

References

- Aithal, Sreeramana. (2017). Industry Analysis – The First Step in Business Management Scholarly Research. *International Journal of Case Studies in Business, IT and Education (IJCSBE)*. 2. 1-13.
10.5281/zenodo.810347.
- Aeknarajindawat, N., Sawangdee, Y., & Toprayoon, Y. (2019). Competitive Conditions For Cosmetics Exporting To Bali Indonesia. *International Academic Multidisciplinary Research Conference In Switzerland 2019*
- Allied Market Research. (2020). Indonesia Skin Care Products Market. Market Research. ALMR16378369. Retrieved from <https://www.marketresearch.com/Allied-Market-Research-v4029/Indonesia-Skin-Care-Products-Product-13689558/>
- Alvina, M (2020) . Spire Insight: Potensi Pasar Kosmetik Indonesia. Retrieved from <https://technobusiness.id/insight/spire-insight/2020/10/30/spire-insight-potensi-pasar-kosmetik-indonesia/>
- Aritedja, S. (2017). Demographic Bonus for Indonesia: Challenges and Policy Implications of Promoting Universal Health. *The Indonesian Journal of Dev. Planning*. 1 (3), 265-274

- Ariteja, S. (2017). Demographic Bonus for Indonesia: Challenges and Policy Implications of Promoting Universal Health Coverage. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 1(3), 265-274. <https://doi.org/10.36574/jpp.v1i3.24>
- Aseanup. (2018). 4 ASEAN infographics: demography, top cities, urbanization. Retrieved from <https://aseanup.com/asean-infographics-demography-top-cities-urbanization/>
- Asmild, M., Baležentis, T and Hougaard, J. H. (2019). Industry Competitiveness Indicators, *IFRO Working Paper* University of Copenhagen, Department of Food and Resource Economics.
- Bakan, I. and Dogan, I.F. (2012). Competitiveness of the industries based on the Porter's Diamond Model: An empirical study. *International Journal of Research and Reviews in Applied Sciences*, 11(3), 441-455
- Banik, A., Taqi, H. M. M., Ali, S. M., Ahmed, S., Garshasbi, M., & Kabir, G. (2020). *Critical success factors for implementing green supply chain management in the electronics industry: an emerging economy case. International Journal of Logistics Research and Applications*, 1–28. doi:10.1080/13675567.2020.1839029
- Besanko, D., Dranove, D., & Shanley, M. (2007). *The economics of strategy*. New York: John Wiley. Chicago (Author-Date, 15th ed.)

Bhaidkar, A. (2014). A comparative analysis of the medical tourism industry in India and Thailand. *NMIMS Management Review*, XXIV(April-May), 105-117..

Bharadwaj, A., Tan, M., Reichert, T and Rastogi, V. (2018). How the Digital Revolution Is Integrating Southeast Asia's Consumers. *Boston Consulting Group*

Bharadwaj, A., Tasiaux, J. and Rastogi, V. (2018). Beyond The "Crazy Rich" The Mass Affluent of Southeast Asia. *Boston Consulting Group*

Bhawsar, P. and Chattopadhyay, U. (2018), Evaluation of industry cluster competitiveness: a quantitative approach, *Benchmarking: An International Journal*, 25 (7), 2318-2343.

Boafo, N. D., Kraa, J. J., Webu, C. G. (2018). Porter's Five Forces Impact On The Performance Of Companies In The Banking Industry In Ghana. *International Journal of Economics, Commerce and Management United Kingdom*, 6 (8),14-28.

BPS. (n.a). Master Kode HS. Retrieved from <https://www.bps.go.id/exim/masterhs.html>.

Brink, H. I. L. (1993). *Validity and reliability in qualitative research. Curationis*, 16(2).

- Bruijl, G. (2018). The Relevance of Porter's Five Forces in Today's Innovative and Changing Business Environment. SSRN Electronic Journal. 10.2139/ssrn.3192207.
- Bullen, C., and Rockart, J.. (1981). A primer on critical success factors. CISR. 69, 1220-81
- Caralli, R., James, F., Steven, B. J., Wilke, W. R., and Wilson. (2004). The Critical Success Factor Method: Establishing a Foundation for Enterprise Security Management TECHNICAL REPORT CMU/SEI-2004-TR-010 ESC-TR-2004-010
- Carter, N., Bryant-Lukosius, D., DiCenso, A., Blythe, J., and Neville, A. J. (2014). *The Use of Triangulation in Qualitative Research. Oncology Nursing Forum*, 41(5), 545–547.
- Dälken, F. (2014). Are Porter Five Competitive Forces still Applicable? A Critical Examination concerning the Relevance for Today's Business (Theses). Available from <https://www.semanticscholar.org/paper/Are-Porter-%E2%80%99-s-Five-Competitive-Forces-still-A-the-Porter/063f50003c29c81150bae86d4229ce38602a8f>
- Darabos, M. (2013). Strategic Analysis Of Croatian Cosmetics Industry. 2nd International Scientific Conference Economic and Social Development, 951-960 Economic and Social Development: Book of

Proceedings; Varazdin : Varazdin: Varazdin Development and Entrepreneurship Agency (VADEA).

Data Bridge. (2019). Global Cosmetics Market – Industry Trends and Forecast to 2026. Retrieved from Data Bridge database

David, F. R., & David, F. R. (2017). Strategic management: A competitive advantage approach, concepts and cases. Malaysia: Pearson, 2016

Deloitte. (2020). Deloitte Consumer Insights Dawn of the digital age in Indonesia. Retrieved from Deloitte database

Dobbs, M. E. (2014). *Guidelines for applying Porter's Five Forces framework: a set of industry analysis templates. Competitiveness Review, 24(1), 32–45.*

Dworkin, S. L. (2012). Sample Size Policy for Qualitative Studies Using In-Depth Interviews. *Archives of Sexual Behavior, 41(6), 1319–1320.*

Erboz , G (2020). A Qualitative Study on Industry 4.0 Competitiveness in Turkey Using Porter's Diamond Model. *Journal of Industrial Engineering and Management, 13(2), 266-282*

Euromonitor. (2015). Middle Class Consumers: Values and Priorities. Retrieved from <https://www.euromonitor.com/middle-class-consumers-values-and-priorities/report>

Fitrawaty., Maipita, I., Hermawan, W and Rahman, H.. (2018). The Impact of Middle-Class towards Economic Growth and Income Inequality in Indonesia. *Jurnal Ekonomi Malaysia*, 52 (3), 3 – 16

Geoffrey, K. (2019). Influence Of Porter’s Five Forces On The Competitiveness Of Small And Medium-Sized Hardware Businesses In Imenti South Sub-County, Meru County, Kenya (Master Thesis). Master In Business Administration Of Kenya Methodist University. Retrieved from <http://repository.kemu.ac.ke/bitstream/handle/123456789/796/Geoffrey%20Kinoti.pdf?sequence=1&disAllowed=y>

Georgopoulos, N., Nikolopoulos, K. and Karagiannopoulos, G. D., (2005). Fathoming Porter’s Five Forces model in the internet era. Vol. 7 Iss: 6 pp. 66 - 76.

Gerstell, E., Marchessou, S., Schmidt, J., and Spagnuolo, E. (2020). How COVID-19 Is Changing The World of Beauty. MCKinsey. Retrieved from <https://www.mckinsey.com/~/media/McKinsey/Industries/Consumer%20Packaged%20Goods/Our%20Insights/How%20COVID%2019%20is%20changing%20the%20world%20of%20beauty/How-COVID-19-is-changing-the-world-of-beauty-vF.pdf>

Global Business Guide Indonesia. (2014). Indonesia’s Cosmetics Market. Retrieved from

http://www.gbgindonesia.com/en/manufacturing/article/2014/indonesia_s_cosmetics_market.php

Golafshani, N. (2003). Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*, 8(4), 597-606.

Grant, R. M. (2016). *Contemporary strategy analysis* (9th ed.). John Wiley and Sons.

Guion, L. A., Diehl, D. C. and McDonald. (2013). *Triangulation: Establishing the Validity of Qualitative Studies. University of Florida IFAS Extension*

Harding, T and Whitehead, D. (2013). *Analysing data in qualitative research. Nursing and Midwifery Research: Methods and Appraisal for Evidence-Based Practice*, 141-160

Heale, R., and Forbes, D. (2013). Understanding triangulation in research. *Evidence Based Nursing*, 16(4), 98–98.

Hefner, R. W. (2017). Christians, Conflict, and Citizenship in Muslim-Majority Indonesia. *The Review of Faith and International Affairs*, 15(1), 91–101.

Herdiyanti, N., and Titus, A. (2013). Research on Market Trends and Consumer Behavior in Male Grooming Products (Especially Face Cleanser Category) in Indonesia. *Indonesian Journal of Business Administration*, 2 (6)

Herdyanti, L. and Mansoor, A. (2020) “Analysing Opportunity for New Established Acne Focused Skincare Brand in Indonesian Beauty Industry”, *European Journal of Business and Management Research*, 5(2). doi: 10.24018/ejbmr.2020.5.2.272.

Hitt, M. A., Ireland, R. D., and Hoskisson, R. E. (2009). Strategic management: Competitiveness and globalization : concepts and cases

Holsapple, C. ., & Singh, M. (2001). The knowledge chain model: activities for competitiveness. *Expert Systems with Applications*, 20(1), 77–98. doi:10.1016/s0957-4174(00)00050-6

Hussein, S. S. and Muchemi, A. (2019). Michael Porter`s five forces on performance of savings and credit cooperative societies in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(7), 14-35

IFCCI Indo French Chamber of Commerce and Industry. (2019). Cosmetics. EIBN Sector Reports. Retrieved from <https://indonesien.um.dk/~media/indonesien/tc/sector%20reports%20eu-indo/design/2019%20eibn%20new%20report%20sector%20cosmetics.pdf?la=en>

Incubeta. (2020). Impact of COVID-19 on Health & Beauty Retail V2. Incubeta. Retrieved from <https://www.incubeta.com/wp->

[content/uploads/2020/06/INCUBETA-COVID-19-Impacts-on-Beauty-Retail-V2.pdf](#)

International Monetary Fund. (2020). Asia Pacific Regional Economics Outlook. International Monetary Fund

Istrata (n.d.). Beauty and Cosmetics Industry Intelligence Report- APAC. Retrieved from <https://istrata.co/beauty-cosmetics-intelligence/>

Jeremiah, ., Kabeyi, B., and Moses, C. (2018). Michael Porter five competitive forces and generic strategies, market segmentation strategy and case study of competition in global smartphone manufacturing industry. 10.13140/RG.2.2.12388.01922.

Jinachai, N. & Anantachoti, Puree & Winit-Watjana, W.. (2016). Exploring competitiveness of Thailand's cosmetic industry using Porter's Diamond Model. *Thai Journal of Pharmaceutical Sciences*. 40. 172-178.

Kassarjian, H. H. (1977). Content analysis in consumer research. *Journal of Consumer Research*, 4(1), 8–18. <https://doi.org/10.1086/208674>

Kemendag (n.a). Produk Unggulan Indonesia. Retrieved from <http://ppej.kemendag.go.id/produk-unggulan-indonesia/>.

Kementrian Perdagangan Indonesia. (2017). Health and Beauty Industry in Indonesia. E Port News Indonesia. Ditjen PEN/MJL/XXVII/11/2017.

Retrieved from

http://djpen.kemendag.go.id/app_frontend/admin/docs/publication/3141519015625.pdf

Kementrian Perindustrian Indonesia. (2015). Rencana Induk Pembangunan Industri Nasional. Retrieved from Pusat Komunikasi Publik Kementrian Perindustrian database

Kementrian Perindustrian. (2019). Kemenperin Optimis Pertumbuhan Industri Kosmetik Sentuh 9 Persen. Retrieved from [https://kemenperin.go.id/artikel/20557/Kemenperin-Optimistis-Pertumbuhan-Industri-Kosmetik-Sentuh-9-Persen#:~:text=Kemenperin%20mencatat%2C%20pada%20tahun%202017,kecil%20dan%20menengah%20\(IKM\).](https://kemenperin.go.id/artikel/20557/Kemenperin-Optimistis-Pertumbuhan-Industri-Kosmetik-Sentuh-9-Persen#:~:text=Kemenperin%20mencatat%2C%20pada%20tahun%202017,kecil%20dan%20menengah%20(IKM).)

Kharas, H. (2017). The unprecedented expansion of the global middle class: An update. *Brookings India*.

Kharub, M. and Sharma, R. (2017). Comparative analyses of competitive advantage using Porter's Diamond Model (the case of MSMEs in Himachal Pradesh). *Competitiveness Review*. 27 (2), 132-160.

Kim, S. J. (2018). Comparison of Competitiveness of L'oreal and Amore Pacific - An Approach by the Generalized Double Diamond Model (Master's Thesis). Available from <https://space.snu.ac.kr/handle/10371/141703>

- Koh, E. T., and Owen, W. L. (2000). *Descriptive Research and Qualitative Research. Introduction to Nutrition and Health Research*, 219–248.
- Kučerová, R. (2014). Factors of the attractiveness of Slovak wine market and their influence on the Czech wine export to Slovakia. *Agricultural Economics (Zemědělská Ekonomika)*, 60(9), 430–439.
- MacDonald, G., and Ryall, M. (2018). *Do new entrants sustain, destroy, or create guaranteed profitability? Strategic Management Journal*, 39(6), 1630–1649.
- Malhotra, N. K. (2019). *Marketing Research: An Applied Orientation*, 7th Edition. Pearson, New York
- Marx, T. G. (2017). Impacts of Industry Attractiveness and Competitive Position on Leadership. *Management and Organizational Studies*, 4(3), 1-13
- Matrutty, E. S., Franksisca, E., Damayanti T. W and Supramono. (2018). Smes Competitiveness In An Integrated Economy: A Preliminary Study From Indonesia. *Oradea Journal of Business and Economics*, 2(2), 7-16
- MBS Intelligence. (2020). Covid-19 and the beauty industry Where are we now, and what comes next?. Retrieved from https://www.thembgroup.co.uk/wp-content/uploads/2020/07/Covid-19-and-the-beauty-industry_.pdf

- Moon, C. H., and Peery, N. S. (1995). Competitiveness Of Product, Firm, Industry, And Nation In A Global Business. *Competitiveness Review*, 5(1), 37–43.
- Mukherjee, P. M and Roy, D. (2015). Industry Attractiveness: A Case On Indian Steel Industry. *International Journal of Research in Management, Economics and Commerce Impact Factor*, 5 (6)
- Nassaji, H. (2015). *Qualitative and descriptive research: Data type versus data analysis. Language Teaching Research*, 19(2), 129–132.
- NMPI. (2020). Market Trends Impact of COVID-19 on Beauty Retail. NMPI. Retrieved from <https://nmpidigital.com/wp-content/uploads/2020/04/COVID-19-Impacts-on-Beauty-Retail-US.pdf>
- Olmeda, G and Varela, J. S. (2012). Determinants of International Competitiveness in the Pharmaceutical Industry. *ESIC Market Economic and Business Journal*. 42 (2). 371-385.
- Omillo, F. (2019). Estimating the effect of buyers' bargaining power on Kenyan small food manufacturers' income. *Independent Journal of Management and Production*, 10(2), 548-573.
- Oraman, Y., Azabagaoglu, M. O., and Inan, I. H. (2011). The Firms' Survival and Competition through Global Expansion: A Case Study from Food

Industry in FMCG Sector. *Procedia - Social and Behavioral Sciences*, 24, 188–197.

Özbilen, P. (2019). A Structural Analysis of the Turkish Hospital Industry Using Porter Diamond Framework: A Case from an Emerging Market. *Ege Akademik Bakış*, 19 (1), 103-118.

Parrish, E., Cassill, N., and Oxenham, W. (2004). Opportunities in the international textile and apparel marketplace for niche markets. *Journal of Fashion Marketing and Management*. 8. 41-57.

Porter, M.E. (1990) The Competitive Advantage of Nations. *Competitive Intelligence Review*, 1, 14. <http://dx.doi.org/10.1002/cir>.

Porter, M.E. (2008) The Five Competitive Forces that Shape Strategy. *Harvard Business Review*, 86, 79-93.

Pudjiwati, E., (2018). Regulasi Kosmetika dan Kosmetika Obat. Seminar Nasional Farmasi STIKES Muhammad Klaten

Raharni, S. S., Max, J. H., Rini, S., and Andy, L. S. (2014). Kajian Kebijakan Periklanan Kosmetika Di Indonesia: “Kewenangan Pemerintah Pusat dan Daerah”. *Bul. Penelit. Kesehat*, 42 (2), 131 - 138

Rastogi, V., Tamboto, E., Tong, D., and Sinburimsit T. (2013). Asia’s Next Opportunity: Indonesia’s Rising Middle Class and Affluent Consumers. *Boston Consulting Group*

Rezki, J. F., Sabrina, S., Desdiani, N. A., Riefky, T., Caserina, A and Husna., M. (2021). The Great Escape: Covid-19 in the Short-Term and Middle-Income Trap in the Long-Term. *Macroeconomic Analysis Series Indonesia Economic Outlook 2021*

Robert, R. (2020). Cosmetics Marketing & Industry Trends: A 2020 Retrieved from <https://commonthreadco.com/blogs/coachs-corner/cosmetics-marketing-industry-trends>

Sanny, L., Arina, A., Maulidya, R and Pertiwi, R. (2020). Purchase intention on Indonesia male's skin care by social media marketing effect towards brand image and brand trust. *Management Science Letters*. 10 (1) 2139–2146

Sanny, L., Arina, A., Maulidya, R., & Pertiwi, R. (2020). Purchase intention on Indonesia male's skin care by social media marketing effect towards brand image and brand trust. *Management Science Letters*. 10. 2139-2146. 10.5267/j.msl.2020.3.023.

Sekaran, U. and Bougie, R. (2013) *Research Methods for Business—A Skill Building Approach*. 6th Edition. John Wiley and Sons, West Sussex.

Shvindina, H and Shkurko, I. (2015). Development Of The Quantitative Five Forces Analysis As A Strategic Management Tool. *Visnyk of Sumy State University*. 1. 75-82.

Silalahi, U. (2009). *Metode Penelitian Sosial*. Bandung: PT Refika Aditama

Sirclo & Ravenry. (2020). Navigating Indonesia E-commerce; Covid-19 Impact & The Rise of Social Commerce. Retrieved from <https://files.sirclocdn.xyz/sirclo/files/Navigating-Indonesia-s-E-Commerce-COVID-19-Impact-and-The-Rise-of-Social-Commerce-SIRCLOXRavenry.pdf>

Statista (n.a) Total Population of the Asean Countries. Retrieved from <https://www.statista.com/statistics//total-population-of-the-asean-countries/>.

Tanuwidjaja, E., Handy, H. and Elizabeth, V. (2019). Indonesia: Unleashing The Power Of Consuming Class. *UOB Global Economics and Markets Research*

THE MINISTER OF TRADE OF THE REPUBLIC OF INDONESIA

The Minister of Trade Of The Republic Of Indonesia. (2015). Number 73/M-DAG/PER/9/2015

Tyagi, S. and Nauriyal, D.K. (2017). Firm level profitability determinants in Indian drugs and pharmaceutical industry. *International Journal of Pharmaceutical and Healthcare Marketing*, 11 (3), 271-290.

Tyagi, S., & Nauriyal, D. (2017). Do innovative activities matter to Indian drug and pharmaceutical firms? An application to export performance. *Journal of Generic Medicines: The Business Journal for the Generic Medicines Sector*, 13(4), 193–205. doi:10.1177/1741134317716221

Warwick, D. P., and Lininger, C. A. (1975). *The sample survey: Theory and practice*. McGraw-Hill.

Wernerfelt, B and Montgomery, C (1986). What is an Attractive Industry?.
Management Science, 32(10), 1223-1230.

Wint, A. G. (1998). The role of government in enhancing the competitiveness of developing economies. *International Journal of Public Sector Management*, 11(4), 281–299.

World Bank. (n.a). Population, total - Indonesia. Retrieved from
<https://data.worldbank.org/indicator/SP.POP.TOTL?locations=ID>

Worldometer. (n.a). Indonesia Population. Retrieved from
<https://www.worldometers.info/world-population/indonesia-population/>