indicators

According to Byrd and Turner as quoted by Lim and Trimi (2014: 3) indicators to measure the level of competitive advantage are innovation, customization (adjustment/flexibility), the level of difficulty to be duplicated and the company's position in the market. Kotler and Armstrong (2014: 547) state that the indicators used in measuring competitive advantage are: Product differentiation advantage, Market segmentation advantages, Advantages of entering the market.

The indicators of competitive advantage according to Haryanto in Kurniawan (2016: 58) are: relationship with customers, product leader, product operationalization, threat of newcomers, new product threats, bargaining power of suppliers, bargaining power of buyers, industry competition, product quality, the company's progress

Product creativity

According to Munandar (2013: 12) creativity is the result of interaction between individuals and their environment, the ability to create new combinations, based on data, information, or elements that already exist or are known before, namely all the experiences and knowledge that a person has acquired during his life. Creativity is a person's ability to give birth to something new, both in the form of ideas and real works that are relatively different from what already exists (Supriadi, 2015).

Product creativity indicators

Indicators of product creativity according to Dismawan (2013) in Kurniasari (2018: 51), namely: authenticity at the level of product novelty, the level of transformation of a product, product feasibility regarding quality aspects and product ideas, creating creative ideas, and being able to create products. According to Pasman (2013: 46) indicators that influence product creativity are:

1. Authenticity at the level of product novelty is likely to be realized.
2. The degree of transformation of a product.
3. Product feasibility concerning aspects of quality and product ideas.

Product innovation

According to Putu et al in Afrilia (2018: 2) product innovation is innovation that is used in all company operations where a new product is created and marketed, including innovation in all its functional processes/uses. According to Hurley and Hult (2012: 83) explained that product

innovation is one of the effects of rapid technological change and high product variety will determine competitive advantage. Product innovation is the process of translating ideas and turning them into useful products, services or methods (Robbins and Coulter, 2014: 134). Product innovation is a combination of various processes that influence each other, where innovation is not the concept of a new idea, new invention or not a development of a new market, but innovation is a picture of all processes the process (Kotler, 2013: 123).

According to Robbins and Coulter (2014: 145) there are several things that are indicators driving product innovation, namely:

1. Structural variables, including organizational structure, owned resources, and communication that occurs within the organization.
2. Cultural variables include acceptance of ambiguity, tolerance of impractical things, low external control, tolerance for risk, tolerance for conflict, focus on results, and an open system.
3. Human resource variables, including high commitment to training and development, level of job security, and creative human resources.

3. METHOD

According to Sugiyono (2014: 60) a framework is a conceptual model of how theory relates to various factors that have been identified as important. To facilitate understanding of the entire series of this research, a research framework was compiled as shown in Figure 1.

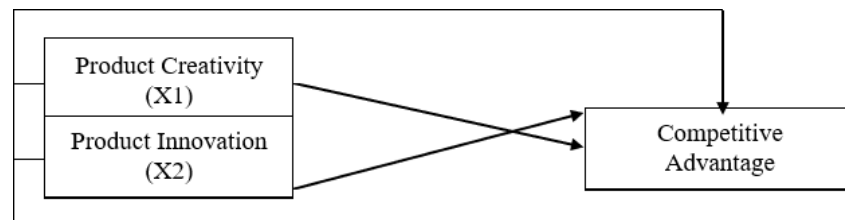


Figure 1 Framework

Research hypothesis

According to Sugiyono (2014: 39) the research hypothesis is a temporary answer to the research formulation where the research formulation has been stated in the form of a statement sentence while the hypothesis in this study is as follows:

- H1 : product creativity and product innovation simultaneously affect competitive advantage in seHonda motorbikes in the city of Banda Aceh.
- H2 : Product creativity partially influences competitive advantage on Honda motorcycles in the city of Banda Aceh.
- H3 : Product innovation partially affects the competitive advantage of Honda motorcycles in the city of Banda Aceh.

This research was conducted on Honda motorcycles in the city of Banda Aceh. The object of this research is consumers of Honda motorcycles in the city of Banda Aceh. The population of this study is consumers on Honda motorcycles in the city of Banda Aceh as many as 100 people. Sampling used a convenience sampling technique, namely anyone who coincidentally meets the researcher and is suitable as a data source (Sugiyono, 2014: 83). In this case the authors set a sample of 100 respondents, the reason researchers took a sample of 100 respondents is that a sample size of more than 30 and less than 500 is appropriate for most studies according to Sugiyono (2014: 91). Data collection is an important part of a research. According to Arikunto (2013: 265) compiling instruments is an important job in research but collecting data is far more

important. The collection method used in this study is as follows: Observation, Documentation, Questionnaire.

In this study, to make it easier for respondents to answer the questionnaire, the research scale can be seen in table 1.

Table 1. Measuring scale

No	Answer choices	Score
1	Strongly agree (ss)	5
2	Agree(s)	4
3	Disagree (ks)	3
4	Disagree (ts)	2
5	Strongly disagree (sts)	1

The definition of indicators, scales and items from each statement representing indicators of competitive advantage (y), product creativity (x1) and product innovation (x2) can be explained in table 2.

Table 2 Variable definitions and operations

No	Variable	Variable definitions	Indicator	Scale	Items
dependent					
1	Competitive advantage (y)	Competitive advantage is an advantage that basically grows from the value or benefits that a company can create for its buyers that is more than the costs that the company has to incur to create it (Suharto and Devie, 2013: 2).	<ul style="list-style-type: none"> –Price –Product quality –<i>Delivery dependability</i> (shipping dependency) –<i>Product innovation</i> (product innovation) –<i>Time to market</i> (Suharto and Devie, 2013:2-3) 	Likert 1-5	B1-b5
Independent					
2	Product creativity (x1)	Creativity is the ability to develop new ideas and to find new ways to solve problems in the face of opportunities (Kurniasari, 2018:51)	<ul style="list-style-type: none"> – Authenticity at the level of product novelty – The degree of transformation of a product – Product feasibility is about quality and product ideas – Generate creative ideas – Able to create products (kurniasari, 2018:51) 	Likert 1-5	B1-b5
3	Product innovation (x2)	Product innovation will create various product designs, thereby increasing alternative choices, increasing the benefits or value received by customers, which will ultimately improve product quality according to customer	<ul style="list-style-type: none"> – Product expansion – Product imitation – New product – Product design – New technology (kurniasari, 2018:50) 	Likert 1-5	C1-c5

	expectations (Kurniasari, 2018: 2).			
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4. RESULT AND DISCUSSION

Validity testing

An indicator is said to be valid, if $n = 100$ and $\alpha = 0.05$, then $r_{table} = 0.195$ provided that the results of $r_{count} > r_{table}$ (0.195) are valid and the results of $r_{count} < r_{table}$ (0.195) are invalid. For more details regarding the results of validity testing can be seen in table 3.

Table 3 Validity test results

No	Variable	grain	rcount value	rtable value (n=100)	Information
1	Competitive advantage (y)	A1	0.735	0.195	Valid
		A2	0.688		Valid
		A3	0.637		Valid
		A4	0.709		Valid
		A5	0.612		Valid
2	Product creativity (x1)	B1	0.752	0.195	Valid
		B2	0.753		Valid
		B3	0.701		Valid
		B4	0.767		Valid
		B5	0.649		Valid
3	Product innovation (x2)	C1	0.614	0.195	Valid
		C2	0.718		Valid
		C3	0.699		Valid
		C4	0.586		Valid
		C5	0.711		Valid

Based on table 4.2, the results of the validity test for each variable have the lowest value, namely:

1. The competitive advantage variable consisting of 5 (five) statement items is denoted by item codes a1 to a5 showing the lowest rcount of 0.612 greater than the rtable value ($n = 100$) of 0.195, so all statement items related to competitive advantage variables are declared valid.
2. The product creativity variable, which consists of 5 (five) statement items with item codes b1 to b5, shows the lowest rcount value of 0.649 which is greater than the rtable value of ($n = 100$) of 0.195, so that all statement items related to the product creativity variable are declared valid.
3. The product innovation variable consisting of 5 (five) statement items is denoted by the item code c1 to c5, that the lowest rcount value of 0.586 is greater than the rtable value ($n = 100$) of 0.195, then all statement items related to the product innovation variable are declared valid.

Reliability testing

According to Sugiyono (2014: 196) a variable is said to be reliable, if the results $\alpha \geq 0.60 =$ reliable and the results $\alpha \leq 0.60 =$ not reliable. For more details can be seen in table 4

Table 4 Reliability test results

No	Variable	Amount Items	Score Cronbach alpha	Information
1	Competitive advantage (y)	5	0.769	Reliable
2	Product creativity(x1)	5	0.786	Reliable
3	Product innovation(x2)	5	0.764	Reliable

Based on table 4 it can be seen that the Cronbach alpha of each variable is competitive advantage variable (y) Cronbach alpha value of 0.769, product creativity variable (x1) Cronbach alpha value of 0.786, and product innovation variable (x2) Cronbach alpha value of 0.764, so that the measurement of the reliability of each research variable meets the credibility of Cronbach alpha is ≥ 0.60 .

Classic assumption test results

Normality Testing

The normality test aims to determine whether or not a data distribution is normal. Basically, the normality test is to compare between the data we have and normally distributed data that has the same mean and standard deviation as our data. Normality test with SPSS using normal probability plots images. The normality test can be seen in Figure 4.1.

Normal P-P Plot of Regression Standardized Residual

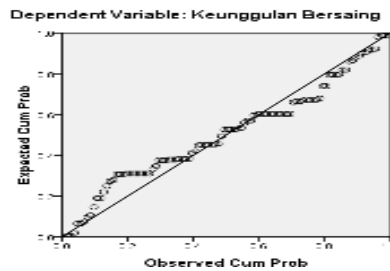


Figure 1 Normal probability plots data normality test results

Based on Figure 1 it can be seen that the line that describes the actual data follows the diagonal line so that it can be interpreted that the data used in this study is normally distributed.

Multicollinearity testing

The multicollinearity test aims to test whether the regression model found a correlation between independent or independent variables. The way to find out whether or not there are symptoms of multicollinearity is by looking at the variance inflation factor (vif) and tolerance values, if the vif value ≤ 10 and tolerance ≥ 0.10 then multicollinearity does not occur, as shown in table 4.4.

Table 5. Multicollinearity test results

No	Variable	tolerance	Vif
1	Product creativity(x1)	0.936	1,068
2	Product innovation(x2)	0.936	1,068

Based on table 4.4, it can be seen that the creativity and product innovation variables have a tolerance value of $0.936 \geq 0.10$ and a variance inflation factor (vif) value of $1.068 \leq 10$, so it can be interpreted that there are no symptoms of multicollinearity.

Heteroscedasticity testing

The heteroscedasticity test aims to determine whether in the regression model used in the study there is an inequality of variance from one residual observation to another. To find out whether there are symptoms of heteroscedasticity in a regression, it is seen from the scatter plot graph (Zpred dependent value, with residual stress), as shown in Figure 4.2.

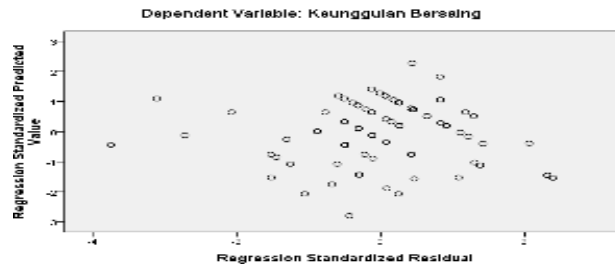


Figure 2 Scatterplot graph of heteroscedasticity test results

Figure 2 shows that the scatterplot graph does not have a specific pattern and the points spread above and below the number 0 on the y axis. Thus it can be interpreted that there are no symptoms of heteroscedasticity.

Multiple linear regression results

In accordance with the data analysis equipment used to determine the functional relationship between the variables studied in this study using multiple linear regression analysis, it can be shown by the value of the regression coefficient of each variable as shown in table 6.

Table 6. Regression coefficient value

		Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
Model		B	std. Error	Betas	Q	Sig.	tolerance	Vif
1	(constant)	6,505	1,780		3,654	.000		
	Product creativity	.417	.068	.490	6.165	.000	.936	1,068
	Product innovation	.296	.072	.326	4.105	.000	.936	1,068

A. Dependent variable: competitive advantage

Based on table 6, the regression equation shows competitive advantage on Honda brand motorcycles in the city of Banda Aceh as a function of product creativity and product innovation, can be formulated in the following equation:

$$Y = 6.505 + 0.417x_1 + 0.296x_2 + \epsilon$$

Based on the results of multiple linear regression analysis that variable Product creativity (x1) has a dominant influence on competitive advantage on Honda motorcycles in the city of Banda Aceh with a regression coefficient value of 0.417 and is followed by product innovation variable (x2) with a regression coefficient value of 0.296.

Correlation coefficient and determination

To see the relationship and influence of product creativity and product innovation on competitive advantage on Honda motorcycles in the city of Banda Aceh, the correlation and determination can be seen in table 7.

Table 7 Correlation coefficient value (r) and determination (r²)

Summary model b

Model	R	R square	Adjusted R square	std. Error of the estimate	Change statistics					Durbin-Watson
					R square change	F change	Df1	Df2	Sig. F change	
1	.653	.427	.415	1,538	.427	36,132	2	97	.000	1943

A. Predictors: (constant), product innovation, product creativity

B. Dependent variable: competitive advantage

Based on table 7 above, the correlation coefficient (r) is 0.653 indicating that the relationship (correlation) between the independent variables and the dependent variable is 0.653 or 65.3%, meaning competitive advantage on Honda motorcycles in the city of Banda Aceh has a moderate relationship with product creativity (x1) and product innovation (x2). While the coefficient of determination (r²) is 0.427, meaning that any changes in the competitive advantage variable can be explained by the product creativity variable (x1) and product innovation (x2) of 0.427 or 42.7% and the remaining 57.3% is explained by the variable other outside of this research for example product quality, service quality, trust, corporate image and others.

Proof of the research hypothesis

The oneway Anova analysis can be seen in table 8.

Table 8 Anova analysis

Anovab

Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	170,960	2	85,480	36,132	.000a
	residual	229,480	97	2,366		
	Total	400,440	99			

A. Predictors: (constant), product innovation, product creativity

B. Dependent variable: competitive advantage

Based on table 4.10, the hypotheses tested in this study are:

ha1: $f_{count} > f_{table}$ (36.132 > 3.090) or $p < critical\ value$ (0.000 < 0.005), then ha is accepted, meaning that product creativity and product innovation simultaneously have a significant effect on competitive advantage on Honda motorcycles in the city of Banda Aceh.

ha2 : scorecount>ttable (6,615>1,985),or the prob t value <critical value (0.000<0.005), then ha is accepted, meaning that product creativity partially has a significant effect on competitive advantage on Honda motorcycles in the city of Banda Aceh.

ha3 : tcount>ttable (4.105>1.985),or the prob t value <critical value (0.000<0.005), then ha is accepted, meaning that product innovation partially has a significant effect on competitive advantage on Honda motorcycles in the city of Banda Aceh.

Discussion

Based on research results and proof of the hypothesis that product creativity and product innovation simultaneously has a significant effect on competitive advantage on Honda motorcycles in the city of Banda Aceh, with a significant value of $0.000 < \alpha = 0.05$. This is in accordance with the results of research conducted by Dismawan (2013) and Yuliana (2014) stating that product creativity and product innovation affect competitive advantage. So that the higher the level of product creativity and product innovation, the higher the competitive advantage of Honda motorcycles in the city of Banda Aceh. A constant value of 6.505 means that if product creativity and product innovation simultaneously or together do not change or are equal to zero (0), then the magnitude of competitive advantage on Honda motorcycles in Banda Aceh is 6.505 units.

Product creativity partially has a significant effect on competitive advantage on Honda motorcycles in the city of Banda Aceh, with a significant value of $0.000 < \alpha = 0.05$ and a large influence on product creativity of 0.417, meaning that if there is a change in product creativity of 1 unit, it will affect the competitive advantage of Honda motorcycles in the city of Banda Aceh by 0.417 or 41.7%. This is because product creativity will create new products, and these new products have received a response from consumers when they are introduced and will then affect the ability to excel in competition. This is in accordance with the results of Dismawan's research (2013) which states that product creativity affects competitive advantage, Banda Aceh will increase.

Product innovation partially has a significant effect on competitive advantage on Honda motorcycles in the city of Banda Aceh, with a significant value of $0.000 < \alpha = 0.05$ and the influence of product innovation is 0.296, meaning that if there is a change in product innovation of 1 unit, it will affect the competitive advantage of Honda motorcycles in the city of Banda Aceh by 0.296 or 29.6%. This is because companies must always innovate products, especially in the discovery of new products, development, and duplication, because they can increase competitive advantage, so product innovation is one way for companies to maintain competitive advantage.

5. CONCLUSION

Product creativity and product innovation simultaneously have a significant effect on competitive advantage on Honda motorcycles in the city of Banda Aceh. Product creativity partially has a significant effect on competitive advantage on Honda motorcycles in the city of Banda Aceh. Product innovation partially has a significant effect on competitive advantage on Honda motorcycles in the city of Banda Aceh.

The correlation coefficient (r) value of 0.653 indicates that the relationship (correlation) between the independent variables and the dependent variable is 0.653 or 65.3%, meaning Competitive advantage has a moderate relationship with product creativity and product innovation. The coefficient of determination (r^2) is 0.427, meaning any changes in the competitive advantage variable can be explained by the variable product creativity and product innovation of 0.427 or 42.7% and the remaining 57.3% is explained by other variables outside of this study, for example product quality, service quality, trust, corporate image and others.

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