

Proposed Business Strategy to Increase Competitiveness of Genta Guitar

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Abstrak

This study aims to develop a business strategy for Genta Guitar to enhance its competitiveness in Indonesia's rapidly growing guitar market. Employing internal and external analysis tools, including Value Chain Analysis, VRIO, PESTEL, and Porter's Five Forces, the research identifies strategic gaps affecting Genta Guitar's sales performance. By synthesizing findings into a SWOT analysis and refining strategies using the TOWS Matrix, this paper proposes actionable recommendations. The results highlight the need for improved brand recognition, optimized distribution channels, and tailored marketing strategies. Implementation of these strategies can close existing gaps, enhance competitiveness, and drive sustainable growth in the local market.

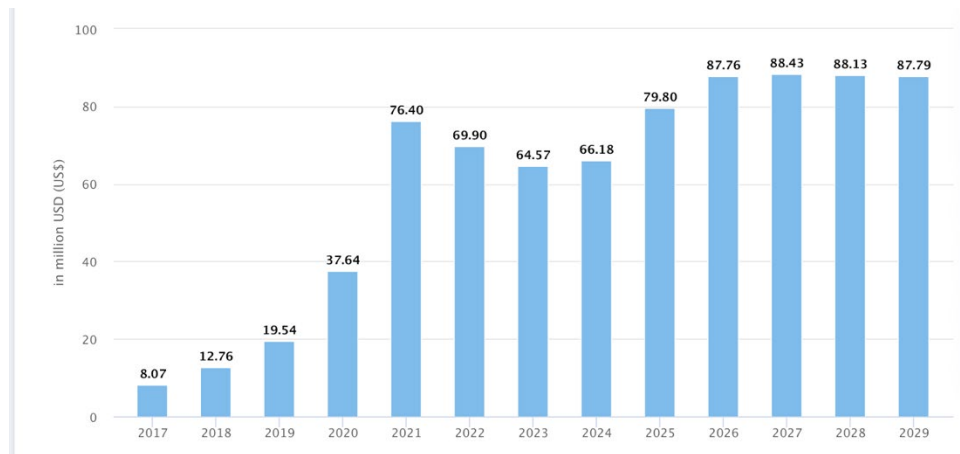
Keywords: Genta Guitar, business strategy, competitive advantage, internal analysis, external analysis.

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Introduction

Music has consistently played a crucial role in the lives of people, it can shift one's emotions, transform perspective, and encourage transformation or inspire change (Peralta, 2021). With music crucial role and inseparable from people lives, has led to growing of public interest in music industry and encourage the music industry to offer high quality product or services. One of the effects it can be felt how music instrument companies are competing to meet the demands of the market by offering high quality music instrument (Widjaya & Nurdiyana, 2019).

One of the musical instrument that is become favourite and preference of most people is acoustic guitar (G. Pelayo, Mallaria, & Pelayo, 2009). Based on the research from Guitar as the Preferred Musical Instrument, in 2009, acoustic guitar is very popular among young generation due its low cost, portability, and the ability to be used in both solo and group performance. Furthermore, the study indicates that playing guitar can have a beneficial impact on social relationship.

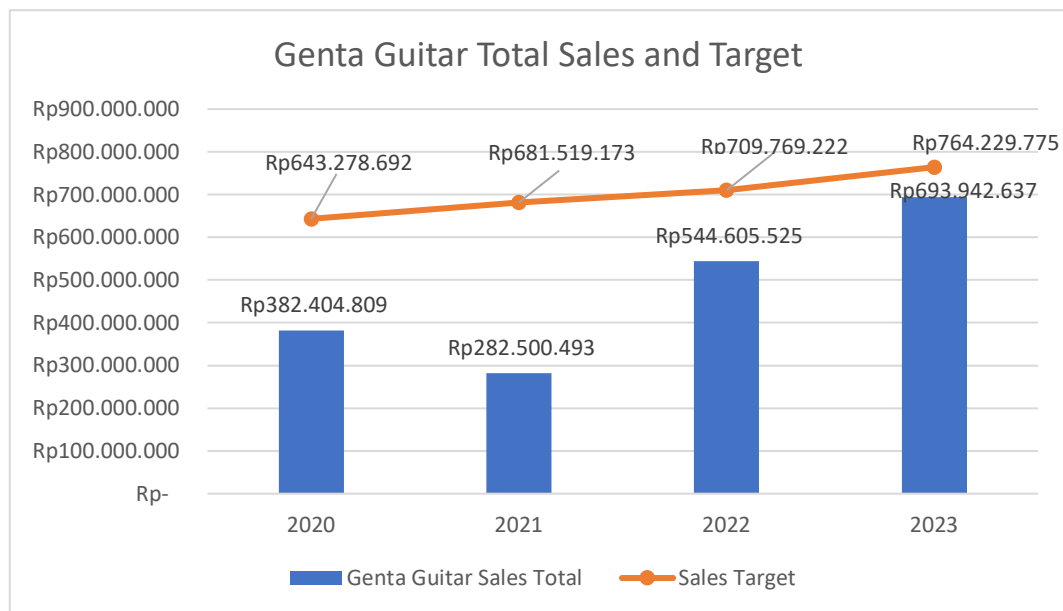


Indonesia's music industry, particularly the string instrument sector, has experienced significant growth. According to Statista.com, the sector's revenue increased from USD 8.07 million in 2017 to a projected USD 87.79 million by 2029. The Indonesia Guitar Market Outlook Report predicts a 5.8% annual revenue increase and a 4.8% total growth in 2023. This expansion is driven by rising disposable income, a growing middle class, increased interest in music education, and demographic shifts, such as the Gen Z population increasing from 28% in 2023 to 34% by 2030. These trends highlight the immense potential for Indonesia's guitar industry, presenting growth opportunities for companies like Genta Guitar.

Established in 1959, PT. Genta Trikarya is a renowned guitar manufacturer specializing in acoustic guitars and ukuleles. The company operates two business models: manufacturing guitars for export and producing its own brand, Genta Guitar. Over 90% of PT. Genta Trikarya's sales come from exports, making it one of Bandung's legendary guitar manufacturers with a strong presence in the international market (Prilatama, 2024).

Despite its export success, Genta Guitar faces challenges in gaining traction in the local Indonesian market, which is dominated by established international brands like Yamaha, Fender, and Ibanez. The gap between PT. Genta Trikarya's global manufacturing success and the local recognition of its Genta Guitar brand underscores a strategic opportunity to enhance its domestic brand presence and grow in the competitive Indonesian guitar market.

Based on Genta Guitar sales performance comparison from 2020 to 2023, sales from Genta Guitar experienced notable trends and variations. By analyzing Genta Guitar's sales performance can offers understanding about the company's growth trajectory.



Between 2020 and 2023, Genta Guitar's annual sales showed a positive growth trend after a decline in 2021. However, despite this improvement, the company has consistently failed to meet its sales targets over the past four years. This indicates a strategic gap that must be addressed to align sales performance with the company's objectives. According to an interview with Mr. Itsar Tsaqif, a marketing division employee, several key challenges contribute to this issue. Genta Guitar relies heavily on music stores as intermediaries to distribute their products, which limits their control over the retail pricing and customer interaction. The company only sets wholesale prices for stores and does not monitor or influence how the stores price their products for end customers. Additionally, most of the company's resources are allocated to other business lines, leaving limited focus on the growth and development of the Genta Guitar brand.

To overcome these challenges and achieve its sales targets, Genta Guitar must re-evaluate its business strategy and adopt a more focused approach. The company needs to address its dependency on intermediaries by exploring direct-to-consumer sales channels or establishing partnerships that provide greater control over pricing and distribution. A well-defined business strategy should be implemented to prioritize the growth of Genta Guitar, leveraging the potential of Indonesia's expanding music instrument market. By addressing these gaps and taking strategic actions, Genta Guitar can enhance its competitiveness, improve sales performance, and capitalize on emerging opportunities in the industry.

1. RESEARCH METHOD

Data Collection Method

This research uses **qualitative methods**, aiming to understand and interpret social phenomena as perceived by individuals or groups (Cresswell, 2012). Common techniques in business research include interviews, surveys, and observations, as they rely on social interactions and individuals as primary data sources (Sekaran & Bougie, 2016). Data collection for this study includes both primary and secondary methods.

Primary data was gathered directly from sources through **semi-structured interviews**. A **non-probability sampling** technique, specifically **purposive sampling**, was used. According to Sugiyono (2022), purposive sampling selects participants based on specific criteria. In this case, individuals with in-depth knowledge about Genta Guitar, such as the owner, General Manager, and key employees, were chosen to help explore the research topic effectively.

Secondary data was obtained indirectly from sources like books, papers, and academic journals (Sugiyono, 2022). These materials were used to complement and provide context for the findings from the primary data.

Data Analysis Metho

According to Sugiyono (2022), the process of data collection involves thoroughly synthesizing information from interviews, field notes, and other sources to draw clear conclusions for both the researcher and others. This process includes documenting, classifying, and defining data in terms of specific units, organizing it into patterns, and determining which data are relevant and should be explored further. For this research, thematic analyst is used to identify, analyze, and interpret patterns or themes within the data (Brailes, Tragou, & Papachristopoulos, 2023). This process involves systematically coding the data from semi-structured interviews and secondary sources, grouping related codes into iverarching themes and refining these themes to align with the research objectives. This method allows for a detailed exploration of the key issues and insight.

To enhance the validity and reliability of the findings, data source triangulation is applied for this research. This approach involves cross-verifying information obtained from multiple data sources, including primary data from interviews with key informants and secondary data from books, journals, and historical documents (Sugiyono, 2022). By comparing and integrating these diverse sourced, the research mitigates biases, identifies consistent patterns, and provides a well-rounded understanding of the phenomena under investigation.

2. ANALYSIS

Table 1. Value Chain

*Activity	Details
Inbound Logistics	Sourcing primarily from local suppliers, with some imported materials. Two plants: Sumedang (initial production, 70%) and Bandung (final finishing). Quality control checks and barcode-based inventory management system.
Operations	Combination of manual craftsmanship and machinery for production. Rigorous quality control at each stage ensures superior product quality. Focus on handcrafted guitars for uniqueness and durability.

Outbound Logistics	Distribution through music stores using a consignment system. Stock data is not integrated, causing delays in customer inquiries. Improved inventory tracking needed for efficiency
Marketing & Sales	Relies on Instagram for product promotion (since 2022) without a formal strategy. No digital advertising or KPIs. High-quality craftsmanship differentiates the brand but lacks strategic market positioning
Service	Free repairs for customers, with charges only for replacement parts. Repairs handled at the factory, enhancing customer satisfaction and loyalty
Frim Infrastructure	Operates under PT. Genta Trikarya, with resources focused on other business lines. Needs better resource allocation and clearer business strategies for Genta Guitar development.
Human Resources	Prioritizes experienced craftsmen with proper training and supervision. Performance management applies mainly to production. Emphasis on worker safety in factories.
Technology Development	Uses sufficient tools for current needs but lacks advanced automation. Potential to invest in technology to improve efficiency and scalability
Procurment	Ensures material quality through thorough checks. Negotiates prices and order terms. Diversifies suppliers to manage risks and ensure smooth material flow.

Table 2. VRIO Framework

Resource	Valuable	Rarity	Imitability	Organization
Skilled Workforces	Yes	Yes	Yes	Yes
Brand Reputation	Yes	Yes	Yes	No
Quality Control (QC)	Yes	Yes	Yes	Yes
Own Factory or Production Site	Yes	Yes	Yes	Yes
Production Process	Yes	No	No	Yes

Source: Author (2024)

Tabel 3. PESTEL Anlysis

PESTEL Factor	Analysis
Political Factors	The Indonesian government supports industrial raw material imports through policies like *PP No. 46 Tahun 2023*, which simplifies import processes. This can reduce production costs. Additionally, subsidies and tax breaks for domestic

	manufacturers present cost-saving opportunities. However, political instability or policy changes remain potential risks.
Economic Conditions	Indonesia's guitar market is growing, with a projected revenue increase of 5.8% annually and overall growth of 4.8% (2023 Report). Rising disposable income, an expanding middle class, and increased interest in music education, especially among Gen Z, drive demand. However, fluctuations like inflation, exchange rates, or economic downturns could impact production costs and consumer spending on non-essential goods.
Sociocultural Forces	Increasing interest in music among the younger generation is driving demand for guitars. Shifting consumer preferences and cultural appreciation for music present opportunities for Genta Guitar to attract new customers, especially younger audiences.
Technological Factors	Advancements in automation and precision machinery enhance production efficiency and quality. Social media platforms like Instagram (84.8% penetration) and YouTube are key marketing tools for engaging customers cost-effectively. E-commerce platforms and CRM systems offer opportunities to expand online presence, streamline customer interactions, and improve overall customer experience.
Environmental Factors	Sustainability trends push manufacturers to adopt eco-friendly practices. Companies like Gibson and Martin use alternative materials like *Richlite* and sustainably sourced tonewoods. Climate change threatens the availability of essential woods, leading to higher costs and shortages. Genta Guitar can mitigate these risks by exploring sustainable sourcing methods and adopting eco-friendly production practices to align with consumer preferences.
Legal/Regulatory	Compliance with *UU No. 28 Tahun 2014* (Copyright Law) and *UU No. 20 Tahun 2016* (Trademarks Law) ensures IP protection for designs and brands. Import regulations like *Peraturan Menteri Perdagangan No. 97 Tahun 2015* govern the legality of timber imports, ensuring sustainable practices. Labor laws, such as *UU No. 13 Tahun 2003* and *UU No. 11 Tahun 2020* (Job Creation Law), regulate fair wages, safe working conditions, and employee welfare, which are essential for operational integrity and ethical business practices.

Porter Analysis

Porter's Five Forces	Analysis
Threat of New Entrants	The threat is moderate due to barriers like acquiring raw materials, expertise in guitar manufacturing, and building brand recognition. Global brands like Yamaha, Cort, Fender, and Gibson dominate the market, while local brands such as Genta Guitar and Avirama

	have built trust. New entrants must differentiate their products to compete effectively
Rivalry Among Firms	Rivalry is high due to numerous global and local competitors, slow industry growth, high fixed costs, and low product differentiation. Firms face intense competition to capture market share, necessitating innovation and aggressive marketing. High exit barriers also force companies to remain competitive despite challenges.
Bargaining Power of Suppliers	Supplier power is moderate. Genta Guitar sources from local and international suppliers. Dependence on scarce materials like certain woods can increase supplier leverage. Diversifying the supplier network helps mitigate risks, but price fluctuations for raw materials still exert pressure on the company.
Threat of Substitutes	The threat is moderate as alternatives like electric guitars or digital instruments exist. However, acoustic guitars remain highly popular. Genta Guitar's focus on all-solid craftsmanship limits the impact of substitutes, especially in the premium market segment.
Bargaining Power of Buyers	Buyer power is high due to the availability of numerous alternatives, including globally established brands with strong customer loyalty. Buyers can easily compare prices and features. Genta Guitar must differentiate its products and offer compelling value to compete with established competitors.

Competitor	Yamaha	Cort
Objective	Maintain global market leadership and expand market presence in Indonesia	Compete in the affordable guitar market, focus on value-for-money
Strategy	Extensive global distribution, innovation in products, large range of instruments	Offer quality guitars at lower price points, target beginner and intermediate players
Product	<ul style="list-style-type: none"> - Wide range of acoustic, classical, and electric guitars catering to all market segments (entry-level to professional). - Focus on technological innovation, mass production quality, and durability. 	<ul style="list-style-type: none"> - Electric, acoustic, and bass guitars with a focus on mid-range quality. - Combines modern technology with affordable pricing.

	Popular series: Yamaha FG, Pacifica, and APX.	
Price	<ul style="list-style-type: none"> - Entry Level: Rp1.000.000 to Rp3.000.000 - Mid-Level: Rp3.000.000 to Rp7.000.000 - Professional: Rp7.000.000 < 	Rp1.500.000 to Rp5.000.000
Place	<ul style="list-style-type: none"> - Distributed globally through authorized dealers, major music stores, and e-commerce platforms. - Strong presence in international markets, including Asia, America, and Europe. 	<ul style="list-style-type: none"> - Distributed through major music stores and global e-commerce platforms. - Key markets include Asia, Europe, and North America.
Promotion	<ul style="list-style-type: none"> - Active advertising campaigns on social media, YouTube, and the official Yamaha website. - Endorsements by local and international musicians. - Promotion through global music exhibitions, sponsorships, and music events. 	<ul style="list-style-type: none"> - Collaborations with musicians and music influencers. - Promotional content through social media and YouTube (product demos and reviews). - Participation in global music exhibitions and guitar communities.
Strenght		Affordable pricing, solid quality at lower price points
Weaknesses	High competition in the mid-range segment, less focus on premium acoustic guitars	Limited presence in premium segment, weaker brand recognition

STP Analysis for Genta Guitar

Segmentation involves dividing the market into distinct groups with similar needs to better tailor offerings. Genta Guitar can segment its market as follows:

- **Demographic:** Focus on 18-45-year-olds passionate about music, with medium to high incomes, and occupations linked to music, such as musicians or sound engineers.
- **Psychographic:** Target individuals who value authenticity, craftsmanship, and premium quality instruments, such as music enthusiasts and artists.
- **Behavioral:** Appeal to both heavy users (professional musicians) and light users (hobbyists or beginners), emphasizing benefits like tone quality, resonance, and durability.

Targeting

Genta Guitar should target aspiring and intermediate guitar players (18-40 years) seeking to upgrade to premium guitars and professional musicians who need durable, high-quality instruments for performances or recording. These segments align with the brand's "all-solid" guitars, which offer superior sound and craftsmanship.

Positioning

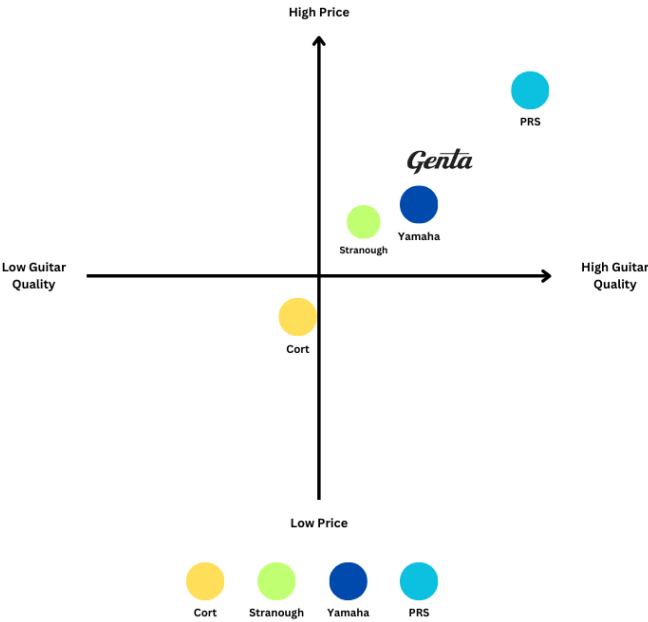
Genta Guitar should position itself as a high-quality, affordable alternative to global brands. Highlighting its "all-solid" feature, handmade craftsmanship, and global

quality standards establishes its unique appeal. By emphasizing local craftsmanship that meets international expectations, Genta Guitar can resonate with both domestic and global markets.

Positioning Map

To differentiate Genta Guitar from competitors, price and guitar quality are key factors. Positioning the brand as a premium yet accessible option will reinforce its identity as a locally crafted product with exceptional value. This unique selling point strengthens its competitive edge in the market.

To create positioning map for Genta Guitar and its competitors, the author choose prices and guitar quality determine as the key factors for brand positioning. According to Mr. Itsar that in charge as marketing division and research conducted by the author. These are positioning map for Genta Guitar and its competitors.



Internal - External Matrix

SWOT Analysis

Strength	Weaknesses
(S1) Skilled Labor and Craftsmanship	(W1) Organizational Structure are Primarily Allocate to Support other Business units
(S2) Ownership of production facilities, ensuring consistent quality and control over manufacturing processes.	(W2) Heavy dependence on intermediaries.

(S3) High-quality craftsmanship of "all-solid" guitars, offering premium features at affordable prices.	(W3) Lack of a Formalized Business Strategy.
Opportunities	Threats
(O1) Growing Indonesian music instruments market. (O2) Increasing popularity of locally crafted, high-quality products among Indonesian consumers. (O3) Increasing peoples use social media significantly on a daily basis. (O4) Growth of E-commerce Usage Continues to Increase Significantly.	(T1) Intense Competition from global brands. (T2) Market sensitivity to price. (T3) Supply Chain Disruptions Caused by Fluctuations in The Availability and Price of Raw Materials like Wood. (T4) Imitation Product.

Based on Genta Guitar's SWOT analysis above, here's the IFAS (Internal Factor Analysis Summary) and the EFAS (External Factor Analysis Summary)

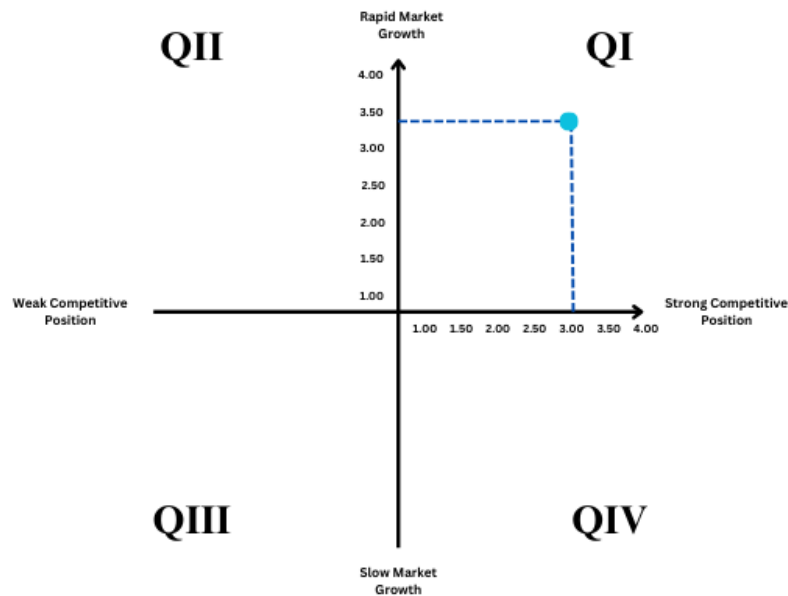
INTERNAL FACTOR ANALYSIS SUMMARY

Internal Factors			
Internal Factors	Weight	Rating	Score
Strength			
(S1) Skilled Labor and Craftsmanship	0.20	4	0.80
(S2) Ownership of production facilities, ensuring consistent quality and control over manufacturing processes.	0.15	4	0.60

(S3) High-quality craftsmanship of "all-solid" guitars, offering premium features at affordable prices.	0.15	4	0.60
Weaknesses			
(W1) Organizational Structure are Primarily Allocate to Support other Business units.	0.15	2	0.30
(W2) Heavy dependence on intermediaries.	0.20	2	0.40
(W3) Lack of a Formalized Business Strategy.	0.15	2	0.30
Total	1.00		3.00

EXTERNAL FACTORS ANALYSIS SUMMARY

External Factors			
External Factors	Weight	Rating	Score
Opportunities			
(O1) Growing Indonesian music instruments market.	0.25	4	1.00
(O2) Increasing popularity of locally crafted, high-quality products among Indonesian consumers.	0.20	4	0.80
((Q3) Increasing peoples use social media significantly on a daily basis.	0.15	3	0.45
(Q4) Growth of E-commerce Usage Continues to Increase Significantly.	0.15	3	0.45
Threats			
(T1) Intense Competition from global brands.	0.15	3	0.45
(T2) Market sensitivity to price.	0.05	2	0.10
(T3) Supply Chain Disruptions Caused by Fluctuations in The Availability and Price of Raw Materials like Wood.	0.03	2	0.06
(T4) Imitation Product.	0.02	2	0.04
Total	1.00		3.35

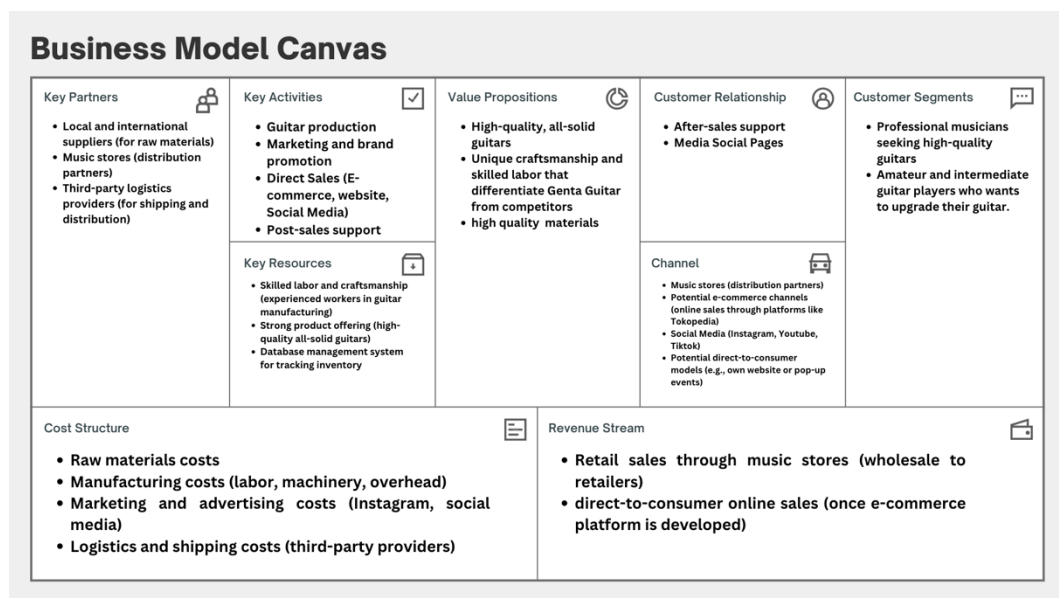


Based on the results of the Internal Factor Evaluation (IFE) with a score of 3.00 and the External Factor Evaluation (EFE) with a score of 3.35, the company is positioned in Quadrant I of the Grand Strategy Matrix. Genta Guitar is placed in the quadrant I showing This indicates a strong position in a rapidly growing industry. It provides significant opportunities for the company to pursue aggressive expansion through market penetration, product innovation, and market development.

TOWS	Strenght	Weaknesses
Opportunities	<p>(S1 & S2 + O1): Leverage skilled labor and craftsmanship to meet the growing demand in the Indonesian musical instrument market by producing high-quality guitars.</p> <p>(S3 + O2): Highlight the premium craftsmanship of "all-solid" guitars to capitalize on the increasing popularity of locally crafted, high-quality products among Indonesian consumers.</p> <p>(S3 + O3 & O4) Highlight the premium craftsmanship of "all-solid" guitars to capitalize on Increasing social media users and Increasing E-commerce users.</p>	<p>(W1 + O1): Reallocate organizational resources to prioritize the Genta Guitar brand, aligning efforts with the growing market for musical instruments in Indonesia.</p> <p>(W3 + O4): Develop a formalized business strategy to tap into the growth of e-commerce by integrating marketing, sales, and production efforts.</p> <p>(W2 + O3 & O4): Reduce reliance on intermediaries by utilizing social media platforms and E-commerce to directly engage with consumers and promote products more effectively.</p>
Threats	<p>(S3 + T1): Use high-quality craftsmanship as a differentiator to combat intense competition from global brands.</p> <p>(S2 + T3): Maintain control over production facilities to manage</p>	<p>(W3 + T1 & T2): Address the lack of formalized business strategy by adopting a structured plan to compete effectively with global brands mitigate their dominance.</p>

	<p>potential supply chain disruptions, ensuring stability in material availability and pricing.</p> <p>(S1 + T4): Leverage skilled labor to develop unique design elements that are difficult to imitate, reducing the risk of imitation products affecting brand value.</p>	<p>and Market Sensitivity to Price</p> <p>(W1 + T4): Enhance the organizational structure to focus more on product innovation, reducing the impact of imitation products by consistently offering new and improved guitar models.</p> <p>(W2 + T4) Develop a direct channel to customer to counter dependence on intermediaries and the threat of imitation products.</p>
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This TOWS matrix emphasizes the need for Genta Guitar to integrate its strengths with external opportunities while addressing internal weaknesses to mitigate threats.



Genta Guitar collaborates with local and international suppliers to source high-quality raw materials like tonewoods, ensuring the premium quality of its guitars.

Music stores act as key distribution partners, while third-party logistics providers handle efficient shipping and delivery, allowing Genta Guitar to focus on its core production.

The company's main activities include producing high-quality, all-solid guitars through skilled craftsmanship and efficient manufacturing processes. Marketing efforts rely heavily on social media platforms like Instagram and YouTube to promote products, while e-commerce platforms and direct sales expand market reach. Post-sales support, such as free repair services, builds trust and strengthens customer loyalty.

Genta Guitar's value lies in offering premium, durable guitars at competitive prices. The focus on locally crafted instruments highlights its artisanal techniques, appealing to both professional musicians and intermediate players seeking superior quality instruments.

Customer relationships are maintained through strong after-sales support and active engagement on social media, where the company shares product updates, tutorials, and showcases. This approach enhances brand loyalty and creates long-term relationships.

Genta Guitar reaches its customers through a multi-channel approach. Music stores serve traditional buyers, while e-commerce platforms like Tokopedia and future proprietary online stores broaden its audience. Social media plays a key role in increasing visibility and enabling direct interaction with customers.

The company primarily targets professional musicians who demand durable, high-quality guitars for performances and recording. Additionally, amateur and intermediate players, including hobbyists and learners, represent a significant customer base as they seek upgrades to premium instruments.

Genta Guitar relies on skilled labor, artisanal craftsmanship, and the use of high-quality materials to maintain its competitive edge. Operational efficiency is supported by a database management system for better inventory tracking.

The cost structure focuses on sourcing premium raw materials, particularly tonewoods, alongside manufacturing costs such as labor, machinery, and overhead. Investments in digital marketing and advertising help boost brand visibility, while logistics costs are managed through third-party providers.

Revenue streams come primarily from retail sales through music store partnerships and direct-to-consumer sales via e-commerce platforms. Plans to develop a proprietary online store will further diversify revenue and reduce reliance on intermediaries, ensuring sustainable growth for Genta Guitar.

3. KESIMPULAN

Genta Guitar operates in Indonesia's rapidly growing musical instrument market but faces challenges such as reliance on intermediaries, limited e-commerce presence, and a lack of formal business strategy. While the company produces high-quality "all-solid" guitars using skilled labor and in-house production, limited focus on branding has hindered its competitiveness against established global brands. However, there is significant potential for Genta Guitar to strengthen its local market presence by leveraging its craftsmanship and expanding digital channels.

Proposed Business Strategy. To gain a competitive edge, Genta Guitar should implement a combination of:

1. Broad Differentiation Strategy: Highlight premium craftsmanship and unique product features to stand out from competitors.
2. Market Penetration Strategy: Increase market share through enhanced e-commerce, social media presence, and digital marketing.
3. Growth and Build Strategy (Quadrant I): Focus on expanding the brand while leveraging strengths like skilled labor and high-quality production.

By adopting these strategies, Genta Guitar can address its weaknesses, enhance market visibility, and establish a stronger foothold in the Indonesian market.

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