

Capturing Consumer Preferences to Develop the New Product Development of Ordinary Kids Through The Co-Creation Process

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ABSTRACT

The e-commerce fashion industry is rapidly evolving. As the seasons change, consumer preferences shift according to context. As recorded during the COVID-19 outbreak, many significant changes in style, behavior, and habits are either for adults or children. Hence, to capture this change, businesses must collaborate with their customers in developing products to avoid failure and meet positive perceptions. A qualitative methodology was used as an approach. Primary data come from interviews, documentation, and question boxes with purposive sampling. Secondary data includes articles, books, journals, and technical documents. The analysis for this study finds the main results for the next new product development by co-creation process. First, there are main preferences that must be put on children's clothing such as soft fabric, adorable, fashionable, and fit size; second, the author developed an integrative collaboration involving external and internal participation, and engagement as requisites for five co-creation processes (co-ideation, co-evaluation, co-design, co-test, and co-launch) in product development; third, participant in this study give a positive response to the product in accordance with ideation proposal and inputs.

Keywords: Children's Clothing, Co-Creation Process, New Product Development.

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I. INTRODUCTION

A. Background

The spread of digital development throughout the world during the pandemic has transformed the fashion industry into significant change. Apart from the impact is consumption behavior that appears in the market, there are two new behaviors: adaptive shoppers and professional work-from-home. According to data from the Analytic data of advertising (ADA) of Indonesia showed that shopping center visitors declined by more than 50% in the first period of 2020. (Mu'tamiroh & Suyanto, 2021). There are also interesting things that happened during the Pandemic. Most Indonesian payment habits are shifted from conventional to an online system. According to the finding of the Kredivo survey, daily e-commerce transactions increased by 26% during the pandemic, this phenomenon is also in line with Mckinsey's global consultant which showed that 26% increase in contactless payment methods during June 2020 (Mitra, 2020).

This shift pattern also happens in Indonesian young mothers purchasing decisions. It's common for young mothers to conduct digital product research on social media, especially Instagram. This type of consumer will consider a product based on visualization enough to be "Instagram-able". That is why, more than 60% of consumers purchase baby, and maternity products online. According to data from HKTDC commissioned by Euromonitor (2020), Indonesia's

retail sales of baby and maternity products are expected to increase by 8% annually.

Therefore, with the growth in birth numbers, many players in the children's fashion industry try to fulfill the high demand for baby and kids' wear. There are many brands both international and local that supply a collection of children's apparel for this large demand, at the moment one of the most well-known children's fashion brands is Zara kids, H&M, GAP, Old Navy, and OshKosh B'gosh. Moreover, at the national level, Indonesia has several local brands such as Little Palmer House, Bohopanna, Velvet, and Mooi.

Talking about children's fashion is no longer again about features. Parents want how their kids look determined and how others see their baby and kids. Trough cloth that children wear emphasizes them the importance of grooming and style since their baby born. Therefore, this kind of preference must be known at first stage at product development.

B. Business Overview

The creation of business ideas and products begins by looking for various references and opportunities. In the first three months of being found were in a good position. The first collection consisted of one striped shirt and one biker jogger. In the first three months after its release, the Parisian stripe shirt sold 81 pieces, and the jogger biker sold 79 pieces. Following that, in September 2020, Ordinary released a new combination t-shirt product called Stockholm, which sold 56 pieces.

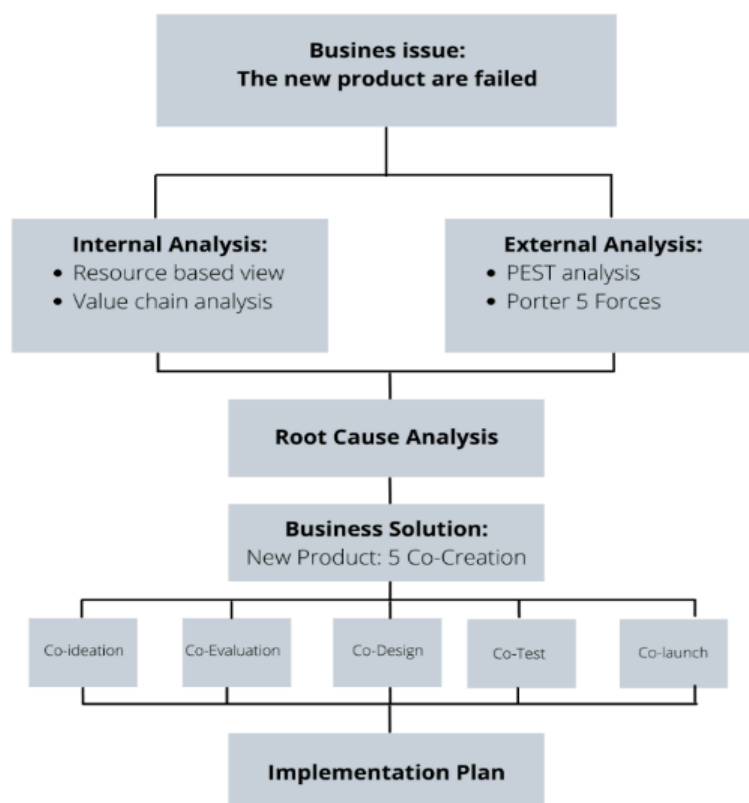


Fig. 1. Research Framework.

Following the success of the first collection, Ordinary tried to develop a second new product line in January 2021, consisting of one long-sleeve striped shirt, one jogger pant, and one fuji pocket short sleeve. In the first three months after the product's release, 20 long-sleeve stripes were sold, 17 jogger pants were sold, and 7 Fuji short sleeves were sold. Furthermore, in September 2021, Ordinary took the initiative again to develop a new product with simple and no images, naming it the Retro set collection. The collection consists of three colors: brown, yellow, and black. In the first three months when it was launched, Retro sold 16 pieces, yellow sold 9 pieces, and black sold 14 pieces.

Viewed objectively, each of the two collections mentioned above was clearly predestined for failed product collection, with signs such as no increase in total monthly sales after. Referring to the internal data sales data 2021, collection 1 receive a total order item of 1.573. For collection 2 with 143 pieces and collection three with 52 pieces. The author or owner understands well where the Ordinary position, in the mass red ocean market. As a result, internal management believes that if the product development strategy remains unchanged, the business sales will not be developed well, and tend to fail.

C. Research Objective

The objective of this research is to find and validate new product development that meets with consumer preference, as well as to understand and create future product development releases based on product creation and collaboration.

II. LITERATURE REVIEW

A. Resource Based View

A Resource-based view is a business strategy that focuses on human resources and business capabilities in order to

increase the advantages of a sustainable competitive strategy (Raduan, 2009). In general, adapted from (Jay, 1991) The Resource base view includes several types of resources, including (1) tangible sources consisting of finance, physical assets, technological and organizational assets, and (2) intangible sources consisting of human resources, reputational assets, and innovation.

B. Value Chain Analysis

Porter developed the value chain concept in 1985, which his view is the company as a series or network of basic activities that add value to the company's product and services (Koning, 2011). As a result, the company will increase its margin, and customers will gain value. Porter divides company activities into two categories: primary (inbound, operations, outbound, marketing sales, and service) and supporting activities (firm infrastructure, human resource management, technology development, and procurement).

C. PEST Analysis

PEST analysis is an external scanning environment in terms of political, economic, social, and technological factors (Ward & Peppard, 2002). Basically, determines how external factors such as political, economic, social, and technological influence an organization's performance and business process.

D. Porter's Five Forces

Michael E. Porter of Harvard Business School developed Porter's five forces model in 1979 as a framework for analyzing industries and developing business strategies. According to Porter, the five competitive forces can be used to develop competitive strategies by influencing or changing them to benefit the company (Porter, 2008). The porters

include supplier power, substitute competition, buyer power, threats of new entrants, and industry rivalry among others.

III. METHODOLOGY

A. Research Framework

The conceptual framework created above is starting by explaining the business issue in new product development who are failed accepted by the market in the children's clothing brand named Ordinary kids.

The business issue is explored with the theories and tools included in the external and internal analysis. The external analysis consists of PEST analysis and Porter's five forces. While the internal analysis consists of a Resource-based view and the Value chain analysis aim to understand the internal business situation as the potential source. After the analysis of external and internal are found, then come up with data issues in root cause analysis from internal and external by using the fishbone framework to understand the main problem within a business.

Afterward, the issue will analyze by five co-creation processes, (1) co-ideation, (2) co-evaluation, (3) co-design, (4) co-test, (5) co-launch (Tiziana & Cristina, 2012). The detail of five co-creation processes as business solutions will be discussed in finding and solution to bear a meaning how ordinary as children's clothing brand and consumers participate in the new product development process through multiple interactions.

B. Research Method

Qualitative research was deployed to this research to identify a similar pattern and emerging trend in the material that will examine. Mack *et al.* (2005) argued that the qualitative research method is scientific research that consists of an investigation to seek answers to a question and collect evidence about the values, opinions, behavior, and social context of a particular population.

There are two forms of data collection in this research primary and secondary. Primary from interviews, documentation, and question boxes with purposive sampling. While secondary data is obtained from relevant references, publications, articles, and internal data of the company that can support primary data.

IV. FINDING AND ANALYSIS

A. Resource Based View Analysis

As a result of tangible and intangible sources, Ordinary is unable to fulfill the internal source maximally. In view of the fact, that Ordinary does not yet employ any people in the internal business, because of limited financial sources. On a daily basis of work, the owner is still working to build the business, this situation has a negative impact on project timing, resulting in delays and a lack of project discipline. Furthermore, the financial performance is still unhealthy, because sometimes the expanses are more than income, and capital still relies on monthly retention for growth. Nevertheless, in terms of reputation, ordinary has better performance feedback from loyal consumers.

TABLE I: RESOURCE BASED VIEW OF ORDINARY

Tangible Source and Capabilities	
Financial	1. 100% ownership by Sihabudin as brand business owner
	2. Ability to generate internal fund by 75% as retained earning
Physical	-
Technology	-
Organizational	-
Intangible Source and Capabilities	
Human	-
Innovation	1. Ordinary product innovation mainly focus on developing new product based on children clothing trend.
	1. Successfully to get rating on Shopee of 4.9 out of 5.0 from total 2.3 thousand feedback reviews
Reputation	

In addition, Ordinary also tries to develop products as an innovation based on children's clothing trends such as color block and simple designs. Unfortunately, during new product development, we do not involve customers in the product development process.

There is a lack of market research as well. In the end, ordinary are unable to identify consumer preferences in children's clothing, and product failure occurs as a result of low sales performance. The other issue of sources is, at this time, ordinary and does not yet have any technology for the product or service, human, organizational, or physical sources. Moreover, some of these sources still rely on outsourced services such as production vendors, website builders, photography, and hosting.

B. Value Chain Process Analysis

To gain a better understanding of the Ordinary's internal situation, the authors conduct a value chain analysis to identify its position and strategy. The first stage inbound logistics, is the Ordinary conduct fabric supplier selection process, comparing by its price, quality, and service. Furthermore, the supplier selection process is to ensure that they have good management and consistent raw material. Second, the operation owner has created a design based on trends for children's clothing to be manufactured, as well as coordinated the sewing details and patterns with outsourced vendors.

Third, outbound logistic quality control is carried out during this phase. The checking o control process of finished products such as t-shirts and pants are handed over to Ordinary as a client. Then, goods were delivered by expedition using cargos service. Fourth, marketing and sales process Ordinary collaborate with a baby influencer to take detailed product photo of the model. While marketing and organic promotion are also used. Paid promotion occurs when product stock is available, and the organic process occurs by uploading stories and Instagram posts. Fifth, the customer service of Ordinary is offered by the best standard as the main focus of the business strategy. The percentage of chats answered by ordinary is 92% and the speed of chat replies is <1 day.

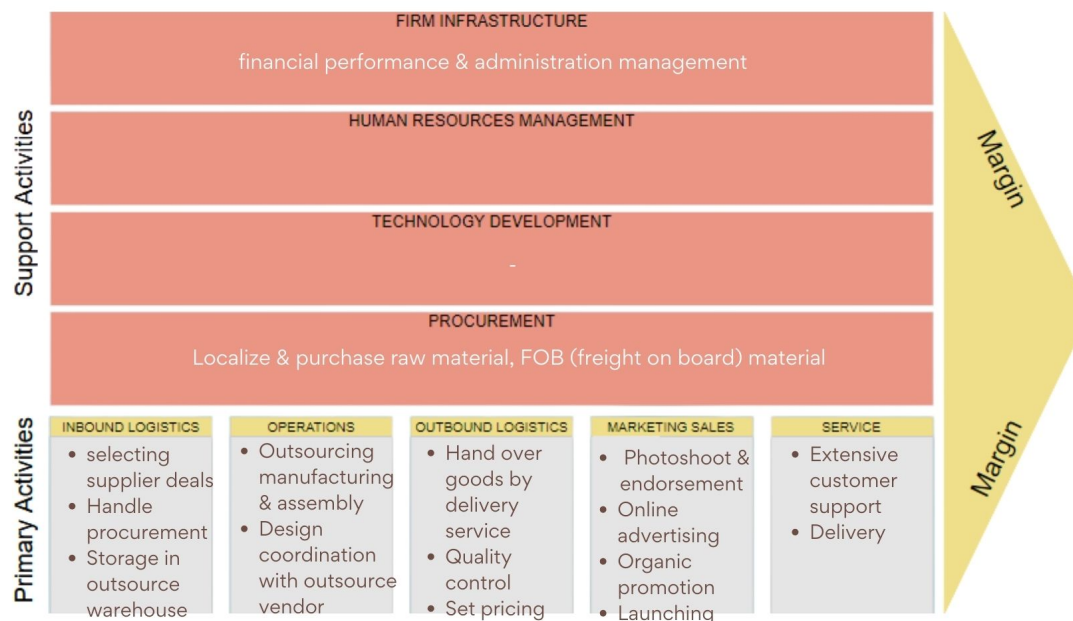


Fig. 2. Ordinary's value chain internal analysis

C. PEST Analysis

As a result, this external environment affects the growth of Ordinary's business strategies. First, political various policies were implemented between 2020-2021 by the central and regional governments of Indonesia. The policy is outlined by the Minister of Home Affairs of the Republic of Indonesia instruction number 22 of 2021 on the implementation of PPKM level 4 for districts or cities in Java and Bali (Meogiarso, 2021). However, regulation restriction on a person traveling and gathering in one place has a negative impact on the vacuum and delay of the production process at outsourced vendors and delivery.

Second, economic slowing growth performance also had an impact on the level of household consumption which only grew by 1.03% (YoY) compared to the second quarter of 2021 by 5.96%. In addition, textile industry growth also contracted by -3.34% (YoY) (Haryano, 2021). Due to these factors, the consumer seems like shifted their consumption to their top essential priorities such as primary goods, and fashion as a secondary need in household consumption. Third, people's shopping habits are shifting away from international brands toward local brands, which are previously not popular. Therefore, no surprise with many local fashion brands innovated during the pandemic to create relaxed loungewear, including children's clothes in a variety of attractive colors and motifs.

Fourth, technological During the pandemic, the trend of online shopping continues to rise, as evidenced by Jakpat data where 75 percent of people in Indonesia choose to shop online in semester 1 2021, an increase from 70 percent in the same period in semester 1 2020 (Karnadi, 2022). Meanwhile, only 25% of Indonesian consumers prefer to shop in conventional stores. One of the reasons for this high shopping preference is the virus outbreak, which makes people afraid to leave their houses.

D. Porter's 5 Forces Analysis

In the analysis of Porter's five forces, the threat of new entrants is high, supplier bargaining power is high, buyer

bargaining power is high, the threat of substitute products is low, and rivalry among competitors is high. However, competition among players in the children's fashion industry is high, because every local brand and player must compete in offering the best value, they have for their target market in order to win the market.

TABLE II: PEST INTERNAL ANALYSIS

Variable	Analysis
Political	Social distancing policy, also known as PPKM, is a policy that restricts people's movement as well as restricts business regulation in public places, which has a negative impact on economic growth.
Economic	Slowing economic growth, causing public consumption to shift to primary needs such as rice, sugar, and oil.
Sociocultural	The application of work and working from home has had a big impact on changing dress patterns from formal to casual
Technology	During the pandemic, the development of online sales channels such as Shopee, Tiktok Shop, Instagram, and websites encouraged people to shop online more frequently.

TABLE III: ORDINARY'S PORTER 5 FORCES

Threats	Low	Medium	High
Threats of new entrants	-	-	✓
Bargaining power of supplier	-	-	✓
Bargaining power of buyer	-	-	✓
Threats of substitute product	✓	-	-
Rivalry among competitor	-	-	✓

E. Root cause analysis

As seen in Fig. 3, the root cause is product collection failure with numerous factors. First, the launch or marketing strategy found that product launching is not on schedule and delayed from the endorsement process. Second, operation with the cause of Ordinary cannot interfere with vendor internal policies such as quality control during production and late delivery. Third, the method of product development ordinary never conducts market research that invites consumer participation that aims to understand their preference for the next product development.

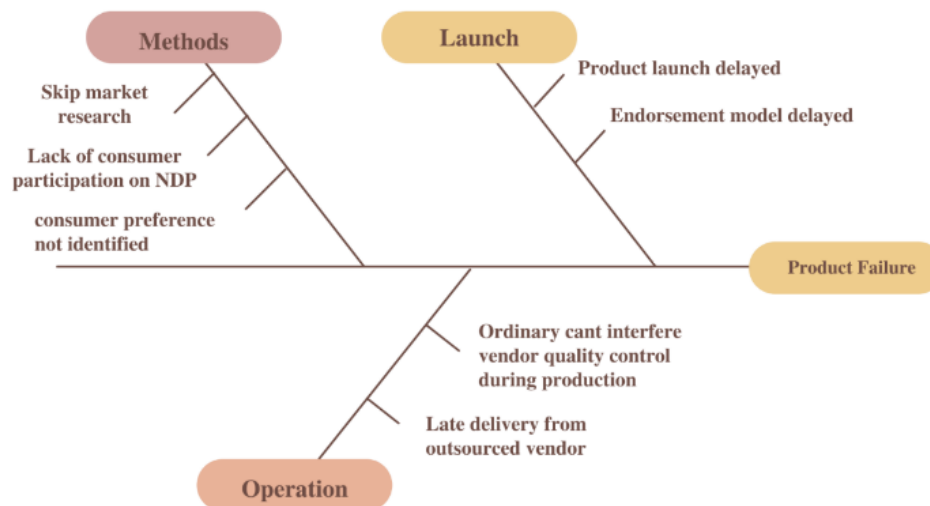


Fig. 3. Ordinary's fishbone analysis.

After determining the root cause, the author determines the urgency of each cause the authors will focus on defining priorities based on methods of cause analysis which include product development market research, involving ordinary consumers in the creation of new products, and identifying consumer preference for next product development. However, what most decision makers need is to conduct an action to solve an urgent root cause that contributes to Ordinary long-term mission, value, and goals.

F. Five co-creation process

The objective of this research is to test the acceptability of the product, so after reviewing the insight from customers and external factors in developing a new product, the next step is to find the strategy for new product development by co-creation.

1) Co-ideation

Ideation is one of the co-creation processes at the beginning to generate ideas that can be used to solve a specific problem or to achieve a specific desired result. In this case, Company should open the idea generation by question box.

After the open ideation question box ideas are classified into three categories of products: Tops, Bottom, and accessories. Most of the ideas under the categories of Tops are 26, followed by the bottom 62, while a number of ideas under accessories are 40 ideas. Moreover, 128 ideas were found in this way of the stage.

TABLE IV: ORDINARY IDEATION BOX

Vote Categories	Ideation box question
Tops	Please write your ideas for Ordinary next product development on "Tops" collection?
Bottom	Please write your ideas for Ordinary next product development on "Bottom" collection?
Accessories	Please write your ideas for Ordinary next product development on "Accessories" collection?

TABLE V: CO-IDEATION PROPOSAL AND CATEGORIES

Ideas Categories	tops	bottom	Accessories
Total ideas	26	62	40
Total ideas in three categories of products	128		

2) Co-evaluation

According to the vote section above, the bottom was chosen by 55% who participated in the voting on the next product development. While other participants remaining 37% chose to create children's tops as the next product development to be released. While 6% of other respondents choose accessories as the Ordinary next product development. As a result above, at the co-creation process, the Ordinary will start to focus on developing pants.

The ideas generated from the co-ideation stage are then defined and evaluated by reducing and displayed into ideation categories. Moreover, the objective consideration for this co-evaluation stage is to find possible ideas that will implement for Ordinary next new product development.

The code displays a significant portion of the data from the co-creation process, making it easier for the company to evaluate. In the screening of ideas, it is necessary for the company to identify which ideas can be implemented and which are not before taking action into the commercialization stage.

3) Co-design

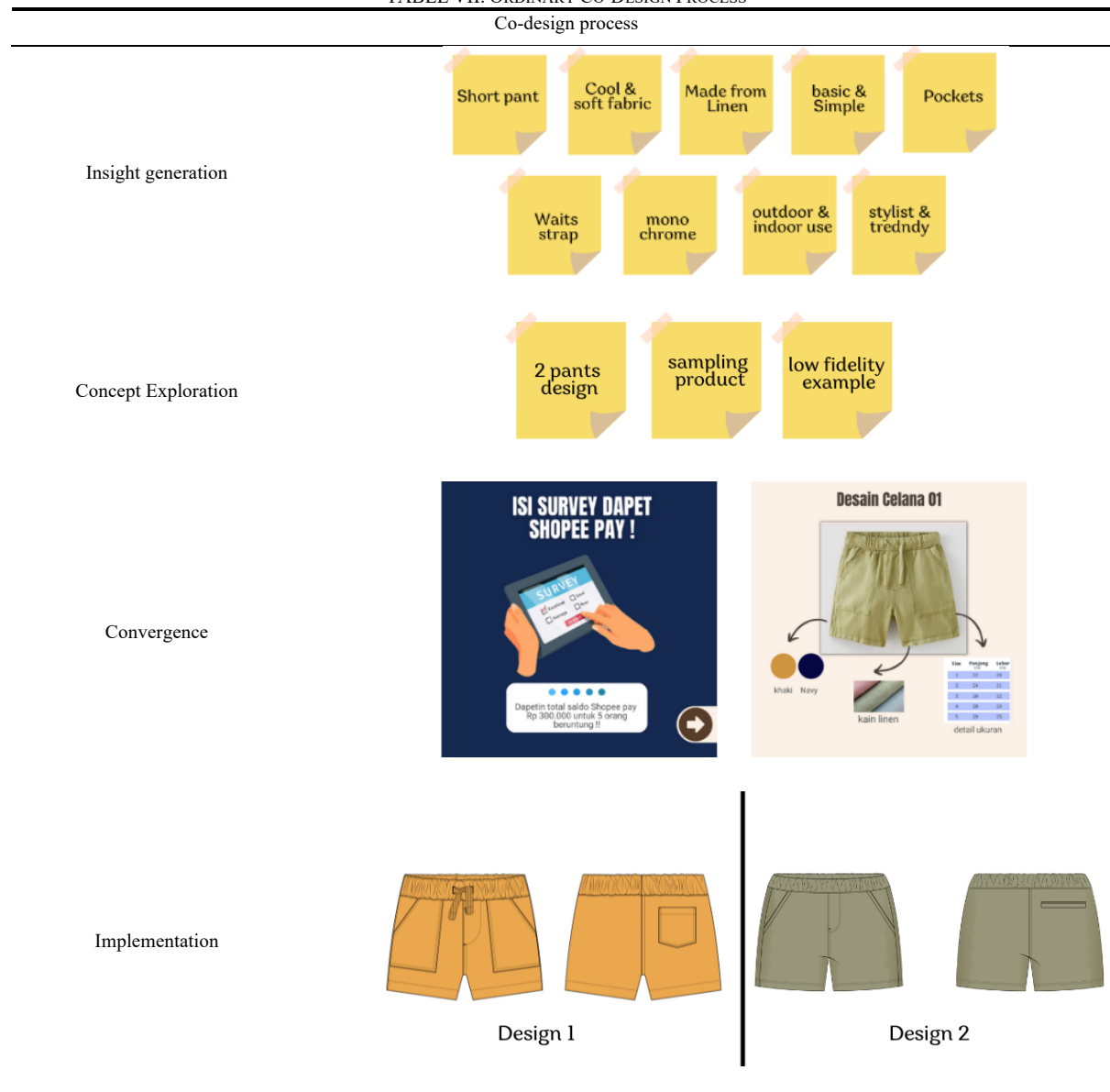
The process required stakeholders to come together such as internal and external parties (business or customer) to collaborate in order to engaged and assign the role of an "expert" based on their prior knowledge or experience (Tziana & Cristina, 2012). To make communication and engagement continuously among designer and user, the author uses the four-step co-design suggested by Holmid *et al.* (2015). Insight generation, concept exploration, convergence and implementation.

In the Insight generation, Ordinary kids already have an insight that comes from customer ideas during the co-ideation stage. Where most customers agree that they want more short pants instead of joggers, chinos, and others. The second step is concept exploration at this point Ordinary made conceptual exploration for short pant product development. For concept setting Ordinary will make 2 design pants concepts with different looks and styles.

TABLE VI: IDEAS EVALUATION CODES

Ideas Categories	Item	Fabric	Concept Preference	Expectation
Codes	Short pants	Cool and soft fabric	Basic, simple	Wide range size
	Cargo pants	Elastic fabric	Oversize style	Size variants
	Chino pants	Linen fabric	Adorable, cute	Weekly new product update
	Girl pants	Jeans fabric	Icon image, printing	Increase stock
	Jeans pants	Durable fabric	Pocket pants	Bundle sales
	Jogger pants	—	Various colors	Affordable
	—	—	Mix Outdoor and indoor use	—
	—	—	Stylist, trendy look	—
	—	—	Adjustable waist	—
	—	—	Outdoor use only	—
	—	—	Unisex pants	—
	—	—	Adult pants reference	—
	—	—	Waits strap	—
	—	—	Monochrome colors	—
	—	—	Earthy tone colors	—

TABLE VII: ORDINARY CO-DESIGN PROCESS



For the convergence stage, Ordinary opens a communication space by low fidelity design, in order to Ordinary customers give feedback and their interest. During the convergence phase, Ordinary used the Instagram post to get various feedback and evaluation. The findings described and justify some requirements for pant product development for children. Furthermore, at the co-design stage, consumers

or followers are complementary product development requirements within the process. The first pant design received a positive response in terms of features such as belts, designs, and fabrics used to size details.

On the other hand, design number two received a lot of comments and feedback from Ordinary consumers. The majority of comments don't like the waist design of the pants

same as Levi's, most of them preferred to improve with a rubber feature on the waist. Another significant response mentioned with no fold design at the knee, most of them prefer to keep it simple without folds. To do so, Ordinary will takes some inputs for design implementation, by using mock-up design detail with fabric, colors, and size chart information. The external parties required here is a Fashion Designer mockup specialist who turn into contributor as a design expert.

TABLE VIII: CO-TEST SCREENING QUESTION

Name	Age	Occupation	Number of children
RBU	29	Business owner	1 child
RT	27	Employee	1 child
Z	32	Business owner	1 child
WD	34	House wife	4 child's
RV	28	House wife	2 child's
R	33	Employee	2 child's
IR	34	Business owner	1 child
RIG	34	Business owner	1 child

4) Co-test

In product testing, questions should be guided by these circumstances according to (Harry & Hildegard, 2021) such as (1) screening question, (2) general acceptability, (3) open-ended reason, (4) question about a specific attribute, (5) claim and opinion, and (6) preference and rechecking acceptance.

a) Screening question test

According to the screening question, most of the Ordinary respondents are women with children aged 25-34 years old. At this age, there might be a different total number of child in each respondent, but at this point, most of the respondent has common something regarding their youngest child.

b) General acceptability test

As many as 8 respondents think that children's clothing whether tops or bottoms of cloth is a tool for protecting their child from the unseen particle and the sun. Additionally, some respondents claimed that they would be more likely to choose fashionable and stylish cloth for their baby and kids because both two essentials are the core that lies in children's cloth today. Moreover, these requirements have highly significant positive correlations, such as raw material used, quality standard, and comfortable or not.

c) Open-ended reason test

For the first product sample, most respondents reacted positively towards the design, they think that the first product in black has uniqueness in terms of pocket design with a large size that is positioned outside of the pants. Nevertheless, there was some input comment about product one during the interview. Most respondents think that its raw material is a bit stiff and will be extremely hot when applied to children's skin.

The second product sample received many reactions. Most of the respondents react that product sample two is so simple and basic when compared to the first product sample. Importantly, Ordinary still received positive feedback for the cute and adorable design. Another interesting finding is most

of the respondent more prefer to like the raw material of product two, in comparison with product one.

d) specific attribute test

The first product received positive feedback and reviews from the group of respondents, with the only suggestion to make the same model in the long pants version. Moreover, the majority of respondents agreed that the first product has differentiated advantages in terms of specific attributes such as embroidery pattern at the front pocket, long rope on the waist, cotton linen material used, neat stitching, and size fit for children aged 1-6 years old. While the second product sample appears uninterested for most of respondents, one of their reasons is second product is too simple but still comfortable to wear.

e) claim and opinion

Along with the result question above, we ask questions about price judgment on product one and product two. Ordinary found an interesting point of view regarding product price, but most of the respondent believes that price offer around IDR 50.000 to 70.000 with the same material and design in the market. The other significant price estimation is one result at IDR 150.000 to 180.000 for both product samples. Furthermore, product feedback and point of view has a wide range of expectations. Some respondents argue that product design one will be more appealing to wear than design two, because of its uniqueness of design. There is also respondent who expect to make the same pants special for girls.

f) preference and rechecking

The result yields some insightful findings for Ordinary co-test preference. Some of the ideas and purposes for both sample products were the acceptance in terms of multifunction wear pants, most of the respondents agreed that design one and two can wear both inside and outside the home such as short escapes and traveling. They believe that the raw material used for pants is very strong and thick. However, some of the respondents argued due to the basic and simple design of product sample 2 is appropriate for daily use home wear.

However, despite the possibility of ideas being implemented on product samples one and two. The ultimate decision to buy the respondent is mostly found in both products. These found should become big consideration to decide whether to proceed with this product to develop to mass production or not.

The final objective question is rechecking preference. As predicted, most of the respondents reacted to product sample 2 would be more appropriate for daily home wear, and product sample one for inside and outside home wear. The customer choice and preference behavior is coherent with the co-design concept. Despite this, many respondents prefer to purchase design alternative 1, but noteworthy respondents also will consider purchasing design alternative 2 as the second option.

5) Co-launch

This final project proposes a three processes of marketing product launch based on Kotler in (Mahmutllari, 2014), defining marketing strategy and plan, defining the marketing mix, defining media channel, and sales promotion materials.

TABLE IX: ORDINARY CO-LAUNCH PLAN

The Objective	Launch Plan
Marketing plan and strategy concept	Launch Short pants aimed at competitive children pants consumer; (a) who are young mothers with children aged 6 months to 7 years old; (b) to show them how simple and sporty Ordinary Pants are; (c) to inform Ordinary's loyal customers of new product ideas; and (d) to gain product acceptance and entry into the children's pants collection.
Marketing Mix	(a) product: everyday pants for young parents, (b) Price: low pricing strategy between 50.000-65.000, (c) Location: Online channels (webstore, shopee, and tiktok shop), (d) Promotion: social media (facebook, Instagram & Tiktok), key opinion leaders, online advertising.
Define Media Channel	(a) social media: Instagram, tiktok (b) marketplace: Shopee (c) website: yesimordinary.com (d) email marketing: whatsapp blast (e) online advertising: instagram and facebook.
Sales promotion Material	(a) Product presentation in pictures (b) product video (c) product banner (d) voucher (e) giveaway.
Post launch control	(a) product conversion rate (b) product review and feedback

V. CONCLUSION

Managing new product development activities is a very complex managerial task because a typical new business such as Ordinary Kids must balance its internal and external factors. Ordinary's efforts in new product development are identified through various 5 co-creation new product development process, with the goal of adapting to consumer needs and creating value.

Prior to the launch of a new product, market research gives Ordinary ideas if consumers of the ordinary would be willing to purchase a new product concept. They also may give some input, comments, and feedback based on their experience for Ordinary to improve its product. Moreover, Consumer preference indicates how consumers will rank and compare their own preference for a product. It also plays an important role for the company in increasing profits. To get an idea of the preference that consumers want, data must be collected through an ideation box.

Last, the Ordinary kid encourages consumer engagement in co-ideation by providing an ideation box, in order for to people give their ideas regarding the next product development. Second, during co-evaluation, people can participate by voting and commenting on Ordinary next product development based on their requests and input. Third, in the co-design phase, Ordinary invites followers to comment on the product concept and feature on Instagram by commenting and giving their opinion about low fidelity product test by image. Last, co-test and launch Ordinary tries to get comprehensive feedback from consumers by making product samples to test regarding the material, design, features, and expectations.

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