

## **THE INFLUENCE OF CREATIVITY AND INNOVATION ON COMPETITIVE ADVANTAGE (CASE STUDY OF INTERCONTINENTAL BALI RESORT HOTEL WEDDING SALES)**

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### ***Abstract***

Changing customer demands have an impact on the company assessment given, requiring the application of creativity and innovation. Therefore, applying creativity and innovation is very important. The challenge felt by employees who work as wedding sales is that they must have the ability to design creative and innovative facilities and services in order to compete in competitor markets. This research was conducted at the InterContinental Bali Resort hotel. This research aims to determine the influence of creativity and innovation on competitive advantage. This research was analyzed using the Statistical Program for Social Science (SPSS). This type of research data is descriptive quantitative with data collection techniques using questionnaires. The population is consumers who have used InterContinental Bali Resort wedding services in the 2019-2024 period. The sample was 145 respondents. This research data analysis is a multiple linear regression analysis method. Then the statistical method used is the partial test (t) to test the effect partially and the simultaneous test (F) to test the effect simultaneously. The results of this research show that creativity and innovation partially and simultaneously have a positive and significant effect on the competitive advantage of wedding sales at the InterContinental Bali Resort hotel. The factors that influence the competitive advantage of InterContinental Bali Resort's wedding hotel sales show results with a coefficient of determination value of 62.8%. Overall the independent variables have a mutual relationship, while the remaining 37.2% is influenced by other variables that are not included in this study.

**Keywords:** *originality, renewal, strategic advantage*

## 1. INTRODUCTION

The hotel industry is facing intense market competition competitive today. With intense competition, companies in the industry hotels must have a strong and superior competitive strategy. So that it can continue to compete with other companies as competitors. Gary Hamel and C.K. Prahalad (1994) emphasize that creativity and innovation are the main and key factors for creating a successful future for the company. InterContinental Bali Resort Hotel, in an effort to achieve competitive advantage by increasing sales of hotel products such as MICE (meeting, incentive, convention, exhibition), and wedding. Role Creativity and innovation are important to carry out in product sales and hotel services, especially in the aspect of wedding sales that the hotel has. Therefore, a sales person must have skills and knowledge, such as the ability to manage information about customers, research or understand customer problems, and adjust the offers provided so that they are aligned with customer needs (Abed & Haghighi, 2009).

Table 1: Wedding Package InterContinental Bali Resort and competitors  
[Source: : Wedding Package InterContinental Bali Resort, Competitor Set Wedding Package, 2024]

InterContinental Bali Resort	Ayana Resort Bali	Bulgari Resort Bali	Westin Resort Nusa Dua	Sofitel Bali Nusa Dua
1. Private venue usage at Sunset Garden Garden for ceremony & reception	1. Exclusive wedding venue at AYANA Villa	1. Blessing ceremony including wedding celebrant	1. One (1) Hour Usage of Westin White Sandy Beach/ Exclusive Garden	1. 2 Hours usage of Jewel Box with adornments decoration to embellish your special day
2. 5 rooms with 2 night stay at Resort Classic InterContinental Bali Resort	2. Fragrant rose petal flower cascade	2. Use of The Mansion pool with a Tshaped water stage for wedding ceremony	2. Elegant Chair Setup	2. Flower shower petals
3. Dedicated Premium Duplex Garden View for 2 night stay for Bride & Groom	3. Welcome board with fresh flowers	3. Sunset Spritz mocktail for up to 20 guests	3. Marriage Celebrant (nonreligious/ non-legal)	3. Two nights stay at the 1 Bedroom Pool Villa
4. Signature refreshment welcome drink 60 dozens of canape during sunset time	4. <b>A Marriage Celebrant</b>	4. <b>Bride's handbouquet for the Bride and Groom's boutonniere</b>	4. Commemorative Wedding Certificate	4. Marriage celebrant
5. Sumptuous of choices Indonesian, Asian or Western buffet dinner specially prepared by our Executive Chef	5. <b>Commemorative ceremonial certificate</b>	5. <b>Wedding cake</b>	5. <b>Westin Exclusive Wedding Gift</b>	5. <b>Choir for wedding ceremony</b>

Table 1 shows a comparison of wedding packages. InterContinental hotels compared to Ayana Resort Bali hotels in the wedding package of Ayana Resort Bali hotels in points 5 and 6 indicate a lack of innovation from InterContinental Bali Resort wedding sales to be able to collaborate with other departments or vendors who can help in improving service and products so they can innovate to be superior to their competitors. Meanwhile, compared to the Bvlgari Resort Bali hotel, which is on points 5 and 6, the lack of implementation of innovation from the InterContinental Bali Resort wedding hotel sales requires a third party to produce the product in order to compete with other competitors.

This creative and innovative idea is what InterContinental Bali Resort wedding hotel sales must be mastered so that they can provide direction to third parties so they can equally contribute to the hotel's competitive advantage. Furthermore, compared with the Westin Resort Nusa Dua hotel, point 8 shows that giving gifts to couples from the hotel is a unique and innovative idea, where innovative ideas from a salesperson are really needed to be able to sell products and services according to consumer needs. Meanwhile, compared to the Sofitel Bali Nusa Dua hotel, which is on point 9 this service sounds rarely offered by other 5-star hotels; this proves that the Sofitel Bali Nusa Dua really pays attention to consumer details to provide maximum product and service quality. The application of creativity is also important. From Table 1, it can be seen that the product and service offerings offered by the InterContinental Bali Resort wedding hotel sales are not yet complete to consumers when compared to competitors.

Reviewing the practical implementation, several cases still occur gaps that hinder the success of implementing competitive advantage through creativity and innovation in wedding sales in hotels InterContinental Bali Resort. It can be seen that creativity has not been fulfilled in training for the sales team in reviewing and compiling creative wedding packages that encourage the release of creative ideas. Guilford (in Ali & Asrori, 2006: 41) said that creativity refers to a skill that shows the characteristics of a creative person. Hills (2008) defines innovation as a concept, implementation or material that is considered new by an individual or other user unit. In terms of innovation, wedding sales have not been optimal in their performance increasing innovation to prepare wedding proposals to potential customers. According to Porter (1985) explains that the concept of value creation is the key to successful competitive advantage, creativity and innovation are important elements in creating unique value for customers so that customers can differentiate themselves from other competitors.

Resource-Based View (RBV) theory is a theory first pioneered by Wernfelt (1984) that states that internal resources that are rare, valuable, difficult to imitate, and not easily replaced are a source of competitive advantage. Creativity and innovation are considered highly valuable intangible resources. Creativity is defined as an activity that creates something through creative ideas that are new and different from others that will later be useful in solving a problem that occurs and invites someone to think and act outside the box, driving innovation in other fields and raising the quality of life (Astuty & Suryana, 2016). According to Siregar (2012), innovation is a company's advantage in designing innovative products with a renewal process carried out to solve problems.

## 2. RESEARCH METHODS

The objects of this research are creativity, innovation, and competitive advantage in wedding sales at the InterContinental Bali Resort hotel. According to Sugiyono (2011), a population is a generalized area that is divided into objects or subjects that have certain qualities and characteristics determined by researchers to be studied and conclusions

drawn later. In this research, the population is consumers or customers who have used wedding services from the InterContinental Bali Resorts. The sample can be said to be a representative portion of the population and then used as research data. The sample in this research is totaling 145 customers using the wedding services of the InterContinental Bali Resort Hotel in the 2019–2024 period. The sampling method used is non-probability sampling, which is a sampling method that does not provide the same opportunity for each element or population selected as a sample (Sugiyono, 2016: 142). The type of non-probability sampling used is purposive sampling, with a method where the researcher has certain considerations in determining the sample. The criteria for sampling for this research were respondents who had using the InterContinental Bali Resort wedding hotel services in the 2019–2024 period.

The type of data used in this research is quantitative-descriptive with a data collection technique, namely a questionnaire. The data analysis techniques used are the classical assumption test, multiple linear analysis, t test (partial), F test, and coefficient of determination.

### 3. RESULTS AND DISCUSSION

#### 3.1 Data Description or Result

##### a. Validity Test Results

Table 2: Validity Test Results  
[Source: : Research Results, 2024]

Variabel	No of Item	r <sub>count</sub>	r <sub>table</sub>	Conclusion
Creativity (X1)	X1.1	0,789	0,361	Valid
	X1.2	0,817	0,361	Valid
	X1.3	0,758	0,361	Valid
	X1.4	0,472	0,361	Valid
	X1.5	0,649	0,361	Valid
	X1.6	0,648	0,361	Valid
	X1.7	0,877	0,361	Valid
	X1.8	0,722	0,361	Valid
	X1.9	0,693	0,361	Valid
	X1.10	0,805	0,361	Valid
	X1.11	0,869	0,361	Valid
	X1.12	0,824	0,361	Valid
	X1.13	0,883	0,361	Valid
	X1.14	0,893	0,361	Valid
	X1.15	0,766	0,361	Valid

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Innovation (X2)	X2.1	0,78 2	0,36 1	Valid
	X2.2	0,78 5	0,36 1	Valid
	X2.3	0,92 1	0,36 1	Valid
	X2.4	0,71 5	0,36 1	Valid
	X2.5	0,88 8	0,36 1	Valid
	X2.6	0,84 0	0,36 1	Valid
	X2.7	0,80 4	0,36 1	Valid
	X2.8	0,80 8	0,36 1	Valid
Competitive advantage (Y)	Y1	0,82 3	0,36 1	Valid
	Y2	0,87 3	0,36 1	Valid
	Y3	0,72 8	0,36 1	Valid
	Y4	0,82 7	0,36 1	Valid
	Y5	0,86 2	0,36 1	Valid
	Y6	0,77 5	0,36 1	Valid

The results obtained from all  $r_{count}$  values for questionnaire question items on the research variables used produced an  $r_{count} > r_{table}$ . It can be seen from the comparison of  $r_{count}$  with  $r_{table}$ , which is worth 0.361 compared to  $r_{table}$  5% (0.05). Then all statements are declared valid.

b. Reliability Test Results

Table 3: Reliability Test Results  
[Source: : Research Results, 2024]

No	Variabel	Cronbach Alpha	Item	Information
1	Creativity (X1)	0,945	15	Reliabel
2	Innovation (X2)	0,929	8	Reliabel
4	Competitive advantage (Y)	0,847	6	Reliabel

It is known that the Cronbach's alpha value for the creativity variable (X1) is 0.945, innovation (X2) is 0.929, and competitive advantage (Y) is 0.847. So it can be concluded that all variables are declared reliable because Cronbach's alpha  $> 0.60$ .

c. Normality Test Results

Table 4: Normality Test Results  
[Source: : Research Results, 2024]

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		145
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.97960711
Most Extreme Differences	Absolute	.055
	Positive	.037
	Negative	-.055
Test Statistic		.055
Asymp. Sig. (2-tailed)		.200
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Asymp Sig significance value. (2-tailed) which is  $0.200 > 0.05$ , it can be concluded that the regression model has met the normality assumption.

d. Multicollinearity Test Results

Table 5: Multicollinearity Test Results  
[Source: : Research Results, 2024]

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Creativity (X1)	.354	2.824
	Innovation (X2)	.354	2.824
a. Dependent Variabel: Competitive advantage (Y)			

tolerance value  $> 0.10$ , namely 0.354 and VIF (Variance Inflation Factor) value  $< 10$ , namely 2.824. Thus it can be concluded that there is no multicollinearity in the data.

e. Heteroscedasticity Test Results

Table 6: Heteroscedasticity Test Results  
[Source: : Research Results, 2024]

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.776	.884		2.008	.047
	Creativity (X1)	-.003	.023	-.020	-.140	.889
	Innovation (X2)	-.001	.041	-.003	-.023	.982
a. Dependent Variabel: Abs_Res						

the variable Creativity (X1) with a significance value of 0.889 and Innovation (X2) with a significance value of 0.982, which means that if the value is more than 0.05, there is no heteroscedasticity in the regression model.

f. Results of Multiple Linear Regression Analysis

Table 7: Results of Multiple Linear Regression Analysis

[Source: : Research Results, 2024]

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.739	1.422		1.927	.056
	Creativity (X1)	.203	.037	.470	5.498	.000
	Innovation (X2)	.286	.066	.368	4.304	.000

a. Dependent Variabel: Competitive advantage (Y)

Obtained from IBM SPSS Statistics Version 26, the following equation is obtained:

$$Y = 2.739 + 0.203X1 + 0.286X2 + e$$

The constant is 2.739, which means the constant value is positive. If Creativity (X1) and Innovation (X2) are 0 (zero) or constant (not increasing or decreasing) then Competitive Advantage (Y) will be 2.739. The Creativity value (X1) has a positive regression coefficient of 0.203, if Creativity (X1) increases by one unit, then Competitive Advantage (Y) will increase by 0.203. The Innovation Value (X2) has a positive regression coefficient of 0.286, if Innovation (X2) increases by one unit, then Competitive Advantage (Y) will increase by 0.286.

g. Partial Test Results (t Test)

Table 8: Partial Test Results (t Test)

[Source: : Research Results, 2024]

Coefficients <sup>a</sup>			
Model		t	Sig.
1	(Constant)	1,927	0,056
	Creativity (X1)	5,498	0,000
	Innovation (X2)	4,304	0.000

a. Dependent Variabel: Competitive advantage (Y)

The Creativity variable (X1) shows the significance value is  $0.000 < 0.05$ , the  $t_{\text{count}}$  value =  $5.498 > t_{\text{table}} 1.977$ , so the hypothesis H0 is rejected and H1 is accepted, which means that the Creativity variable (X1) partially has a positive and significant effect on Competitive Advantage (Y). The Innovation variable (X2) shows the significance value is  $0.000 < 0.05$ , the value of  $t_{\text{count}} = 4.304 > t_{\text{table}} 1.977$ , so that the hypothesis H0 is rejected and H2 is accepted, which means that the Innovation variable (X2) partially has a positive and significant effect on Competitive Advantage (Y).

h. Simultaneous Test Results (F)

Table 9: Simultaneous Test Results (F)

[Source: : Research Results, 2024]

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	973.714	2	486.857	122.509	.000 <sup>b</sup>
	Residual	564.314	142	3.974		
	Total	1538.028	144			

a. Dependent Variabel: Competitive advantage (Y)  
b. Predictors: (Constant), Innovation (X2), Creativity (X1)

It can be seen that the value of  $F_{\text{count}} = 122.509 > F_{\text{table}} = 3.06$ . So it can be concluded according to the hypothesis testing criteria that H0 is rejected and Ha is accepted. This means that simultaneously the independent variables, namely Creativity (X1) and Innovation (X2) have a positive and significant effect on Competitive Advantage (Y).

i. Results of Coefficient of Determination Analysis

Table 10: Results of Coefficient of Determination Analysis

[Source: : Research Results, 2024]

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 <sup>a</sup>	.633	.628	1.99350
a. Predictors: (Constant), Innovation (X2), Creativity (X1)				
b. Dependent Variabel: Competitive advantage (Y)				

The Adjusted R square value is 0.628 or 62.8%, indicating that between the independent variable and the dependent variable there is a strong influence that is in the interval (60%-79.9%). Meanwhile, the remaining 37.2% was influenced by other variables not included in this research.

### 3.2 Discussion

In this research, there are questionnaire results from 145 respondents who are consumers who have used the InterContinental Bali Resort wedding hotel services. The creativity variable shows a significance value of  $0.000 < 0.05$  and the statistical results of the t test show that the value of  $t_{count} = 5.498 > t_{table} 1.977$ , so it can be concluded that the hypothesis H0 is rejected and H1 is accepted, which means that the creativity variable has a positive and significant effect on competitive advantage. This research is supported by research conducted by Riany, Adhe Ira and Dahmiri (2020) which states that creativity influences competitive advantage. The results of this research provide evidence showing that the higher the creativity carried out by wedding sales at the InterContinental Bali Resort Hotel, the greater the company's competitive advantage. All aspects of creativity have been optimized to support competitive advantage, therefore there is a need for a more focused strategy to improve aspects of creativity that receive less attention, such as more emotional support in wedding planning in order to provide a better contribution to competitive advantage. Other supporting research was also carried out by Setyaningrum (2024) with the research results "employee creativity has a significant influence on competitive advantage at PT Nesinak Industrie" which refers to employee creativity having a significant influence on competitive advantage in PT Nesinak Industrie. This is because the company has consistent employees who can produce creativity through new ideas.

The innovation variable shows a significance value of  $0.000 < 0.05$  and the statistical results of the t test show that the value of  $t_{count} = 4.304 > t_{table} 1.977$ , so it can be concluded that the hypothesis H0 is rejected and H2 is accepted, which means that the innovation variable has a positive and significant effect on competitive advantage. This research is supported by research conducted by Nuragita et al., (2024) stated "there is an influence of the innovation process and system on sustainable competitive advantage". The results of this research refer to the influence of the innovation process and innovation system on competitive advantage. Furthermore, research conducted by Mirah Dewi et al., (2019) states "there is a positive influence from product innovation on competitive advantage". The results of this research reveal that there is a positive influence from product innovation on competitive advantage. The results of this research provide evidence showing that the greater the innovation of the wedding sales of the InterContinental Bali Resort Hotel to offer consumers, the greater the competitive advantage that the hotel can achieve.

Based on the F test results in Table 9, the calculated  $F_{count}$  Value is 122.509 with a significance value of  $0.000 < (\alpha) 0.05$ , exceeding the  $F_{table}$  value of 3.06. Therefore, H0 is rejected and H3 is accepted, indicating that creativity and innovation have a positive and significant effect on competitive advantage. This finding is consistent with research by



Kristian, Dana, and Abdul Gofur (2022) which states that creativity and innovation play an important role in increasing competitive advantage. This research confirms that the greater the effort to increase creativity and innovation made by the wedding sales of the InterContinental Bali Resort Hotel in attracting consumers, the greater the competitive advantage that the hotel can achieve. Supporting research was also conducted by Febrianti (2024) stating "both creativity and innovation play a substantial role in influencing competitive advantage within the Kelom Geulis Creative Industry" where both creativity and innovation play an important role in influencing competitive advantage in the Kelom Geulis Creative Industry.

#### **4. CONCLUSION**

Based on the results and discussion of this research using a quantitative approach which focuses on the problem formulation and research objectives that have been determined to determine "The Influence of Creativity and Innovation on Competitive Advantage (Case Study of Wedding Sales at the InterContinental Bali Resort Hotel)" it can be concluded that Creativity has a positive and significant effect on excellence compete Sales Wedding Hotel InterContinental Bali Resort. This shows that the creativity carried out by hotel wedding sales, such as unique ideas and new approaches in wedding planning, can increase competitive advantage.

Innovation has a positive and significant effect on the competitive advantage of Sales Wedding Hotel InterContinental Bali Resort. This shows that innovative efforts in services and offers to consumers can increase the hotel's competitive advantage. Creativity and innovation have a positive and significant influence on the competitive advantage of Sales Wedding Hotel InterContinental Bali Resort.

Creativity and innovation play an important role in increasing competitive advantage because the greater the efforts to increase creativity and innovation carried out by Sales Wedding Hotel InterContinental Bali Resort in attracting consumers, the greater the competitive advantage that can be achieved by the hotel with a contribution of 62.8% based on the Adjusted R square value.

a. **Suggestions for Companies**

Suggestions for companies are good in optimizing the creativity of sales teams, but companies are advised to provide additional support for consumers in the form of counseling to help them manage stress and prepare themselves emotionally. The company has been good at developing innovation, but updating existing production equipment has not been optimal or the results are not yet visible enough. Companies are advised to increase promotion and communication regarding the uniqueness of the products or services offered. The sales team can also highlight exclusive features and advantages that competitors do not have in every interaction with consumers.

b. **Suggestions for Further Research**

It is best to carry out regular and more in-depth interpretations to gather stronger evidence regarding the influence of creativity, innovation and competitive advantage. In this way, future researchers can strengthen the research and reduce the possibility of similarities in research. It is further recommended to consider a broader sample involving different types of consumers and different locations. This can provide a more comprehensive picture of the influence of creativity and innovation on competitive advantage. To strengthen the research results, future researchers can use analysis techniques that have not been used in this

research, such as path analysis techniques.

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