

Competitive Strategy Analysis of Faisah Laundry Business in Panyabungan District, Mandailing Natal Regency

Nur Maulida

Sharia Business Management Study Program, Sekolah Tinggi Agama Islam Negeri Mandailing Natal
Jalan Prof. Dr. Andi Hakim Nasution, Komplek STAIN Madina, Pidoli Lombang, Kecamatan Panyabungan, Kabupaten Mandailing Natal, Sumatera Utara, Indonesia

Article Info

Article history:

Received December 30, 2025
Revised January 12, 2026
Accepted February 4, 2026

Keywords:

Competitive Strategy, SWOT

ABSTRACT

This study aims to analyze the competitive strategies implemented by Faisah Laundry in facing business competition in Panyabungan District, Mandailing Natal Regency, and to identify the factors that can enhance its competitive capabilities. The research adopts a descriptive qualitative method, with data collected through interviews, observation, and documentation. Informants included the business owner, employees, and several customers of Faisah Laundry. The findings reveal that Faisah Laundry holds advantages in terms of laundry quality, strategic location, and free pick-up and delivery services. However, the business also faces several weaknesses, such as limited manpower, lack of digital management systems, service delays, and minimal online promotion. The competitive strategy applied is still informal and lacks structured planning. SWOT analysis shows that the business has opportunities due to the increasing demand for laundry services, yet it also encounters threats from growing market competition. The study concludes that Faisah Laundry needs to develop a more structured competitive strategy by adopting cost leadership, differentiation, and focus approaches. Moreover, improving human resource quality, utilizing digital technology, and strengthening customer service are crucial factors to enhance its business competitiveness in an evolving market environment.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Nur Maulida
Sekolah Tinggi Agama Islam Negeri Mandailing Natal
Email: maulidahasibuan481@gmail.com

INTRODUCTION

Faisah Laundry is a micro-enterprise in Panyabungan District, Mandailing Natal Regency, which has been operating since 2018. This business exists to meet the community's need for clean, fast, and affordable laundry services. With the changing times and increasingly busy lifestyles, demand for laundry services is growing. Faisah Laundry addresses this need by offering laundry pick-up and delivery services, express laundry, and specialized washing for various fabrics.

However, despite this growing customer base, Faisah Laundry faces several unresolved challenges. The first issue arises from human resources, where the limited workforce is not commensurate with the daily order volume. This results in slow service, longer customer waits, and a higher risk of errors in laundry management. Manual operational processes further slow down workflow and reduce service efficiency.

Based on an interview, Faisah Nasution (2024), the owner of Faisah Laundry in Panyabungan District, Mandailing Natal Regency, stated:

“I started Faisah Laundry in 2018 because I saw that people around me were getting busier and needed help with their laundry. Initially, I did the laundry manually at home. Now I have a small shop and my clientele continues to grow. However, I still manage this business very simply. I only have one employee, and we handle all the work. Frankly, I don't have a written business strategy, so I just rely on experience and habit. Sometimes I feel overwhelmed, especially when there are a lot of orders. Even for record-keeping, I still use a book because I'm not used to digital systems” (Faisah, 2024).

The interview above indicates that the owner of Faisah Laundry does not yet have a structured competitive strategy. The business is still run simply, without a written plan, and relies solely on personal experience. Furthermore, the owner only has one employee and still uses manual record-keeping, which causes difficulties when order volume increases. This condition reflects a weak foundation for competitive strategy, which can hinder business development in a more professional and competitive direction.

Interviews with Faisah Laundry employees revealed that he handles all operations himself, lacking clear work procedures. He works without training, direction, or coordination from the owner, operating solely on his own initiative. The lack of a clear division of tasks and a well-organized work system often overwhelms employees, impacting service quality. This reflects weak operational management within the business.

Based on interviews with two Faisah Laundry customers, Hasan and Etti Rahimah, it can be concluded that although both were satisfied with the clean and fragrant laundry results, they had the same complaint regarding service delays, particularly in terms of late delivery or completion of laundry. Both considered a shortage of workers to be the main cause of these delays. In addition, an unorganized work system was considered a factor that worsened service quality. This indicates that although the quality of laundry results is considered good, Faisah Laundry's time management and operations still need to be improved to be able to consistently meet customer expectations.

These findings collectively indicate that while Faisah Laundry boasts high-quality laundry results and customer trust, the business still faces various shortcomings in operational management and service. Therefore, improvements are needed in both internal (workforce, training, and work systems) and external (digital-based services and customer communication) aspects so that Faisah Laundry can develop more professionally and compete in today's competitive laundry industry.

Overall, these interviews indicate that Faisah Laundry has a good reputation for core service quality, but faces significant limitations in managerial strategy and service systems. Therefore, improvements are needed through the development of a more structured competitive strategy, workforce development, and the use of digital technology to ensure Faisah Laundry's survival and sustainable growth amidst increasingly fierce competition.

These issues indicate that Faisah Laundry lacks a focused competitive strategy to maintain its presence and improve the quality of its business. The competitive strategy in question does not only include pricing or adding services, but also includes all structured efforts to improve operational efficiency, increase customer satisfaction, and utilize digital technology to expand market reach.

Faisah Laundry, as a business operating amidst these dynamics, needs to continuously adapt to these changes. One way to do this is by conducting regular market analysis to understand consumer trends and preferences. By understanding what customers want, Faisah Laundry can adjust its services and marketing strategies to meet those needs. For example, if there is increasing demand for express laundry or pick-up and delivery services, Faisah Laundry may consider adding these services.

Furthermore, it is important for Faisah Laundry to build networks and partnerships with other businesses, both within and outside the laundry industry. Collaborating with other local businesses, such as raw material suppliers or delivery services, can help Faisah Laundry improve operational efficiency and expand its market reach. By building a mutually supportive ecosystem, Faisah Laundry can increase its competitiveness in the market (Anjani Melda, 2021).

Strategy determines the direction and long-term goals of a business through actions involving the allocation of resources needed to achieve them. The word "strategy" comes from the Greek word *strategos*, which was originally used to describe a plan for victory in a military context. However, today, the concept of strategy has evolved and is applied across various fields of activity. Strategy can be defined as a plan typically developed by top management with a focus on achieving the long-term goals of an organization or company. This approach involves thinking, planning, implementing, and executing activities within a predetermined timeframe (Wardhana, 2024).

According to Paskalino & Ronny (2015), competition is the core of success. Competition between similar companies is currently intense, new competitors can enter the business space at any time with relative ease, and both suppliers and customers can increase their bargaining power. Meanwhile, according to David, to win any competition, every company must have a competitive strategy. The ultimate goal of competitive strategy is to overcome environmental forces for the benefit of the company.

In competitive strategy, laundry businesses implement strategic steps, both planned and unplanned, to gain a competitive advantage. The goal of this strategy is to attract consumers, strengthen their market position, and survive amidst competitive pressures. A competitive strategy will be effective if the company is able to identify and explain its competitive advantage, namely the added value that differentiates it from its competitors. This advantage allows the company to achieve greater profits than its competitors and increases its chances of lasting a competitive business (Riswandi et al., 2016).

METHOD

In this study, the researcher used a qualitative method. Qualitative methods are research methods based on perceptions of a phenomenon, with an approach that produces descriptive analysis in the form of verbal descriptions of the object being studied (Syafriada Hafni Sahir, 2021). Qualitative research requires extensive knowledge support from the researcher, as the process involves direct interviews with the research object. The primary methods in qualitative research are observation, interviews, and documentation. This qualitative descriptive research aims to explore what is currently happening.

The location chosen for this research was the Faisah Laundry business on Adam Malik Street, Lintas Timur, Sipolu-Polu Village, Panyabungan District, Mandailing Natal Regency. The research period was from December 2024 to July 2025.

RESULTS

A. Competitive Strategy Analysis in Faisah Laundry Business, Panyabungan District, Mandailing Natal Regency

Wardhana (2021) states that strategy is the determination of a company's long-term direction and goals through actions involving the allocation of resources needed to achieve them. Starting a business is no easy task.

The results of this study are expected to be a real reference for MSMEs in the laundry sector in developing appropriate business strategies to survive and excel in market competition. The results of interviews and observations shared by Faisah Nasution, the owner of Faisah Laundry, said:

"Initially, I only washed clothes door to door, helping busy neighbors who didn't have time to do their own laundry. Gradually, more and more people asked for help. From there, I started to think, maybe this could be a business opportunity. I also noticed that not many laundry businesses were open in Panyabungan, while the community's demand for this service was quite high, especially for housewives, students, and workers. Finally, in 2018, I decided to open Faisah Laundry. Besides supplementing my family's income, I also wanted to create jobs for local people. At the time, I had no experience in the laundry business, so I taught myself little by little, from proper washing techniques to choosing safe soaps to how to serve customers well.

My initial capital was also limited, with only one washing machine and a small room in my house. Another challenge was the habit of people still doing their own laundry, so we had to really maintain quality and service. I strive to ensure that the laundry is always clean, fragrant, and finished on time. Thank God, until now." Faisah Laundry remains resilient and known for its trustworthy service. I believe honesty and responsibility are key to this business, as customers entrust their clothes to us with complete trust (Faisah, 2024).

According to the owner of Faisah Laundry, it can be concluded that Faisah Laundry has indirectly implemented the three competitive strategies proposed by Michael Porter: cost leadership, differentiation, and focus. The cost leadership strategy is evident in the efficient way the business is run with very limited initial capital. The owner started with just one washing machine and utilized a small space in his home, demonstrating efficiency in resource use and reduced operational costs. This approach allows the business to offer competitive prices to customers, particularly those in the lower-middle class.

The differentiation strategy is evident in the owner's commitment to maintaining service quality. This is reflected in their attention to ensuring that laundry is always clean, fragrant, and completed on time. Furthermore, the owner emphasizes the importance of honesty, responsibility, and reliable service in building customer trust. These values are a distinct advantage and distinguish Faisah Laundry from other competitors in the Panyabungan area.

B. Competitive Strategy in Faisah Laundry Business, Panyabungan District, Mandailing Natal Regency

Competitive advantage can come from various company activities such as designing, producing, marketing, delivering, and supporting its products and is directed to support the creation of low-cost company performance and has differences (differentiation) with other products (Wardhana, 2021).

Faisah Laundry is committed to providing the best service, with clean laundry results, long-lasting fragrance, fabric-safety, and neat returns. This quality is maintained through neat folding, fabric separation, the use of safe detergents, and attention to customer requests. Furthermore, Faisah Laundry always strives to complete laundry on time, as promised, demonstrating professionalism and responsibility to maintain the satisfaction and trust of busy customers. An interview with Faisah Nasution, the owner of Faisah Laundry, stated:

"I always maintain the quality of my laundry. From the soap used, to the washing method, to the drying process, I pay attention to everything. Customers need their clothes finished quickly, especially those who are working or studying. That's why I make sure my laundry is finished on time, as promised (Faisah Nasution, 2025)."

The interview reveals that the strategies employed by the owner of Faisah Laundry have been successful in attracting customers.

Faisah Laundry provides a laundry pickup and delivery service directly to customers' homes at no additional cost. Customers simply contact the laundry by phone or text message, and an employee will come to pick up their laundry at the agreed-upon time. Once washed and ironed, the clothes will be returned clean, fragrant, and tidy. An interview with Fauziah, a Faisah Laundry customer, stated:

"I'm a student and often busy. So this free pick-up and delivery service is very helpful. It's very convenient; just send a WhatsApp message, pick up, and then drop it off. It's rare for a laundry to offer a service like that (Fauziah, 2025)."

The interview revealed that providing a free pick-up and delivery service can contribute to customer satisfaction at Faisah Laundry.

Faisah Laundry is located on Jalan Lintas Timur, precisely behind the Pasar Baru gas station in Panyabungan District, Mandailing Natal Regency, North Sumatra Province. This location is very strategic because it is in a densely populated area and is easily accessible to the surrounding community, including customers who are students, workers, and housewives. Its proximity to centers of community activity, such as markets, residential areas, and other public facilities, is one of Faisah Laundry's geographical advantages in reaching and serving its customers. Based on an interview with Hasan, a Faisah Laundry customer, he said:

"I've tried several laundries in Panyabungan, but Faisah Laundry is the best fit for me. It's strategically located behind the Pasar Baru gas station, easily accessible from my workplace. What makes me feel at home there is the neatly folded clothes, unlike other laundries, which are often sloppy. My wife's hijab is even folded in a special way, so she doesn't have to straighten it at home. Furthermore, they are punctual and never miss their appointments. I even asked not to use a certain fragrance because my wife is allergic, and they've remembered that to this day. In my opinion, Faisah Laundry is not only competitive on price, but excels because of their attention to detail and customer satisfaction (Hasan, 20225)."

Based on an interview with Hasan, a customer who works as a private employee, it can be concluded that Faisah Laundry excels in providing consistent service, attention to detail, and maintaining good communication with customers. Its strategic location behind the Pasar Baru gas station in Panyabungan District adds value due to its easy access. According to Hasan, Faisah Laundry offers advantages over other laundries, particularly in terms of neatness, timely completion, and willingness to accommodate special requests such as selecting a specific fragrance. This service, which prioritizes customer comfort and needs, is what keeps Hasan loyal to Faisah Laundry.

Maintaining good relationships and customer trust is one of Faisah Laundry's key strategies. This strategy is implemented through friendly, communicative service, and attentive attention to customer needs. The owners and employees of Faisah Laundry always strive to get to know customers personally, remembering their names, the types of clothing they frequently bring, and even their preferences, such as avoiding certain fragrances. They also maintain trust by ensuring that customers' clothes are not exchanged or lost, and are always returned clean and tidy. Their responsiveness to complaints and commitment to providing solutions for any errors are the reasons why customers feel comfortable and loyal. With this approach, Faisah Laundry has successfully created strong relationships and long-term trust, a distinct advantage over other laundries. From interviews and observations with Ummi Kalsum, an employee at Faisah Laundry, she said:

"I've worked at Faisah Laundry for a long time, and from the beginning, Mrs. Faisah has always emphasized to us the importance of honesty and friendliness with customers. If there's a problem with your clothes, such as color fading or a stain that can't be removed, we must tell them immediately, not cover it up. Because, according to him, customer trust is worth more than just apologizing behind their back. I also always try to greet customers politely and help them if they have special requests. Sometimes they ask for clothes to be folded a certain way, or not to use perfume. We comply with all of these requests so they feel appreciated. I believe that if we are honest and friendly, customers will return because they feel well served (Kalsum, 2025)."

Based on an interview with Ummi Kalsum, an employee at Faisah Laundry, it can be concluded that efforts to build good relationships and maintain customer trust are carried out through honesty, politeness, and concern for customer needs. If there are problems with a customer's clothes, this is communicated directly and transparently as a form of service responsibility. Furthermore, employees are also accustomed to being friendly when interacting and paying attention to special requests, such as how to fold clothes in a certain way or avoiding the use of certain types of perfume. This approach has been proven to foster loyalty because customers feel cared for and treated well.

Word-of-mouth and WhatsApp are among the marketing strategies used by Faisah Laundry to reach and retain customers. This strategy is simple yet highly effective because it relies on trust and closeness between customers. The combination of word-of-mouth and WhatsApp helps Faisah Laundry effectively expand its market reach in a cost-effective and efficient manner, while maintaining close relationships with customers. This strategy also reflects Faisah Laundry's simultaneous use of social connections and technology to retain and grow its customer base. From interviews and observations with Etti Rahimah, a resident of the eastern part of the city who regularly has her laundry done at Faisah Laundry, she said:

"I learned about Faisah Laundry from my neighbor. They said it was good, so I tried it, and it turned out to be perfect: the results were clean, fragrant, and neatly folded. Now I usually send my laundry via WhatsApp. It's convenient; just chat. But sometimes I get a bit frustrated when I have to wait a long time for a response, especially when I need it quickly. Even so, I still like their good service. I also often tell family and friends about Faisah Laundry, so you could say it helps promote the service as well." (Etti Rahimah, 2025)

The interview results show that word-of-mouth promotion and the use of WhatsApp have proven effective in attracting new customers and facilitating communication. While WhatsApp is considered convenient, the sometimes slow response time can be a challenge for customers. However, satisfaction with the service results in loyal customers who recommend Faisah Laundry to others.

Flexibility in serving special requests is one of Faisah Laundry's superior service strategies to increase customer satisfaction and gain a competitive edge. This strategy demonstrates that Faisah Laundry not only provides standard service but is also willing to customize its services to suit each customer's specific needs and desires. Interviews and observations with Nur Azizah, a resident of the eastern part of the city who regularly has her laundry done at Faisah Laundry, stated:

"I like Faisah Laundry because they are willing to accommodate my special requests, such as not using perfume or separating certain items. That makes me feel comfortable. However, sometimes my requests are forgotten, so the results aren't as expected. Maybe because they're busy. But so far, I'm still satisfied and remain a customer because the service is quite good." (Nur Azizah, 2025)

Based on customer interviews, it can be concluded that Faisah Laundry's flexible service provides added value, making customers feel valued and comfortable. However, the lack of consistency in meeting special requests indicates weaknesses in the service recording and delivery system. This indicates that, despite implementing differentiation and focus strategies, Faisah Laundry needs to improve its service management to maintain customer satisfaction.

C. Inhibiting Factors in Competitive Strategy in Faisah Laundry Business, Panyabungan District, Manadailing Natal Regency

Faisah Laundry, located on Jalan Lintas Timur, behind the Pasar Baru gas station in Panyabungan District, is currently facing increasingly fierce competition. Many new laundry businesses have emerged with more modern strategies, such as app-based services (online laundry), social media promotions, and price discounts. This gives customers more choices.

However, if it doesn't quickly adapt to digital trends and market needs, Faisah Laundry risks being left behind by more innovative competitors. This is evident in an interview with Faisah Laundry owner Faisah Nasution, who said:

"Laundry businesses are increasingly busy in Panyabungan. Previously, there were only a few, but now there's a new laundromat in almost every alley. Competition is getting fiercer. Many are offering low prices and promotions, so customers have plenty of choices. What's a bit overwhelming for me is that several new laundries have adopted an online system. Customers can order through an app or social media, then they come and pick up and deliver their laundry. It's convenient. Meanwhile, I'm still using the traditional method, at most sending information via WhatsApp. I realize that if I don't keep up with the times, I'll lose customers. So now I'm starting to learn little by little so that Faisah Laundry can compete, even though it's not yet fully online. But so far, I've maintained quality and service; that's my main strength. Many regular customers say they like my laundry because it's neat and smells good. So, even though it's not as sophisticated as online laundries, I still strive to provide the best (Faisah Nasution, 2025)."

The interviews reveal that Faisah Laundry faces increasingly complex competitive challenges, particularly from digital-based laundries that offer convenient services. While not yet fully embracing this trend, Faisah Laundry maintains its superior service quality. The business owner demonstrates a commitment to continuous learning and adaptation to maintain its position amidst intense competition.

Based on an interview with Faisah Laundry owner Faisah Nasution, he stated:

"When it comes to technology and innovation, I'm still far behind. Many laundry businesses are now sophisticated, allowing orders to be placed through apps, or regular promotions via Instagram and Facebook. Meanwhile, I still use WhatsApp, but even then, I only use it to confirm with customers. I don't yet understand how to create a business account or advertise online. But I realize I have to learn in the future. Because if I continue using old methods, customers, especially young people, may move to other, more convenient options (Faisah Nasution, 2025)."

The interview reveals that Faisah Laundry recognizes that limited technology use and a lack of innovation are challenges to growing its business. Amidst the rise of competitors using online systems and digital promotions, Faisah Laundry still relies on conventional methods such as communication via WhatsApp and word-of-mouth. This puts the business at risk of being left behind, especially in reaching more modern customer segments. Nevertheless, the owner demonstrates a willingness to learn and is gradually adapting to compete in the digital age.

Economic instability, such as rising prices of basic necessities, electricity rates, and other operational costs, significantly impacts the sustainability of laundry businesses. On the other hand, people's purchasing power has also decreased, with many customers who used laundry services regularly resorting to doing their own laundry less frequently, opting to save money. This directly impacts daily business revenue and requires businesses to be more careful in managing finances and operations. Based on an interview with Faisah Laundry owner Faisah Nasution, she stated:

"When the economy is unstable, it's really felt here. Soap prices go up, electricity prices go up, and water is sometimes expensive, but we can't directly raise prices for our customers. In fact, sometimes customers actually do their laundry less often because their expenses have also increased. Some say, 'Ma'am, I'll just do my own laundry this month, I'm saving money.' So I have to be smart about managing my finances so I can keep going even if there are fewer customers (Faisah Nasution, 2025)."

From the interview results, it can be concluded that the unstable economic conditions pose a real threat to Faisah Laundry. Rising operational costs are outpacing the declining income due to declining purchasing power. Despite this, the owner is striving to survive by maintaining quality and efficiency in business management.

Untimely and disorganized work is one of the weaknesses in Faisah Laundry's operations. Delays in order completion, mixed-up laundry, and unscheduled communication indicate a lack of a neat and structured work system. This impacts customer satisfaction and hinders the implementation of competitive strategies, particularly in terms of fast and quality service. This is evident in interviews with Faisah Laundry customer Etti Rahimah (2025), who stated:

"I often order laundry via WhatsApp because it's more convenient. But often the response is slow, and sometimes the laundry takes longer than promised. I've also received laundry mixed with other people's. It feels like there's no clear work system. If Faisah Laundry could be more orderly in its work and communication, I'm sure its service could be much better (Etti Rahimah, 2025)."

From these interviews, it can be concluded that untimely and disorganized work leads to customer dissatisfaction and can even erode trust. The lack of a clear work system leads to inefficiency and service errors, which ultimately hinders the optimal implementation of differentiation and focus strategies.

CONCLUSION

Based on the research on "Analysis of Competitive Strategy at Faisah Laundry in Panyabungan District, Mandailing Natal Regency," this study can draw the following conclusions:

The competitive strategy implemented by Faisah Laundry is still not well-structured and tends to be simplistic. Business management relies heavily on the owner's personal experience without a written plan or organized work system. This has resulted in declining service quality, such as delays in laundry delivery, limited workforce, and a lack of precision in sorting and packaging. From a strategic perspective, Michael Porter's approach indicates that Faisah Laundry has the potential to develop a competitive advantage through differentiation and focus strategies, by improving service quality and targeting specific market segments such as students and housewives.

In identifying factors that can increase business competitiveness, this study found that internally, Faisah Laundry's strengths lie in the quality of its clean and fragrant laundry, its strategic location, and its convenient pick-up and delivery service. However, weaknesses that need to be addressed include limited human resources, a manual recording system, minimal digital promotion, and the absence of a modern management system. Meanwhile, externally, opportunities arise from the growing public demand for laundry services and a more practical lifestyle. However, Faisah Laundry also faces threats such as increasing competition, changing consumer behavior, and dependence on weather conditions. Therefore, to survive and thrive amidst competition, Faisah Laundry needs to improve its management, operations, human resource management, and technology utilization.

Thus, it can be concluded that Faisah Laundry has significant potential to develop into a more competitive laundry business in Panyabungan District. However, this potential has not been optimally optimized due to a lack of strategic planning and management modernization. To face increasingly dynamic competition, Faisah Laundry needs to conduct a comprehensive evaluation of its operational systems and design a clear long-term strategy. Improving human resource capacity through job training, implementing technology in service processes, and utilizing digital media for promotions are important steps that need to be prioritized. Furthermore, developing services based on customer needs must also be considered to maintain loyalty and expand the market. Efforts to strengthen competitive advantage through a combination of differentiation and focus strategies can be key for Faisah Laundry to maintain its existence and increase competitiveness sustainably amidst increasingly complex business challenges.

REFERENCES

- [1] Anjani, M. (2021). Strategi Pengembangan Usaha Rumah Laundry Kota Dumai dalam Meningkatkan Pendapatan Ditinjau Menurut Ekonomi Syariah.
- [2] Faisah, N. (2024). Analisis strategi bersaing pada laundry Faisah Kecamatan Panyabungan Kabupaten Mandailing Natal.
- [3] Faisah Nasution. (2025). Analisis Strategi Bersaing Pada Usaha Faisah Laundry Kecamatan Panyabungan Kabupaten Mandailing Natal.
- [4] Fauziah. (2025). Analisis strategi bersaing pada laundry Faisah Kecamatan Panyabungan Kabupaten Mandailing Natal.
- [5] Hasan. (2025). Analisis Strategi Bersaing Pada Laundry Faisah Kecamatan Panyabungan Kabupaten Mandailing Natal.
- [6] Kalsum, U. (2025). Analisis Strategi Bersaing Pada Usaha Faisah Laundry Kecamatan Panyabungan Kabupaten Mandailing Natal.
- [7] Nur Azizah. (2025). Analisis Strategi Bersaing Pada Usaha Faisah Laundry Kecamatan Panyabungan Kabupaten Mandailing Natal.
- [8] Paskalino, J. F., & Ronny, M. (2015). Analisis strategi bersaing pada perusahaan plastik dengan Porter Five Forces. *Agora*, 3(1), 736–741.
- [9] Riswandi, A., Thahir, H., & Santi, I. N. (2016). Analisis strategi bersaing rumah makan. *Jurnal Ilmu Manajemen Universitas Tadulako*, 2(3), 293–304.
- [10] Sahir, S. H. (2021). *Metodologi Penelitian*. Penerbit K.
- [11] Wardhana, A. (2021). *Strategi dan Kebijakan Bisnis*.
- [12] Wardhana. (2024). *Pengertian Strategi dan Kebijakan dalam Bisnis*.