



## Operational Transformation and Innovation-Based Competitiveness Enhancement Strategy in the Creative Patchwork Industry: A Descriptive Qualitative Study

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### ARTICLE INFO

*Keywords:* Creative Industry, Operational Transformation, Innovative Strategy

*Received :* 16, June

*Revised :* 30, June

*Accepted:* 24, July

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### ABSTRACT

The patchwork creative industry shows great potential as a driver of the local economy based on household crafts. This study aims to explore the operational transformation process and innovative strategies implemented to increase competitiveness. With a descriptive qualitative approach, data were collected through interviews. The results of the study indicate that operational transformation has begun by adopting a more modern work pattern, although there are still limitations in digital literacy among business actors. This study recommends the importance of comprehensive digital training, especially in the use of e-commerce and managing social media as a promotional medium. This innovation-based transformation can be a foundation for the village creative industry to grow sustainably and compete in a wider market.

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## **INTRODUCTION**

The creative industry is one of the significant drivers of economic growth, especially in supporting local economic development in various regions. One of the creative industry sub-sectors with great potential is household crafts. Household crafts such as brooms and doormats utilize local raw materials, to optimise patchwork. Patchwork is waste generated from the production process. According to data from the National Waste Management Information System (SIPSN), fabric waste contributes 2.5% of the total volume of waste. This percentage is still relatively small but is predicted to increase from year to year (Nofitasari, 2024). The Ministry of Environment and Forestry (KLHK) 2021 through SIPSN also explained that Indonesia produces 2.3 million tons of clothing waste or equivalent to 12% of household waste. However, patchwork can be managed to be useful and have economic value and be environmentally friendly (Pravitasari et al., 2023).

Patchwork is textile waste that can be processed into high-value products such as bags, wallets, carpets, and household accessories. With the added value created, this industry can empower local communities, create jobs, and support environmental conservation through the principle of a circular economy (A'isah et al., 2012). Increasing the creativity and quality of materials used by craftsmen has made patchwork crafts increasingly popular today (Apriana and History, 2024). The resulting craft items are increasingly diverse and have high selling value. Patchwork crafts are also one of the crafts that are of interest to housewives and teenagers to learn.

Semar Biru is one of the small enterprises which has great potential in the patchwork creative industry. With creative human resources and traditional skills in handicrafts, this village can become a center of innovation in this field. The patchwork-based products produced not only have aesthetic value, but also reflect local culture and wisdom. It is engaged in household crafts such as brooms and doormats by utilizing the use of local raw materials, to optimise patchwork. This business has been established since 2019 and has great potential to grow. However, despite its great potential, the patchwork creative industry in the surrounding area faces various operational obstacles. Some of the main challenges include the lack of knowledge and skills in attractive product design and effective marketing. In addition, the enterprise experiences limitations in resources such as quality raw materials and modern technology which are also significant obstacles in the development of this industry. Without the right support and strategy, this great potential may not be realized optimally.

To improve the competitiveness of the home industry, especially patchwork, an in-depth analysis of the existing operational obstacles is needed (Ismayanti, 2019). Identifying these problems will help in formulating effective strategies to overcome these challenges. For example, marketing training for local craftsmen can improve product quality and expand market reach. In addition, collaboration with government agencies and non-governmental organizations can provide additional support in the form of funding or access to marketing networks. By understanding the challenges and formulating the right strategy, the UD Semar Biru home industry in Jabalsari Village has the potential to grow

and develop significantly. The development of this industry will not only provide economic benefits to the local community but also contribute to environmental conservation efforts by reducing textile waste. Through a collaborative and innovative approach, it is hoped that the UD Semar Biru home industry in Jabalsari Village can be a successful example in utilizing the potential of home crafts to increase regional competitiveness and create a positive impact on the wider community.

## LITERATURE REVIEW

### *Creative Industry*

The creative industry can be defined as an industry based on individual skills, either from talent or long-term training (Poerwanto and Shambodo, 2020). According to the Ministry of Trade of the Republic of Indonesia, the creative industry is an industry that utilizes individual creativity, skills, and talents to create prosperity and employment through the creation and utilization of individual creativity and inventiveness. The creative industry is an increasingly important sector in the global and national economy, including in Indonesia. The creative industry has emerged as a transformative force driving economic growth and cultural development in cities around the world (Suryadharma et al., 2023). This sector focuses on creating economic value through creativity, innovation, and individual skills.

According to the Indonesian Creative Economy Agency (Bekraf), the creative industry covers 16 sub-sectors, including culinary, fashion, crafts, architecture, product design, and more. Indonesia has great potential in the creative industry thanks to its rich culture and diverse resources (Agus Wahyudi et al., 2024). According to data, this sector can make a significant contribution to Gross Domestic Product (GDP) and job creation. Using digital technology and online platforms, the creative industry can increase product competitiveness and innovation (Agus Wahyudi et al., 2024). The creative industry has an important role in driving economic growth in Indonesia. With the right development strategy and support from various parties, this sector can contribute more to people's welfare and national competitiveness in the global market.

### *Regional Competitiveness*

Regional competitiveness refers to the ability of a region to compete in economic, social, and environmental contexts, with the aim of improving the welfare of the people in the area (Sukanto, 2009). This concept is very important in economic development, especially in Indonesia, where increasing competitiveness can contribute to inclusive growth that ensures economic benefits are felt by all levels of society. Competitiveness is ultimately the ability of a society to continuously transform itself in response to economic, political, and technological changes. Factor conditions or input factors are production factors such as resources and infrastructure and capital (Warlina et al., 2019). Resources include Human Resources (HR) and Natural Resources (NR). Infrastructure can be in the form of physical infrastructure, information, science and technology and administration. The more input factors owned, the higher the competitiveness (Warlina et al., 2019).

The goal of competitiveness is to achieve long-term growth, create jobs and improve welfare (Prasetyo, 2020). In today's creative era, the economic value of a product or service is no longer determined by raw materials or production systems, as in the industrial era, but by the exploitation of creativity and the creation of innovation with increasingly advanced technological developments (Muliyah et al., 2020). The creativity-based industry has grown rapidly today so that creativity should not be underestimated. Industries can no longer compete based on price or product quality, but must compete since innovation, creativity, and imagination.

## **METHODOLOGY**

### ***Interview Method***

This study uses a qualitative approach with an interview method. This study will collect data from May to June 2025. The method of collection is through data collection of interview results at UD Semar Biru, especially with several sources, namely village officials, craftsmen, and home industry business owners in the last period. This interview method is important to obtain insights from the sources regarding their opinions and expectations for the UD Semar Biru home industry in Jabalsari Village. The insights obtained will give rise to several possible solutions to improve marketing so that later it can have an impact on the creative industry. After data collection, further analysis will be carried out to find the right strategy to increase regional competitiveness.

### ***Recruitment of Informants***

This study recruited 3 types of informants to be interviewed. The first informant came from owner, the second type of informant was 10 craftsmen who worked at the company. The last informant was a village officer. All informants were based on the main objective of the study to obtain opinions and insights from their experiences in order to later obtain the right and optimal strategy formulation in solving problems. The following is the informant recruitment process which will later be directed to the direct interview process with the researcher.

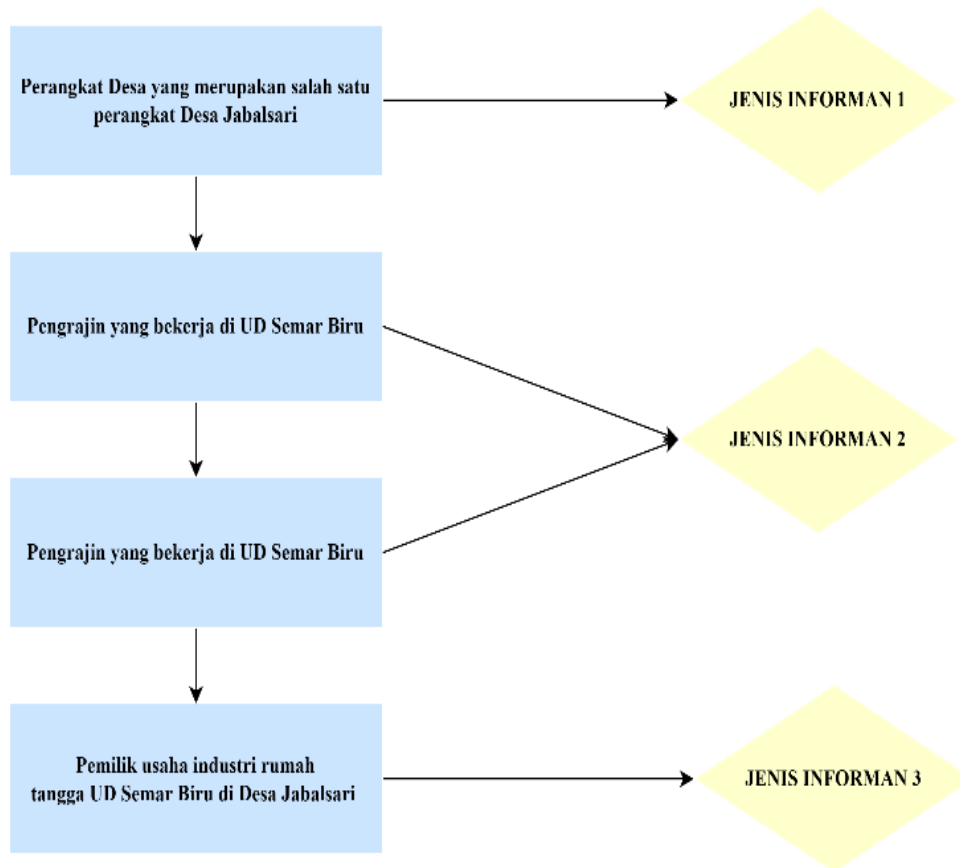


Figure 1. Recruitment flow diagram for the interview process

### *Data Collection*

Interviews are one of the data collection methods in a qualitative approach that can be carried out individually, in groups, or through discussion forums (Mekarisce, 2020). In this study, an individual interview approach was used to obtain a deeper understanding from the informants. The interview was carried out by the researcher asking questions which were then answered by the informant.

### *Data Analysis*

This study uses inductive data analysis to analyze the verbal responses of informants from three types of informants starting from specific facts to later draw general conclusions (Kurniawati, 2021). The researcher conducted an analysis of the three types of informants as a whole and made a comparison of the interview results using the same question guide for each type of informant. All interview results will be analyzed by the researcher to obtain insights, opinions, and insights based on the experiences of each informant. Analysis of one type of informant who is a village official, craftsman, and owner of UD Semar Biru.

## RESEARCH RESULT

### *Operational Transformation in the Creative Fabric Industry*

The informant of the owner of UD Semar Biru is aware that operational transformation is an important process in increasing the efficiency and competitiveness of the industry, especially in the creative industry sector based on crafts such as patchwork. Moreover, this business has been around for 5 years and has reached outside the region, including Madura Island and Bali.

*"This industry has been growing for 5 years and its products have been distributed outside the region, such as Madura Island and Bali. Production in this business still uses minimal technology, but because of the large number of employees, it is still able to meet market demand."* (Informant 1, owner of UD Semar Biru, 48-year-old male).

Based on the results of interviews with several patchwork industry players in the village, an understanding emerged that operational transformation is not only technical, but also touches on social aspects, especially related to the characteristics of the workforce. Most employees in the patchwork business unit have a relatively low educational background, namely most only up to elementary or junior high school level. This is a challenge in the process of adopting technology and developing new work systems.

*"We used to work only for the local market. Now because orders from outside continue to flow, we have to have a neat production schedule and a reliable work system."* (Informant 2, UD Semar Biru craftsman, 22-year-old male).

This shows that transformation cannot be done drastically, but rather through a gradual approach and based on direct training. Several innovations that have begun to be implemented include the use of applications for communication between employees, work shift arrangements based on daily targets, and a small group-based quality control system. These changes aim to increase work efficiency while maintaining consistent product quality, especially when the volume of orders increases from consumers outside the region.

*"I see that this industry has potential and continues to grow. The villagers are also very supportive of the patchwork industry because it can drive the community's economy, especially housewives. Those who previously did not have a steady income can now be independent and even help pay for their children's school fees. This is not just about the economy, but also empowerment."* (Informant 3, Jabalsari Village official, 48-year-old woman).

Market expansion conditions are also the main driver of transformation. Demand from Madura and Bali, which comes through partner and reseller sales channels, demands more stable production standards. Thus, the operational transformation in Jabalsari Village reflects a complex adaptation process in which technology, new work systems, and HR capacity development go hand in hand. This transformation not only drives production efficiency, but also forms a stronger foundation for the local creative industry to be able to compete in a wider and more dynamic market.

### *Innovative Strategies to Increase Competitiveness*

In facing increasingly competitive market dynamics, creative patchwork industry players in Jabalsari Village have begun to develop various innovative

strategies to increase their business competitiveness. The strategies implemented do not only focus on product innovation, but also on expanding the market and adapting to developments in digital technology, especially in the field of marketing. One of the main strategies carried out is to expand the market reach outside the local area. If previously patchwork products were only marketed to limited shops, now business actors are starting to target consumers from outside the region, such as Madura Island and Bali. This requires a more modern and effective marketing approach, especially by utilizing social media as a means of promotion.

*"When we first started our business, we used Facebook social media to promote our products. However, the results were less than optimal because we were not yet proficient in using Facebook at that time. For now, promotions have started using Instagram and TikTok but are still in the development stage. Sometimes we are not consistent in uploading promotional videos."* (Informant 1, owner of UD Semar Biru, 48-year-old male).

In interviews, several business actors said that they had started using Instagram and TikTok to display the production process, product variations, and consumer testimonials. Attractive visuals and narrative approaches through short videos have proven to be able to attract the attention of potential buyers from outside the region. The use of visual media not only increases product visibility but also builds a more professional brand image. This is a form of innovation in marketing strategies that are in accordance with the character of the creative industry. However, the process of adopting this technology did not run completely without obstacles. Previously, several business actors had tried to use Facebook as a promotional and transaction media. Unfortunately, the limited understanding of digital at that time made the results less than optimal.

*"In my opinion, promotional activities through social media are indeed needed so that the wider community is more familiar with our products. In addition, by promoting through social media, we hope that there will be an increase in sales as well."* (Informant 2, UD Semar Biru craftsman, 22-year-old male).

The informant agreed that with promotions through social media, it is hoped that sales in this industry will increase. By combining social media-based marketing strategies, the creative patchwork industry in Jabalsari Village is trying to build stronger and more sustainable competitiveness. Innovation is no longer understood as merely a technical matter, but as a comprehensive adaptation process to changes in consumer behaviour and an increasingly digital business ecosystem.

*"UD Semar Biru has quite a high opportunity in the patchwork industry. In my opinion, what needs to be improved is the use of technology, especially social media, to promote products better. So that later the products will be better known by the wider community, not only in Java."* (Informant 3, Jabalsari Village apparatus, 48-year-old woman).

In her interview, the informant emphasized that UD Semar Biru has a great opportunity to develop more widely, especially because patchwork products have uniqueness that not only has aesthetic value, but also raises cultural and sustainable values. This informant's view also shows the village government's awareness of the importance of digital transformation in the local industry. The

informant said that with increased digital promotion, market reach can be expanded beyond Java, opening new opportunities for inter-island exports. The hope is that if technology is utilized optimally, patchwork products from Jabalsari can have higher competitiveness in the national and global markets.

### ***Local E-Commerce Platform Implementation Strategy***

In marketing its products digitally, UD Semar Biru uses an e-commerce platform in the form of a Facebook application. This platform was chosen because it is easy to access, familiar to most local business actors, and allows direct interaction with potential buyers through the comments and private message features.

*"For now, we are still using Facebook as a digital marketing tool. The reason for using Facebook is because we can use Facebook, but we still don't understand how to use other e-commerce sites."* (Informant 1, owner of UD Semar Biru, 48-year-old male).

The use of Facebook is also considered quite effective in building a customer network from outside the village, including from Madura Island and Bali. However, in practice, the use of Facebook has also caused serious challenges related to digital security. Based on the results of interviews with business actors, it is known that in the early days of using social media, UD Semar Biru experienced a fraud case that resulted in financial losses and trust.

*"When we first used Facebook, we still had minimal knowledge. You could say that we still didn't understand how to use Facebook to the point of being cheated."* (Informant 1, owner of UD Semar Biru, 48-year-old male).

The incident shows that the lack of understanding of online transaction security is a weak point that needs to be addressed immediately. Lack of knowledge about how to verify the buyer's identity, secure payment systems (such as using joint accounts or payment gateways), and the habit of informal transactions through private messages, opens opportunities for fraud. Since the incident, business actors have become more careful in accepting orders through social media. However, limited digital literacy is still a challenge because most business actors do not understand how to use a safer and more structured e-commerce system, such as an official marketplace or website with an automatic checkout system. This situation shows the importance of assistance in the form of digital marketing training and online transaction security, so that negative experiences are not repeated, and business actors can be more confident in utilizing digital media optimally. This capacity building will also be a strategic initial step towards developing a local e-commerce platform that is safe, professional, and sustainable.

*"For marketing tools, we still use Facebook. Most buyers also go through Facebook, but you do have to be careful."* (Informant 2, UD Semar Biru craftsman, 22-year-old male).

Although the patchwork creative industry in Jabalsari Village has shown significant development, especially in terms of production and distribution between regions, in terms of digitalization, especially in the use of e-commerce platforms, there are still quite fundamental limitations. Currently, patchwork business actors do not have an independent e-commerce platform that can be

used to sell products directly to consumers on a wider scale. Based on the results of interviews with business actors and village officials, one of the main obstacles in implementing local e-commerce is the lack of understanding of digital technology. Most industry players are home craftsmen with limited educational backgrounds and experience in using digital devices. As a result, the use of digital technology is currently still passive, such as simply uploading photos on social media, without an integrated system for ordering, payment, and delivery.

*"Maybe if we had our own platform, it would be better, but for now we still don't really understand technology like that. We don't understand how to use it."*  
(Informant 1, owner of UD Semar Biru, 48-year-old male).

In fact, the development of a simple and appropriate local e-commerce platform would be very beneficial for this industry. Not only expanding market reach, but also increasing transaction efficiency and building a more professional brand identity. The platform can be in the form of a simple website with product catalog features, shopping carts, digital payment systems, and order tracking. To realize this, a gradual strategy is needed, starting from increasing the capacity of business actors through digital training. The implementation of local e-commerce platforms also needs to be adjusted to the social and economic characteristics of the community. This means that the platform does not have to be complex, but is quite functional, easy to use, and has an attractive and user-friendly visual approach. With this strategy, business actors will be more confident in utilizing technology as part of their business operations. Overall, the strategy for implementing a local e-commerce platform in the patchwork industry in Jabalsari Village is an important step in presenting an inclusive digital transformation, strengthening local competitiveness, and opening new market potential in the digital economy era.

## DISCUSSION

This qualitative analysis explores the dynamics of operational transformation and innovation-based competitiveness enhancement strategies in the creative patchwork industry in Jabalsari Village. Although this industry grew from a household scale with limited resources, there is strong potential to develop regionally through the adoption of technology and marketing innovation. According to Poerwanto and Shambodo, (2020) the creative industry is an industry based on individual skills, either from talent or long-term training. The Ministry of Trade of the Republic of Indonesia is of the opinion that the creative industry is an industry that utilizes individual creativity, skills, and talents to create welfare and employment through the creation and utilization of individual creativity and inventiveness. The creative industry is an increasingly important sector in the global and national economy, including in Indonesia. The creative industry has emerged as a transformative force that drives economic growth and cultural development in cities around the world (Suryadharma et al., 2023). This sector focuses on creating economic value through individual creativity, innovation, and skills.

The creative industry plays an important role in driving economic growth in Indonesia. With the right development strategy and support from various parties, this sector can contribute more to people's welfare and national

competitiveness in the global market. Through the use of digital technology and online platforms, the creative industry can increase product competitiveness and innovation (Agus Wahyudi et al., 2024). The results of research by Budiarto, (2022) show that business actors who adopt modern technology will experience an increase in productivity of up to 30% compared to those who do not use technology. Increasing competitiveness based on innovation can be done by innovating the distribution and branding processes by utilizing digital technology for sales promotion. Digital marketing has a significant impact on market expansion (Masrukhan and Isnaini, 2025). By utilizing digital platforms, business actors can reach wider to optimize business processes and increase competitiveness. Research on the use of technology, especially digitalization in operational and marketing processes, has been widely studied. Arifin et al. (2020) stated that the most effective way for businesses to increase product value in the midst of digital transformation is to build a digital platform.

In addition, research by Gunawan and Sulaeman, (2020) also confirmed that digital marketing has a significant influence on improving marketing performance. This shows that the use of digital strategies can help MSMEs compete and increase the competitiveness of their products. Digital marketing is an effective solution in reaching consumers, increasing market access, and reducing operational costs (Lestari et al., 2019). This research confirms that the application of technology and innovation is an important factor in supporting the success of MSMEs in the digital era, especially in the creative industry where competition is quite high and products are easily replicated.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study confirms that in facing competition in the digital era, creative industries based on household crafts such as the patchwork industry in Jabalsari Village need to transform their promotional and operational strategies. One of the most important aspects in increasing competitiveness is the use of digital promotion, especially through social media and online platforms that allow local products to reach a wider market. Although some business actors have started using social media such as Facebook and Instagram for promotion, the results have not been optimal due to the lack of understanding of digital technology and the absence of an integrated transaction system. Therefore, ongoing digital training is needed that includes an introduction to digital marketing, transaction security, and online store management. In addition, the development and implementation of local e-commerce platforms are strategic steps to support the sustainability and professionalism of the industry, while expanding market access and increasing consumer confidence. In general, targeted digital promotion, supported by increased digital literacy and the use of e-commerce, is the main key to strengthening the competitiveness of the creative industry at the local and regional levels.

## **ADVANCED RESEARCH**

This study uses a descriptive qualitative approach that provides an in-depth overview of operational transformation and innovative strategies in the patchwork creative industry in Jabalsari Village. However, the main limitations

lie in the limited number of informants and the scope of the research area which only focuses on one village, so that the results cannot be generalized widely. In addition, the understanding of digital technology that is the object of study is still subjective and has not been supported by quantitative data. Therefore, further research is recommended to involve more informants from various parties, conduct comparisons between regions, and integrate quantitative approaches to measure the effectiveness of digital strategies more objectively. Further research can also develop collaborative studies by involving educational institutions, government, and the private sector in designing more appropriate e-commerce solutions for village-based creative industries.

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