

The Effect Of Strategic Supply Partnership And Customer Relationship On Business Performance Through Competitive Advantage (Study on Tofu Industry in Kampar Regency)

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Abstract

This study aims to test and analyze the effect of strategic supplier partnership and customer relationship on business performance through competitive advantage as an intervening variable in the tofu industry in Kampar Regency. The population in this study were all tofu industries in Kampar Regency in 2023, namely 124 businesses. This study used a quantitative approach with the technique of probability sampling, namely by using cluster sampling in as many as 53 tofu industries. The analysis method used is SmartPLS. The results showed that strategic supplier partnership has a positive and significant effect on competitive advantage. Customer relationship has a positive and significant effect on competitive advantage. Strategic supplier partnership has a positive and significant effect on business performance. Customer relationship has a positive and significant effect on competitive advantage. Competitive advantage has a positive and significant effect on business performance. Competitive advantage can mediate the effect between strategic supplier partnerships on business performance. Competitive advantage can mediate the effect of customer relationships on business performance.

Keywords: Strategic Supplier Partnership, Customer Relationship, Business Performance, Competitive Advantage.

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INTRODUCTION

Industrial development has an important role in Indonesia's economy. The industrial sector development mission implemented by the Ministry of National Development Planning of the Republic of Indonesia/BAPPENAS does not aim at creating higher added value to the economy. The achievement and performance of the industrial sector will determine the success of development in Indonesia at present and in the future.

Industry is one of the efforts to improve the welfare of the population. In addition, industrialization is also inseparable from efforts to improve the quality of human resources and the ability to optimally utilize natural resources. Indonesia, as one of the developing countries, has always tried to empower the role of industry in development and national economic growth. However, in the midst of globalization, business actors must be able to face every challenge and intense competition.

Micro and small industries (SMEs) are still categorized as informal businesses with low productivity and use of technology. Although it has started to have the ability to innovate and develop production technology. However, SMEs are still constrained by a number of classic problems such as access to capital, marketing, raw materials, guidance/training, and partnerships (BPS Riau Province, 2022).

Based on data from the CBS (Central Bureau of Statistics) of Riau Province, most of the small and microindustrial businesses in high demand are in the food sector. This is because food and beverages are basic human needs that can be continuously developed and potentially good in the market. One of the small microindustries engaged in the food sector in Kampar Regency is the tofu industry. The tofu industry is a type of industry engaged in food processing that uses the main raw material, namely soybeans. Soybeans are one of the third-most important food commodities after rice and corn.

Table 1. Pre-survey Data on Tofu Industry Business Performance

No	Question	Respondents' Answer		
		Agree (S)	Disagree (TS)	Total (Industry)
1.	An increase in sales volume over the past 2 years.	4	6	10
2.	Growth or increase in assets over the last 2 years.	3	7	10
3.	Growth or increase in profit over the last 2 years.	4	6	10

Source: Processed Data (2024)

Based on the results of the pre-survey by conducting interviews and providing questionnaires to tofu industry business owners, it was found that the increase in sales volume from 10 respondents increased only 40% of the tofu industry. Meanwhile, despite the growth of assets from 10 respondents, there were 7 business industries that did not experience an increase. The increase in profit from all respondents was only 40%. Business owners experienced a decrease in both sales volume, asset growth, and business profit growth due to the increasing number of similar businesses resulting in competition. Not only that, the unstable availability of raw materials from suppliers is also an obstacle for tofu industry players in Kampar Regency. This phenomenon is an indication that the performance of the tofu industry in Kampar Regency has decreased.

Increasingly intense business competition encourages companies to produce the best performance. Small microindustries, as business entities that carry out business activities, are expected to be capable of having good performance so that they can achieve the expected goals. But in reality, the performance of the tofu industry does not always go as desired. This is caused by several factors that affect the performance of the industry, one of which is competitive advantage. Basically, competitive advantage comes from the value or benefits produced by the company for customers. Therefore, companies must compete in finding solutions to improve their

competitiveness. Competition is an important factor for every organization, and therefore organizations need to have an effective strategy as a tool for gaining victory in existing competition.

Jati in (Nafrianti et al., 2022) defines competitive advantage as the extent to which a company can fulfill market demand in producing goods and services while maintaining and increasing the income of the company and its employees. Meanwhile, according to (Porter, 2020), competitive advantage is the company's ability to meet customer needs effectively and efficiently with products or services that have more value or at a lower cost.

The results of research by (Nafrianti et al., 2022) state that competitive advantage has a positive and significant effect on business performance. This means that if a business has a high level of excellence, the resulting business performance will also be higher. As described by (Porter, 2020), competitive advantage can be gained if business owners succeed in building, maintaining, and developing the company's various advantages.

In an effort to increase the company's competitive advantage, supply chain management is needed, in which implementing supplier partnership and customer relationship strategies is needed in order to create optimal business performance. The application of supplier partnership and customer relationship strategies can reduce the impact of competition in the market because supply chain management can create a competitive advantage for a business. Optimal supply chain management performance is expected to improve company performance in terms of operations and can increase the competitiveness of the company (Puspita, 2021). Competition is an important factor for every business owner and therefore requires them to have an effective strategy as a tool to win in the existing competition.

By establishing strategic partnerships with suppliers, companies can ensure a guaranteed supply of raw materials and ensure that suppliers are responsible for product quality, also known as strategic supplier partnerships. A strategic supplier partnership is a long-term relationship between a company and its suppliers. The supplier selection process becomes a strategic activity, especially when the supplier provides raw materials that will be used for a long period of time. Strategic supplier partnerships affect the operational capabilities and systems of suppliers, which in turn can improve company performance and value (Thongrawd et al., 2020).

In addition to strategic supplier partnerships, business relationships with customers are the key to supply chain management practices. Customer relationships are activities that aim to manage customer complaints, build good long-term relationships with customers, and increase customer satisfaction.

The results of research (Laurencia & Alhazami, 2023) showed that there was a positive effect between strategic supplier partnership and competitive advantage. It can be said that strategic supplier partnership is one of the variables that can affect competitive advantage because the existence of a good strategic supplier partnership with suppliers or other companies is very important for the continuity of business and increasing business excellence.

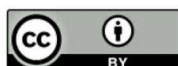
From previous research, the results of partial test research show that strategic supplier partnerships and customer relationships have a significant effect on competitive advantage. Competitive advantage basically develops from the value or benefits that the company creates for customers; therefore, companies must be competing in finding solutions to increase their competitiveness.

Based on the description that has been explained, the researcher is interested in conducting research with the title "The Effect of Supplier Partnership and Customer Relationship Strategies on Business Performance Through Competitive Advantage (Study of the Tofu Industry in Kampar Regency)".

RESEARCH METHODS

Type and Source of Data

This research was conducted in Kampar Regency. The population in this study were all tofu industries in Kampar Regency in 2023, namely 124 businesses. This study used cluster sampling, which is a way of sampling based on a particular area (Kasmir, 2022). This method of determining



the sample was conducted with a sampling unit, where the sampling unit consisted of several groups (clusters). Researchers determined the sample by taking three (3) sub-districts in Kampar Regency that had the most tofu industry among other sub-districts, namely Central Kampar Kiri Sub-district, Tapung, and Tapung Hilir. Based on these three sub-districts, 53 tofu industries were obtained. The data sources used in this study are primary data and secondary data. The data collection techniques used in this study are questionnaires, interviews, and observations. The data analysis method used for hypothesis testing is the structural equation model (SEM) with the partial least squares (PLS) approach using SmartPLS software.

RESULTS AND DISCUSSION

Evaluation of the Measurement Model (Outer Model)

1. Validity test

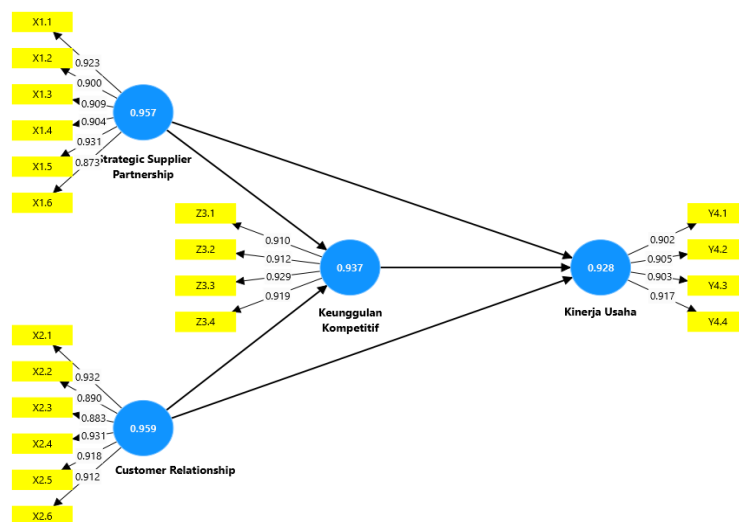


Figure 2. Measurement Model (Outer Model)

Based on figure 2, loading factor is used to evaluate the validity test. If the outer loading value > 0.70 , then the variable indicator is valid. All indicators in this study are considered valid because, as shown in Figure 3, the loading factor values are all above 0.70. Fornell-Larcker is a measure that compares the square root of the AVE value to the latent variable. The square root value of each AVE construct must be higher than its correlation value with other constructs.

Table 2. Fornell-Larcker Criterion Test Results

Variable	X ₁	X ₂	Y	Z
X ₁	0.957			
X ₂	0.887	0.911		
Y	0.905	0.906	0.957	
Z	0.946	0.895	0.918	0.956

Source: SmartPLS processed data, 2024

Based on Table 2, the square root AVE value on the *strategic supplier partnership* variable (X₁) of 0.957 is greater than the correlation value with other constructs. This shows that the strategic supplier partnership variable construct in a particular block is better than the other block correlation values. The square root AVE value of the customer relationship variable (X₂) of 0.911 is greater than the value of its correlation with other constructs. This shows that the customer relationship variable construct in a particular block is better than the other block correlation

values. The square root AVE value on the business performance variable (Y) of 0.957 is greater than the value of its correlation with other constructs. This shows that the construct of the business performance variable in a particular block is better than the correlation value of other blocks. The square root AVE value of the competitive advantage variable (Z) of 0.956 is greater than the value of its correlation with other constructs. This shows that the construct of the competitive advantage variable in a particular block is better than the correlation value of other blocks. From the description of the table above, it can be concluded that the Fornell-Larcker criterion analysis has no discriminant validity problems.

2. MReliability test

Table 3. Reliability and Validity

Variable	Cronbach's alpha	(rho_a)	(rho_c)	(AVE)
X ₁	0.957	0.958	0.965	0.823
X ₂	0.959	0.960	0.967	0.830
Y	0.928	0.928	0.949	0.823
Z	0.937	0.938	0.955	0.842

Source: SmartPLS processed data, 2024

Table 3 presents the data from the calculation of reliability testing, where the requirements for the reliability of the research variables are seen from the Cronbach's alpha value and composite reliability reaching variables greater than 0.70 (> 0.70.). The Cronbach's alpha value of strategic supplier partnership (X₁) is 0.957; Cronbach's alpha value of customer relationship (X₂) is 0.959; Cronbach's alpha value of competitive advantage (Z) is 0.928; and Cronbach's alpha value of business performance (Y) is 0.937. For the composite reliability value of strategic supplier partnership (X₁) of 0.958; composite reliability value of customer relationship (X₂) of 0.960; composite reliability value of competitive advantage (Z) of 0.928; and composite reliability value of business performance of 0.938. From the table, the value of both has a value entirely above 0.70. Therefore, the factors tested have fulfilled the requirements.

3. Hypothesis Test

Table 4. Hypothesis Test

Construct	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
SSP(X ₁)→KU(Y)	0,339	0,344	0,104	3,262	0,001
SSP(X ₁)→KK(Z)	0,715	0,724	0,094	7,642	0,000
CR(X ₂)→KU(Y)	0,420	0,421	0,050	8,445	0,000
CR(X ₂)→KK(Z)	0,261	0,251	0,098	2,670	0,008
KU(Y)→KK(Z)	0,259	0,255	0,079	3,269	0,001
X ₁ →Z→Y	0,185	0,184	0,065	2,866	0,004
X ₂ →Z→Y	0,068	0,064	0,032	2,123	0,034

Source: SmartPLS processed data, 2024

Based on the results of hypothesis testing in Table 4, it can be seen that:

- Hypothesis Testing 1: The strategic supplier partnership variable on competitive advantage has a positive Original Sample value (O), which is 0.715. The t-statistic value is 7.642 > 1.64, and the P-values are 0.000 < 0.05. Thus, the first hypothesis (H1), which states that strategic supplier partnerships have a positive and significant effect on competitive advantage in the tofu industry in Kampar Regency, is accepted.
- Hypothesis Testing 2: The customer relationship variable on competitive advantage has a positive Original Sample value (O), which is 0.261. The t-statistic value of 2.670 > 1.64 and the P-values of 0.008 < 0.05. Thus the second hypothesis (H2), which states that customer



relationships have a positive and significant effect on competitive advantage in the tofu industry in Kampar Regency, is accepted.

- Hypothesis Testing 3: The strategic supplier partnership variable on business performance has a positive Original Sample value (O), which is 0.339. The t-statistic value is $3.262 > 1.64$ and the P-values are $0.001 < 0.05$. Thus, the third hypothesis (H3), which states that strategic supplier partnerships have a positive and significant effect on business performance in the tofu industry in Kampar Regency, is accepted.
- Hypothesis Testing 4: The customer relationship variable on business performance has a positive Original Sample value (O), which is 0.420. The t-statistic value is $8.445 > 1.64$ and the P-values are $0.000 < 0.05$. Thus, the fourth hypothesis (H4), which states that customer relationships have a positive and significant effect on competitive advantage in the tofu industry in Kampar Regency, is accepted.
- Hypothesis Testing 5: The competitive advantage variable on business performance has a positive original sample value (O), which is 0.259. The t-statistic value of $3.269 > 1.64$ and the P-values of $0.001 < 0.05$. Thus the fifth hypothesis (H5), which states that competitive advantage has a positive and significant effect on business performance in the tofu industry in Kampar Regency, is accepted.
- Hypothesis Testing 6: The strategic supplier partnership construct on business performance through competitive advantage has a positive Original Sample value (O), namely, 0.185. The t-statistic value is $2.866 > 1.64$ and the P-values are $0.004 < 0.05$. Thus the sixth hypothesis (H6), which states that strategic supplier partnership has a positive and significant effect on business performance through competitive advantage in the tofu industry in Kampar Regency, is accepted.
- Hypothesis Testing 7: The customer relationship construct on business performance through competitive advantage has a positive original sample value (O), namely, 0.068. The t-statistic value of $2.123 > 1.64$ and the P-values of $0.034 < 0.05$. Thus, hypothesis seven (H7), which states that customer relationships have a positive and significant effect on business performance through competitive advantage in the tofu industry in Kampar Regency, is accepted.

DISCUSSION

The Effect of Strategic Supplier Partnership on Competitive Advantage

Based on the results of testing hypothesis 1, it is concluded that strategic supplier partnerships have a positive and significant effect on competitive advantage. This shows that the better or the higher the level of strategic supplier partnership carried out by business owners in the tofu industry in Kampar Regency, the higher the competitive advantage can be achieved. This means that business owners in the tofu industry in Kampar Regency strengthen strategic relationships with their suppliers, so they have more opportunities to achieve competitive advantage compared to their competitors. In line with the results of research conducted by (Makalew et al., 2019) which states that strategic supplier partnership has a significant effect on competitive advantage. Other research from (Laurencia & Alhazami, 2023) also states that strategic supplier partnership has a significant effect on competitive advantage in global supply chain case studies in cosmetics.

The Effect of Customer Relationship on Competitive Advantage

Based on the results of testing hypothesis 2, it is concluded that customer relationships have a positive and significant effect on competitive advantage. This shows that the higher the level of customer relationship carried out by the tofu industry business owners in Kampar Regency towards their customers, the higher the business owners are able to achieve a competitive advantage. When customers experience a sense of being valued and cared for, they have a higher satisfaction with the tofu products offered. This increase in customer satisfaction contributes to loyalty, which is an important element in creating a competitive advantage.

The positive and significant effect given by customer relationships on competitive advantage is in accordance with the results of research conducted by (Ploenhad et al., 2019) which states that customer relationships affect competitive advantage. Research from (Alqershi et al. , 2020) showed that customer relationships have a significant effect on competitive advantage. Having a good relationship with customers can increase customer loyalty, create value for customers, and differentiate against competitors so as to increase the company's competitive advantage. Supported by research (Amer & Abdulwahhab, 2020), customer relationships have a significant effect on competitive advantage. However, it is different from research from (Andarini & Laely, 2019) which states that customer relationships have no significant effect on competitive advantage.

The Effect of Strategic Supplier Partnership on Business Performance

Based on the results of testing hypothesis 3, it is concluded that strategic supplier partnership has a positive and significant effect on business performance. This shows that the higher the level of strategic supplier partnership carried out by tofu industry business owners in Kampar Regency, the better the business owners are able to achieve good business performance. By building mutually beneficial relationships, business owners and suppliers can collaborate to ensure that the raw materials used fulfill high quality standards, which will have a direct impact on the quality of the final product.

The results of research (Jahid et al., 2023) state that strategic supplier partnerships affect business performance. Having a positive relationship with suppliers will help the business operate better throughout its production chain. In contrast, research from (Fauziah et al., 2019) shows that strategic supplier partnerships have no significant effect on business performance. The implementation of a good strategic supplier partnership will be able to bring tofu businesses in Kampar Regency to achieve the desired business performance.

The Effect of Customer Relationship on Business Performance

Based on the results of hypothesis 4 testing, it is concluded that customer relationship has a positive and significant effect on business performance. This shows that the higher the level of customer relationship carried out by tofu industry business owners in Kampar Regency, the better the business owners are at achieving good business performance. Based on respondents' answers, some tofu industry business owners in Kampar Regency increase customer loyalty by maintaining good relationships with customers, as well as enabling faster handling of complaints or product problems. (Azis et al., 2023) show that good customer relationship management (CRM) can increase customer satisfaction, which in turn contributes to better business performance.

The Effect of Competitive Advantage on Business Performance

Based on the results of testing hypothesis 5, it is concluded that competitive advantage has a positive and significant effect on business performance. This shows that the higher the level of competitive advantage carried out by tofu industry business owners in Kampar Regency, the better the business actors are at achieving good business performance. Competitive advantage is often characterized by the ability of business owners to produce high-quality tofu products. Good product quality not only attracts customers but also increases customer satisfaction and loyalty.

Research (Ritonga & Yulhendri, 2019) states that the competitive advantage variable has a significant effect on the performance of micro and small food businesses in Padang city. The form of influence is positive. This means that if competitive advantage is increased, the performance of small microbusinesses will also increase. In line with research (Nafrianti et al., 2022), it states that competitive advantage has a positive and significant effect on business performance.

The Effect of Strategic Supplier Partnership on Business Performance Through Competitive Advantage

Based on the results of testing hypothesis 6, it is concluded that strategic supplier partnership has an effect on business performance through competitive advantage. This means

that there is an indirect effect between strategic supplier partnership variables on business performance through competitive advantage. From these findings, it can be concluded that strategic supplier partnerships have a positive and significant effect on business performance through competitive advantage. The positive and significant effect provided by strategic supplier partnerships on business performance through competitive advantage is in line with research (Ilmiyati & Munawaroh, 2016), which states that competitive advantage is able to mediate the effect of supply chain management on company performance in SMEs in Bantul Regency. Strong relationships with suppliers not only improve product quality and operational efficiency but also support the achievement of competitive advantage, which in turn improves business performance in the tofu industry.

The Effect of Customer Relationship on Business Performance Through Competitive Advantage

Based on the results of testing hypothesis 7, it is concluded that customer relationships have an effect on business performance through competitive advantage. This means that there is an indirect effect between customer relationship variables on business performance through competitive advantage. From these findings, it can be concluded that customer relationships have a positive and significant effect on business performance through competitive advantage. The positive and significant effect provided by customer relationships on business performance through competitive advantage is in line with research (Alam & Tui, 2022), which states that competitive advantage is able to mediate the effect of supply chain management on company performance in manufacturing companies in Makassar City.

CONCLUSION

Strategic supplier partnership has a positive and significant effect on competitive advantage in the tofu industry in Kampar Regency. Customer relationship has a positive and significant effect on competitive advantage in the tofu industry in Kampar Regency. Strategic supplier partnership has a positive and significant effect on business performance in the tofu industry in Kampar Regency. Customer relationship has a positive and significant effect on competitive advantage in the tofu industry in Kampar Regency. Competitive advantage has a positive and significant effect on business performance in the tofu industry in Kampar Regency. Strategic supplier partnership has a positive and significant effect on business performance through competitive advantage in the tofu industry in Kampar Regency. Customer relationships have a positive and significant effect on business performance through competitive advantage in the tofu industry in Kampar Regency.

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