

Survival Strategy of Family Companies in the Cake and Bakery Industry in Semarang City

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Abstract

This study aims to reveal the strategy of family companies in the cake & bakery industry so that they can survive by identifying key strategic factors that determine the survival ability of cake & bakery industry business people. The next stage is to describe the phenomena, data and facts in order to develop a strategic model that explains the relationship between the factors that play a role in business management, competitive ability and realize the growth and development of the cake & bakery industry business from these business actors. This study uses a qualitative approach. The scope of research on cake & bakery industry players in the city of Semarang and its surroundings. There are 27 research partners / informants in the study consisting of owners and management teams of cake & bakery industry players, informants from industrial suppliers and their minded customers. Research data collection was carried out by observation, in-depth interview techniques, data review of available documents, validation by triangulation, compiling interview transcripts, presenting interview extracts, formulating categories, compiling propositions and presenting mini theoretical models based on research findings. The results show that the survival strategy of cake & bakery business people can only be built with the vision and mission that is internalized and realized in business operations, on business performance. Business performance in this industry is shown by growth and development: Profit margin, sales turnover, outlets, customers, product variants, and bad stock are getting lower. Optimal business performance can only be achieved with competitive advantage on the basis of excellence factors which include aspects: Taste, Price, Product Variants, Location of outlets, Entrepreneurship Orientation and Innovation on: product, marketing, process and organizational. Besides that, the role of suppliers and customers is also very strategic for the survival of this industry.

Keywords

survival strategy; family companies; cake and bakery Industry



I. Introduction

Family companies have a different character and uniqueness from companies in general. However, it cannot be denied that most companies or more than 90 % of companies in Indonesia were originally family companies. That is why this phenomenon becomes very interesting to be discussed and researched carefully.

In general, a family business is a company whose majority shareholder is a family, and the management position is controlled by family members and it is hoped that the descendants of the family will follow in their footsteps later as managers (Rock, 1991). Definitions and boundaries that are more up to date with the current situation are put forward by Chua, Chrisman and Sharmann (1999): that a family company/business is a

business that is controlled or run with the desire to form and realize a business vision dominated by members of a family who the same or a collection of several families that can be expected to be passed on to the next generation. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Furthermore, Ward and Aronoff (2002) in Susanto et al., (2007) argue that, "A company is called a family company if it consists of two or more family members who oversee the company's finances". The definition emphasizes the key positions held by family members. Mastery of this key position is closely related to the role of the family in the company and the transfer of family values into the values prevailing in the company.

Meanwhile Donneley (2002) in Susanto et al., (2007) stated his opinion that, "An organization is called a family company if there are at least two generations of involvement in the company and they influence company policy". This opinion from Donneley (2002) implies that there is succession that is carried out in the company. This succession shows the continuity between the role of the family and the company. Based on the expert opinion above, it can be concluded that a family company is a company where there are two or more family members who play an active role in overseeing the company's finances and have an influence on company policies and have a minimum relationship of 2 generations.

According to Poza (2010), in a family company, there must be influence from family members in the management of the family company, either actively, playing a role in shaping the company culture, as a leader or being active as a shareholder, besides that they must also have attention to relationships between families. Furthermore, Schulze and Poza (2010) separately agree that: A family company is a unique combination of several factors: (a) ownership control (15% or more) by two or more family members, (b) company strategy influenced by a family member who is actively involved in management to be able to continue to build a family culture within the company, serve as an advisor to the company, or act as an active shareholder, (c) care deeply about family relationships, and (d) have a dream to carry on the business for generations. following.

The victory of a company organization in a business competition actually shows the organization's superiority in the business field, this is indicated by its ability to gain access to supporting resources to produce products / services and reach wider customers. Organizational readiness in carrying out its operational activities will require steps on the planning table by carrying out strategic activities called Strategy Formulation. Strategy formulation in the organization / company is formulated in details of Vision, Mission, strategy and policies. Furthermore, from the Vision, Mission, strategies and policies which are the formulation of strategies, it is necessary to continue with the implementation of strategies which are concretely stated in the program, budget and work procedures.

II. Review of Literature

2.1 Concept and understanding of Family Business

The definition of a family company (family business) is a company whose majority shareholder is a family, and the management management position is controlled by family members and it is hoped that the descendants of the family will follow in their footsteps later as managers (Rock, 1991).

Definitions and boundaries that are more up to date with the current situation are put forward by Chua, Chrisman and Sharmann (1999): that a family company/business is a business that is controlled or run with the desire to form and realize a business vision

dominated by members of a family who the same or a collection of several families that can be expected to be passed on to the next generation.

2.2 Performance: Company Organizational Growth and Development

According to Wibowo (2008) Business Performance comes from the notion of performance. The understanding of performance is the result of work or work performance. However, according to Armstrong and Baron in Febriatmoko (2015) "Performance" which means performance does not only concern work results or performance, but also work results that have a relationship with the organization's strategic goals of customer satisfaction and contribute economically. In the concept of business performance organizational success is indicated by the growth and development of the organization. Organizational growth and development can be seen from the scale of the organization and the volume of performance achieved. Company growth is often used as a benchmark in assessing the development of a company. (Fuad, 2000).

2.3 Performance and Business Strategy

Business Performance is essentially an achievement achieved by a business organization that can be seen from the results. This performance result is not accurate if it is only seen from one dimension. Researchers agree that it is not enough to measure business performance using a single measure (Day & Wensley, 1998; Jaworski & Kohli, 1993). In the research of Jaworski & Kohli (1993) and Chang (1998) company performance is measured by overall business performance compared to last year and overall performance compared to its main competitors, while in the study of Slater & Narver (2000) business performance is measured by profitability compared to targets that have been set. In performance measurement there are two perspectives, namely the subjective concept and the objective concept. There are three assumptions in business theory: The first is the assumption about the organizational environment (environment of the organization, society and structure, markets, customers, and technology). Second, there are assumptions about the specific mission of the organization. Third, are assumptions about the core competencies needed to complete the mission or goals of the organization.

2.5 Survival Strategy, building business performance, through competitive advantage

Business Strategy is a method or plan in the form of a concept that is deliberately made to achieve the company's long-term goals. Strategy is the key to achieving competitive advantage and the success of a business.

Survival is the origin of the word to survive which means resilience or survival (Kleinbaum, 1996, Johnson & Johnson, 1980, Miller, 1981). Thus, Survival Strategy is intended as ways or plans or concepts made to achieve resilience and survival.

III. Research Method

This study uses a qualitative research method approach. Researchers want to explore and deepen the experience of business people in the cake & bakery industry, then present the facts and analyze scientific logic. Furthermore, from the research findings, a strategy model and mini theory were formulated. This research has the scope of research on the cake & bakery industry players in the city of Semarang, the number of which is currently very large and growing as large, medium and small companies even in the form of individual companies within the scope of home industry (IRT). This study establishes a reliable source of information / informants from cake & bakery business actors as many as

8 people, 3 informants from suppliers and 16 people from customers. In carrying out research for the purpose of preparing this, the researcher will use several methods used in data collection.

IV. Result and Discussion

In accordance with the facts of business performance presented in the general description of business actors stated in the discussion and formulation of the existing problems, namely the differences in business performance that can be seen from the level of growth and industrial development experienced by cake & bakery industry players in the city of Semarang in realizing survival capabilities. they are in the industry, in presenting the results of the research, the findings and the following discussion will focus on the study of key strategic factors that are the key bases of competitive advantage and advantage-based strategy survival models. The description of research results, interview findings and discussions are divided into: study of Vision and Mission of cake & bakery industry players, Business Performance, factors of internal advantage, strategic factors determining the basis of excellence, role of suppliers, role of customers, survival strategy and survival model advantage-based strategy.

3.1 A Study on the Vision and Mission of the Cake & Bakery Industry Business Actors

The concept of vision and mission in the organization in strategic management is stated that the vision and mission of the organization is a basic prerequisite to provide guidance and as a guide for the organization to move towards achieving the goals and objectives to be achieved. The vision and mission are clearly formulated , written and documented and measured that can be used as material for evaluating the development and growth of the organization.

Table 2. Company Vision & Mission and Implications on Cake & Bakery Industry Business Performance

NO	CAKE & BAKERY SHOP	VISION AND MISSION	PROCENT OF TURNOVER GROWTH	NUMBER OF OUTLET GROWTH	IMPLICATIONS
1	SHOP "A"	Nothing written and only verbal info from predecessors	turnover growth is only 5-10% (limited to inflation)	From 1920 – 2019 only 2 outlets. In Semarang and Jakarta.	The absence of a clear vision, mission and goals have implications for sub-optimal business performance.
2	SHOP "B"	Yes, it is written and in detail what you want to achieve	Annual sales turnover growth reached 12.5 – 38%. And the Semarang Branch was once in the highest ranking nationally.	Outlets in Semarang grew to 6 units (from 2013 – 2019)	The existence of a clear and written Vision and Mission implies adequate and measurable Business Performance and

					shows real growth
3	SHOP "C"	Unwritten , wish confirmed from owner	There is no growth, it has decreased by 50 %, currently in a defensive position.	8 outlets , but then it was reduced to 2 units (Since 1988 – 2019)	is no written vision and mission , everything is in the mind of the owner / pioneer. The development is difficult, especially since the current owner is sick.
4	SHOP "D"	Yes, in writing, formulating what you want to achieve and the strategy in detail	Sales turnover increased significantly, the addition of outlets had a major effect on the growth of the turnover. Growth range 20 – 36%	Outlets and factories increased from 1, to 3 pieces. In Semarang 2 units and 1 in Semarang Regency (Period 1999 – 2019)	Vision and Mission Clear, and written, socialized to management and the 2nd generation so that it is possible to grow.

From the data that we can see from table 4.5 above, it appears significant between business people in the cake & bakery sector who have a vision and mission, and formulate it in writing and clearly on the results of their business performance achievements. Business Performance will grow if there is a Vision and Mission formulated as the basis and basis for planning and direction of achievement. From this research, it was also revealed by cake & bakery business people that the achievement of business performance achieved at this time has not been satisfactory. This actually means that the growth opportunities and conditions of the market opportunities are still possible to be worked out better, taking into account the actual situation and conditions that are already known by the business actors.

3.2 Internal Advantage Factors

In the discussion of the factors of internal excellence, the researcher asked several questions, the findings were extracted from the results of interviews with informants of the cake & bakery business as presented in Table 2 below. Questions to identify the factors of internal advantage include: What are the factors that are an advantage of the company compared to competitors, What are the differences between products compared to others, what about the pricing strategy applied, what about promotions and discounts, what about the ability and the production capacity of the company in meeting the purchase quota from customers, as well as the main factors used to attract and retain customers.

From the answers to questions that reveal that in general, business people know what their internal advantages are that can be used to secure their business position, namely maintaining continuity and survival in running their business, and can then be used as a factor to create competitive advantage.

If we compare the findings on the internal advantage factor with the business

performance achieved, there is a significance that if the internal factors owned are more numerous and can be identified and utilized by business people, their business performance will be superior to others.

Table 3. Identification of Internal Advantage Factors and Management Capabilities of The Cake & Bakery Business Industry in Semarang

N O	ASPECT OF IDENTIFICATION	IDENTIFICATION FACTS (SOURCE FROM CATEGORY)	IDENTIFICATION OF EXCELLENT FACTORS BY BUSINESS ACTORS
1	Factors that are seen as the Company's Internal Excellence Factors.	<ul style="list-style-type: none"> • Existence (age) of the Company. • Product Variants • Taste • Production • Quality Material • No Preservative • Marketing • CS service • Distribution Network • HR • Price • Technology • Service Capacity • CSR Service • outlet Design • halal certificate 	A, A, C, D D B A, C, D A, C , D B, D D B B, D D B, D D D D B, D
2	Product Variants	<ul style="list-style-type: none"> • 0 – 200 • 00 – 250 • 50 – 500 	A, B, C D
3	Pricing Strategy	<ul style="list-style-type: none"> • rice Middle Up • affordable Prices Middle to Lower 	A B C, D
4	Maximum		

	Production Capacity / Day	<ul style="list-style-type: none"> • 000 – 3000 • 000 - 15,000 • ver 15,000 	A B C D
5	Main factors used to attract customers	<ul style="list-style-type: none"> • Taste • Special product • Price • Fresh product • Convenient service place. • Customer service commitment • romotion 	A, C, D A, D A, C, D B, D B, D B, D D

In the table , it can be seen that the factors of internal superiority identified in each of the informants among business people, their mastery of the factors of internal superiority differ from each other in number. This shows the number or magnitude of the factors that are owned and controlled internally to be an important capital and strength in facing competition and building better business performance.

In Store "D" identified more internal superiority factors than the others, then Toko. "B" , only then "A" and "C" have the least level of mastery.

As for the identification process with business people, it can be stated that the most important internal advantage factors to be able to attract customers and make customers stay are: Taste, distinctive products, prices, fresh products, comfortable service places, promotions and service commitments to customers.

3.3 Strategic Factors Determining the Base of Excellence

Business Strategy is a method or plan in the form of a concept that is deliberately made to achieve the company's long-term goals. Strategy is the key to achieving competitive advantage and the success of a business. Having a business strategy for the business you want to run is very important. However, business strategy is not the only determinant of the success of the organization in achieving the strategic goals that have been implemented. The business strategy may be conceptually good, but if the implementation is bad, the result is failure.

Many strategies that can be used essentially work according to the plans made which are translated from the vision and mission of the organization. In addition, in 'take action ', business actors must be able to adapt to environmental and market conditions. The findings from the essence of the experience of business people who are considered successful in this business state that the strategies that must be applied are: "Following market developments and tastes, adapting to market conditions, developing product variants, maintaining affordable prices for consumers, adding promotional programs - effective social marketing programs sponsorship and CSR that is capable of supporting the environment and having an effect on business continuity".

Table 4. Strategic Factors Basic Advantages

N O	ASPECT OF IDENTIFICATION	IDENTIFICATION FACTS (SOURCE FROM CATEGORY)	IDENTIFICATION OF APPLICATION IN INFORMATION COMPANY
1	Strategic factors that determine the basis of excellence	<p>Many strategies can be used to achieve company goals / goals. The essence of the strategy is:</p> <ul style="list-style-type: none"> • Work according to a plan. • Adapt to environmental and market situations and conditions • Focus on the product and its variants. • focus and commitment . • Focus on product prices that are acceptable to customers. • Integrated marketing program. 	<p>A D</p> <p>B, D B, C, D</p> <p>D</p> <p>B, D</p>
2	The role of business actors in decision making and risk	<p>In making decisions:</p> <ul style="list-style-type: none"> • Routine decisions are made based on existing SOPs. • Decisions that are outside of routine are made based on existing needs and goals and are a choice of the best alternative that can be done in problem solving actions. • Failure is the other side of success and it is a risk in decision making. The considerations are the size of the losses incurred, trying to prevent the loss of rights, learning from experience not to fail 	<p>A B C D</p> <p>B, D</p> <p>A B C D</p>
3	The Role of Innovation in creating business excellence	Innovation becomes necessary for companies for the benefit of business progress and growth and in relation to improving customer service.	A B C D
4	The form of innovation needed in optimizing customer service	<p>innovations :</p> <ul style="list-style-type: none"> • Product Variant Innovation • Organization Innovation : Salesforce , CS and R&D • Marketing innovation through pricing policies, promotions and distribution services. 	<p>B, D B, D</p> <p>A B C D</p>

From the table it can be seen, Store D has a higher level of mastery, followed by Shop B, then Shop A and then Shop C.

3.4 The strategic role of suppliers for cake & bakery business players

The role of suppliers / suppliers of raw materials and accessories for the cake & bakery industry is strategic. Because through them, the supply of industrial materials needed in certain quantities can be guaranteed. In table 4 from the essence of interviews with suppliers, it shows that the relationship that exists between cake & bakery industry players and suppliers is very long until it reaches the age of starting business until now (in this case in the range of 5-35 years and or more).

In the long term, this built relationship means that there is interdependence that is mutually beneficial to both parties. From the interviews, it was found that: Business actors and suppliers rely on each other and value reputations which are both built for long-term business. Suppliers provide extraordinary support and support for businesses that are growing rapidly through logistics support, financial support (through discount policies and terms of payment) as well as HR development support, product variant development and even technology - equipment and production machinery. Which is not necessarily given to new players in the same industry. Suppliers prefer business players whose growth and logistics needs are well communicated, so that they can be prepared and maintain smooth supply. In terms of reputation, the cake & bakery business people understand the importance of quality and continuity as well as the capacity of the materials supplied and a favorable price policy while the suppliers, their interest is the increasing volume of demand and guarantees for smooth payments that never escape the agreement.

From interviews, it can be found that suppliers are able to provide bonds to business actors at more suitable prices and longer payment terms, usually cash, which can take from 1 week to a month. Because they really hope for an increase in demand for supply materials.

In a long-term relationship, it can be concluded that the more successful the cake & bakery business actors and the demand for supply materials are increasing, there is actually a multiplier effect, which benefits the business people because they are financed for material costs for a month, because the payment is due a month.

In addition, taking exceeding a certain quota also provides benefits for business people to get product promotion programs as well as training opportunities and product development support.

From the findings as shown in table 4, the conditions for business actors who are on the rise and in a brilliant business growth position will be different conditions for beginners or those who are experiencing a downturn. Because these conditions limit the opportunity for the best service from the suppliers due to the limitation of the purchase quota and the due date of payment of orders / purchase of supply materials.

Table. 5. The Strategic Role of Suppliers for Industries Cake & Bakery Semarang

N O	ASPECT OF IDENTIFICATION	IDENTIFICATION FACTS (SOURCE FROM CATEGORY)	IDENTIFICATION BASE / REASON TO FACT
1	Dimensions of time The relationship that exists	<ul style="list-style-type: none"> ong-term business relationships, identified range of time is 5-35 years. 	Relationships are reciprocal and depend on each other

	between suppliers and industry players in the cake & bakery business	<ul style="list-style-type: none"> maintaining relationships between generations 	between suppliers and business actors who optimize profits. Keeping each other's reputation to build cooperation. Build long term business interests.
2	Tendency of business relations and cooperation	<ul style="list-style-type: none"> the bigger and known the brand of business people, the greater the supplier's support for the industry. the more inconsistent the business, the more supplier support cannot be provided. 	Suppliers tend to side with old and well-known industry business players, because reputation and continuity of business relationships involve financial aspects.
3	Supplier policies and strategies towards business people	<p>There is a Supplier's policy in setting special prices to businesses that are affected by:</p> <ul style="list-style-type: none"> - Volume - Payment term - Material order time/duration. - special and urgent requests. 	As a strategy to create binding factors and maintain long-term business.

Table 4. above is the conclusion from the table of extracts from interviews from informants among suppliers. That the business relationship of cake & bakery business actors is relatively long term, of course it is more reasonable regarding the continuity of supply with quality and capacity as well as relatively well-maintained prices in addition to financial interests and other resource support.

3.4 The Role of Customers for Business Growth and Development

The strategy and operational plan of the cake & bakery business unit which is made for business continuity, is basically customer oriented. Because customers are the main target for achieving sales turnover targets, margin targets and business growth. Pay attention to the following table :

The company builds a sales plan, always accompanied by a plan of steps on how the

sales plan can be realized. If the characteristics, quantity, quality of products and or services are in accordance with customer expectations, the customer will be satisfied. This degree of satisfaction will be even higher if the customer receives more than he expected.

In the results of interviews with customers from each different cake & bakery business unit, namely: the customers of the "A" bakery, the "B" bakery, the "C" bakery and the "D" bakery. Then it can be concluded: There is a match between customer interest in the factors that encourage them to become regular and loyal customers with the internal strengths and advantages of business units. Taste factors , product variants, appropriate prices and affordable outlet locations are the main factors that customers consider when making a purchase. This has always been an intense concern of business people to answer customer needs. Business people who are able to adapt and innovate with the main factors considered by customers to buy will feel the impact of the success of their business performance. Those factors are: Taste, Product Variants, price and business location. The innovation factor is also prioritized by the customer after the main factor can be fulfilled by the business unit of the business actor. The expected innovations are: Product Innovation, Service Process Innovation, Marketing Innovation: Prices, Discounts, Promotions, Distribution – delivery messages, Organizational innovation that backs up customer interests.

3.5 Survival Strategy and Survival Model An advantage-based strategy

Survival is the origin of the word to survive which means resilience or survival (Kleinbaum, 1996, Johnson & Johnson, 1980, Miller, 1981).

Strategy is a method or plan in the form of a concept that is deliberately made to achieve the company's long-term goals. Strategy is the key to achieving competitive advantage and the success of a business. Survival strategies are intended as things that are thought out, conceptualized and implemented to achieve survival, namely being able to survive, grow and develop.

And finally, from the relationship between one concept and another, the researcher draws conclusions by compiling propositions and later becomes a model towards a mini theory.

Table 6. Research Proposition Table Survival Strategy of Cake & Bakery Business in Semarang

PROPOSITION	CONCEPT 1	CONCEPT 2	BASIS AND EVIDENCE OF RELATED RESEARCH FROM THE RESEARCH
1	Vision and Mission of Business People	Business Performance	The presence or absence of the Organization's Vision and Mission has an influence on the results of Business performance. From this

			research, business actors who have a written vision and mission are able to achieve better performance. In terms of turnover, growth and business development.
2	Business Performance	Sales Turnover Growth	Business Performance is indicated by Turnover Growth. The condition of achieving turnover growth indicates the condition of business performance.
3	Business Performance	Profit margin growth	Profit Margin growth or profit indicates the condition of business performance. Because one measure of business performance is the margin achieved by a company.
4	Business Performance	Growth Outlets/Service Points	Business performance is indicated by the growth in the number of outlets
5	Business Performance	Customer Growth	Number of Customer growth indicates

			Business Performance
6	Competitive Advantage	Business Performance	Competitive Advantage creates contribution to Business Performance
7	Competitive Advantage	<ul style="list-style-type: none"> • Flavor • Product Variants • Price • Outlet Location • Raw material • Service/Production Capacity 	Competitive Advantage In the cak & bakery industry is determined by these factors.
8	Entrepreneurship Orientation	Competitive Advantage	Entrepreneurship orientation is an intangible aspect that contributes to competitive advantage
9	Entrepreneurship Orientation	<ul style="list-style-type: none"> • Environmental Observation and Adaptation • Decision-making • Courage to take risks • Innovation Initiation 	Entrepreneurial Orientation is manifested in Adaptation, Decision, Risk and Innovation activities
10	Cake & bakery Industry Suppliers	Superiority Compete	Suppliers have a strategic role in providing support or not to business people in achieving competitive advantage.
11	Cake & bakery Industry Suppliers	<ul style="list-style-type: none"> • Reputation • Supply volume • Price and service policy • Duration of business relationship 	Suppliers' interests to business actors are influenced by reputation, supply volume, price and service policies and the duration of time business

			relationships are established.
12	Buyer / customer	Competitive Advantage	The meeting of the factors that become customer expectations with the determinants of competitive advantage contributes to the condition of real competitive advantage.
13	Buyer / Customer	Expectations: <ul style="list-style-type: none"> • Flavor • Product Variants • Price • Service quality • Service innovation • Outlet location/distance 	Buyers of Cake & bakery products in determining the purchase of products are determined by their expectations of these factors, as well as the factors offered by the business person concerned.

V. Conclusion

Based on the research that has been done regarding the Survival Strategy of Family Companies in the Cake & Bakery Industry, the researchers conclude that: The Survival Strategy of Family Companies in the cake & bakery business is a systematic process by building an internal strength base that is owned to achieve competitive advantage which is carried out in a way that systematic and planned. To achieve Survive conditions, business actors must be able to formulate, plan and execute plans for an achievement into real and measurable operational activities.

In several ways to achieve conditions of survival, excellence, growth and development, there are several things that need to be done: Business actors need to formulate the Vision and Mission of the business unit for now and in the future. Cake Bakery business people need to determine the size of their short-term and long-term business success. Cake Bakery business people must continue to build a base of internal strengths and advantages in facing business competition in general, namely: Creating

flavors that suit customer tastes, creating attractive product variants, setting prices according to segmentation and customer expectations / expectations, and bringing the business location closer to the market. majority customers. Cake & bakery business people in the long term have concrete steps to innovate in all processes, products, prices, services and supporting organizations. Cake & bakery business people must be able to carry out the execution of what is planned by making decisions, taking into account and daring to take risks including failure. This is the orientation and character of entrepreneurship.

Business actors need to build long-term relationships with suppliers, because the role of suppliers is very strategic for industry players, especially for the quality of supply of materials and key accessories needed in the industry so that quality is maintained. Business people need to maintain sustainable relationships with suppliers, because it will be very profitable in terms of financial, business development and human resource development. Due to the growing business of business actors, the greater the support that will be provided by suppliers, in the form of price policies, discounts, terms of payment / payment terms, support for product development training, support for production equipment / machines, and others. Cake & bakery business people must continue to be committed to improving customer service by maintaining internal factors and excelling in an effort to attract and maintain customer loyalty to buy products.

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