Business Management Analysis at Krisna Textile Based on Interview Results

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Abstract. *This study aims to explore the business practices and operational management of Krisna Textile, a retail textile business located in Purwakarta, Indonesia. The research was conducted using a qualitative descriptive approach through direct interviews and field observations with the business owner. Krisna Textile was established in 2013 with initial capital contributed by three founders and currently operates independently under the ownership of Mr. Zhae Sanuman Danwangi. The business focuses on purchasing various types of fabric from suppliers and reselling them to consumers through retail and wholesale channels. The findings indicate that the company initially relied on word-of-mouth marketing but recently began adopting social media promotion through TikTok to reach a broader market. Krisna Textile has expanded its market distribution to several regions in Indonesia, including Riau, Medan, and Balikpapan. However, the business has experienced a decline in performance during the 2024–2025 period, which has led management to plan operational adjustments, including reducing the size of the sales area. The study highlights the importance of strategic promotion, operational efficiency, and balanced business development to maintain sustainability in the retail textile industry.*

Key words: Textile retail business, business management, marketing strategy, retail operations, small business development.

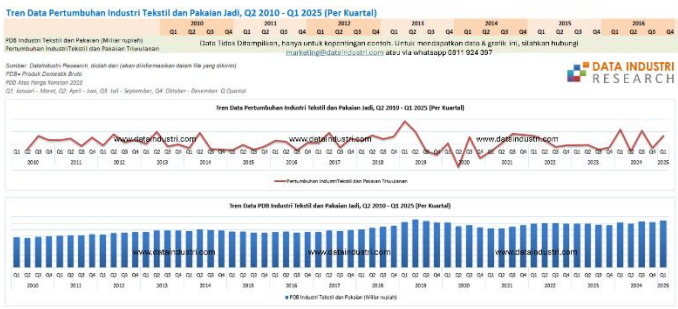
Introduction

The textile and apparel industry is one of the manufacturing sectors that has an important role in the national economy. This sector not only contributes to the growth of gross domestic product (GDP), but also plays a role in the absorption of labor and supports trade activities in both domestic and international markets. The development of the textile industry is greatly influenced by various factors such as market demand, global economic conditions, product innovation, and marketing strategies implemented by business actors. Therefore, analysis of the growth trend of the textile industry is important to understand the dynamics of the development of this sector in a certain period of time.

There is data on the textile industry in Indonesia in the image below.

Figure 1

Textile and Finished Materials Industry Growth Data



Source: dataindustri.com (2026)

Based on the graph of the growth trends of the textile and apparel industry for the period 2010 to the first quarter of 2025, it can be seen that this sector has experienced growth fluctuations over time. Some periods show a significant increase, while in certain periods there is a decline influenced by economic conditions and changes in market demand. Nevertheless, the GDP value of the textile industry in general shows a tendency to increase in the long term. This indicates that the textile industry still has good development potential if supported by adaptive business strategies, the use of digital technology, and innovations in product marketing and distribution.

The textile and apparel industry is widely recognized as one of the key sectors supporting national economic development and global manufacturing activities. As part of the manufacturing sector, this industry contributes significantly to gross domestic product (GDP), employment generation, and international trade through export activities. Recent studies highlight that the textile and textile product (TTP) industry plays an important role in economic growth because it integrates large production networks, labor-intensive processes, and global supply chains. In addition, several economic factors influence the growth of the textile industry, including exchange rates, export performance, capital investment, and industrial competitiveness. Empirical research indicates that exports and gross fixed capital formation positively influence the GDP of the textile sector, while exchange rate fluctuations may affect industry performance and production costs (Usmansyah & Meirinaldi, 2023). Furthermore, the rapid development of global textile markets and technological innovations such as Industry 4.0 are reshaping production systems and encouraging more efficient and sustainable manufacturing processes (Tsai et al., 2024).

Based on the growth trend of the textile and apparel industry from 2010 to the first quarter of 2025, the sector demonstrates fluctuating performance influenced by global economic conditions, market demand, and structural challenges within the industry. The COVID-19 pandemic, for instance, caused a temporary decline in production and firm performance in many textile companies, particularly due to disruptions in supply chains and decreased global demand. However, post-pandemic recovery has gradually improved firm performance and operational stability in the textile and textile product industry (Setiawan & Septiani, 2025). In the long term, the industry still shows positive growth potential supported by technological innovation, digital transformation, and sustainable production strategies such as circular economy practices and environmentally responsible manufacturing (Journal of Cleaner Production, 2025). Therefore, adaptive business strategies, innovation, and the adoption of advanced technologies are essential for maintaining the competitiveness and sustainability of the textile industry in an increasingly dynamic global market.

The trade sector is one of the most important components of economic activity because it functions as a bridge between producers and consumers. Through trading activities, goods and services produced by various industries can be distributed to society more efficiently, enabling consumers to fulfill their needs while allowing producers to expand market reach. Trade activities also stimulate economic circulation by encouraging production, distribution, and consumption processes simultaneously. In modern economic systems, the role of trade becomes even more significant because it connects different economic actors across regions and countries through increasingly integrated market networks. Economic studies indicate that trade plays a crucial role in improving productivity, market efficiency, and economic growth because it allows industries to access broader markets and resources (Zeshan, 2025).

The development of trade activities is strongly influenced by several factors such as market dynamics, changes in consumer preferences, technological advancement, and globalization. In recent years, digital technology has transformed the way businesses conduct

trade, particularly through the emergence of e-commerce platforms, digital marketing strategies, and online distribution channels. These technological developments enable businesses to reach wider markets, reduce operational costs, and improve communication with customers. Research on international marketing strategies in the textile sector shows that digital commerce and online platforms allow small and medium enterprises (SMEs) to access global markets more easily and promote their products more effectively compared to traditional marketing methods (El Hosainy et al., 2022). As a result, businesses that are able to adapt to digital transformation tend to have better competitiveness in the modern market environment.

One sector that continues to develop within the trade industry is the textile and apparel sector. Textile products represent one of the most essential human needs because they are used for clothing, household items, and various industrial applications. For many developing countries, the textile and garment industry is considered a strategic economic sector because it contributes significantly to employment, export revenues, and industrial development. Research indicates that the textile and garment sector plays a major role in economic development by generating millions of jobs, supporting export growth, and contributing significantly to national income (Rafique & Islam, 2025). Similarly, studies on textile industries in various countries highlight that the sector remains one of the fundamental pillars of industrialization and international trade, particularly in developing economies where labor-intensive manufacturing plays a key role (Farhana et al., 2022).

The high demand for textile products provides considerable opportunities for entrepreneurs to develop businesses in textile trading. Textile products are widely used not only in fashion industries but also in other sectors such as garment manufacturing, interior design, and household consumption. As a result, textile trading businesses have a relatively stable market demand compared to many other industries. Entrepreneurs in this field can offer various types of fabrics with different qualities, designs, and price ranges in order to meet diverse customer preferences. In addition, the development of fashion trends and consumer awareness of clothing styles continues to drive demand for textile materials in both local and international markets. Research also shows that consumer demand and market awareness can influence business strategies in the textile supply chain, encouraging companies to adjust production and marketing approaches according to changing consumer expectations (Jabeen et al., 2025).

In practice, not all textile businesses are involved in manufacturing or production processes. Many entrepreneurs operate in the form of trading businesses, where they purchase textile products from suppliers or manufacturers and then resell them to consumers or other businesses. This type of business model focuses primarily on distribution, marketing, and customer service rather than on production activities. Trading businesses play an important role in the supply chain because they help connect producers with end users, ensuring that products reach markets efficiently. However, managing a textile trading business requires strong managerial capabilities, particularly in areas such as inventory management, pricing strategies, supplier relationships, and marketing activities. Effective management of these aspects is essential to maintain competitiveness and sustainability in a highly competitive market environment.

Furthermore, the modern business environment requires entrepreneurs to adapt to rapid changes in technology and market competition. Digital platforms, social media marketing, and online marketplaces have become essential tools for promoting products and reaching broader audiences. Businesses that integrate digital marketing strategies can improve their visibility, strengthen customer relationships, and increase sales performance. At the same time, companies must also respond to external challenges such as economic fluctuations, changes in consumer demand, and disruptions in global supply chains. For example, research shows that global crises such as the COVID-19 pandemic significantly affected the textile and garment industry by disrupting production activities, decreasing exports, and reducing employment levels in many countries (Jaiswal, 2023; Sarker et al., 2022). These conditions demonstrate that businesses must continuously develop adaptive strategies in order to survive and grow under uncertain economic circumstances.

One example of a business operating in the textile trading sector is Krisna Textile, located in Purwakarta Regency, Indonesia. This business was established in 2013 and continues to operate as a textile trading enterprise that sells various types of fabrics to consumers. Similar to many textile trading businesses, Krisna Textile adopts a business model in which products are purchased from suppliers and then resold to customers. Over time, the business has expanded its market reach and now serves customers from different regions in Indonesia. Sales are conducted through direct purchases in the store as well as through orders in larger quantities. The ability of this business to maintain operations for more than a decade indicates that textile trading businesses can remain sustainable when supported by proper management and market understanding.

Despite these opportunities, business development does not always proceed smoothly. Entrepreneurs often face various challenges such as increasing competition, fluctuating consumer demand, and changing marketing trends. In the textile industry, competition can arise not only from local traders but also from imported products and online marketplaces that offer alternative purchasing options for consumers. Additionally, technological changes require businesses to continuously innovate in order to maintain their competitiveness. Studies on the global textile industry emphasize that maintaining competitiveness requires innovation, improved productivity, and the adoption of modern technologies within business operations (Pawar & Sunny, 2025).

Considering these conditions, it becomes important to conduct observations and interviews with business owners in order to gain a deeper understanding of how textile trading businesses operate in practice. Direct observation can provide valuable insights into the background of the business, operational systems, marketing strategies, and challenges faced by entrepreneurs in managing their businesses. Through such activities, researchers and students can better understand how theoretical concepts in business and management are applied in real business environments. Therefore, conducting interviews and observations at Krisna Textile is expected to provide useful information regarding the operational practices of textile trading businesses, the strategies used to maintain market competitiveness, and the factors that influence business sustainability. In addition, the results of this observation can serve as an academic reference for students in understanding the practical implementation of business concepts in the field, particularly within the context of small and medium-scale trading enterprises in the textile sector.

Reseach Methods

This study uses a qualitative descriptive approach to explore the business operations and management practices of Krisna Textile in Purwakarta. A qualitative method was chosen because it allows researchers to understand business phenomena in a real context through direct interaction with informants and observation of the business environment. This approach is considered appropriate for identifying various factors that influence the development of a retail textile business, including management practices, marketing strategies, and operational challenges faced by the business owner.

The research was conducted at Krisna Textile, located on Jalan Jendral Sudirman No. 26, Purwakarta. The main informant in this study was the owner of Krisna Textile, who provided detailed information regarding the history of the business, operational activities, marketing strategies, employee management, and the challenges faced in running the business. The selection of informants was conducted using a purposive sampling technique, where respondents were selected based on their knowledge and involvement in the business operations.

Data collection techniques in this research consisted of interviews, observation, and documentation. Interviews were conducted directly with the business owner using semi-structured questions in order to obtain in-depth information about the establishment and development of the business. Observation was carried out to understand the operational conditions of the store, including product arrangement, customer interaction, and sales activities. Documentation was used to support the research findings by collecting supporting data such as photographs, field notes, and relevant information related to the business activities.

The data analysis process in this study adopts the qualitative analysis model proposed by Miles and Huberman, which consists of three main stages: data reduction, data display, and conclusion drawing. Data reduction is the process of selecting, simplifying, and organizing raw

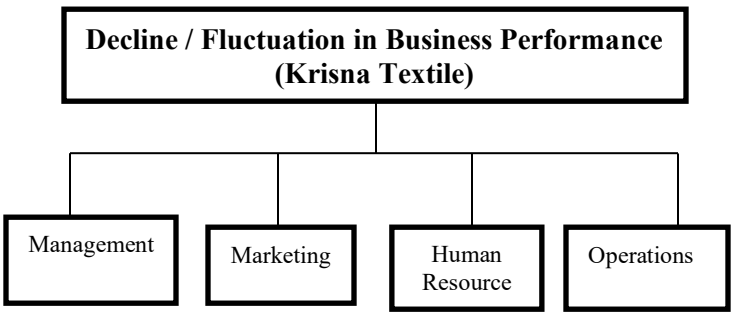
data obtained from interviews and observations so that it becomes more focused and meaningful. In this stage, researchers categorized information related to business history, operational management, marketing strategies, and business challenges. The second stage is data display, where the organized data are presented in narrative form to make it easier to understand patterns and relationships between variables. The final stage is conclusion drawing and verification, where the researcher interprets the findings and confirms them through repeated examination of the data to ensure their validity.

In addition to the Miles and Huberman analysis model, this research also utilizes the Fishbone analysis method, also known as the cause-and-effect diagram, to identify the root causes of business challenges faced by Krisna Textile. The Fishbone analysis categorizes factors affecting business performance into several main aspects, including management, marketing, human resources, and operational factors. Through this approach, the researcher can systematically analyze the relationship between different factors that influence the development and sustainability of the business.

The combination of the Miles and Huberman qualitative analysis model with Fishbone analysis enables researchers to obtain a more comprehensive understanding of the business condition. While the Miles and Huberman model helps organize and interpret qualitative data effectively, the Fishbone diagram provides a structured framework to identify the root causes of specific problems faced by the business. Therefore, the integration of these two analytical methods allows the research to produce a clearer and more systematic explanation of the operational dynamics and challenges experienced by Krisna Textile.

Through these research methods, the study aims to provide a detailed description of how small retail textile businesses operate and adapt to changing market conditions. The findings are expected to contribute to a better understanding of small business management practices and provide insights for improving business strategies in the retail textile sector.

Figure 2. Fishbone Diagram



Source: Processed Author (2026)

Results and Discussion

Results

Krisna Textile is a textile retail business that was established in 2013 and is engaged in purchasing fabrics from suppliers for resale directly to consumers through retail and wholesale transactions. Initially, this business was managed by three partners with a core capital of around IDR 2.5 billion, but currently it is only managed by the main owner independently. Over time, this business has expanded such as an increase in the number of employees from five to nine people and the expansion of the store building to six floors. However, observation and analysis show that there has been a downward trend in business performance in recent times, even though physical development and human resources have increased.

The results of the fishbone analysis identified several factors that caused the decline in performance. From a marketing point of view, Krisna Textile for many years has only relied on word-of-mouth promotions and only recently implemented promotions through social media such as TikTok. In fact, the literature shows that the adoption of social media and digital marketing significantly affects the performance of MSMEs by increasing marketing efficiency, expanding market reach, and strengthening consumer engagement (Sapthiarsyah & Junita, 2023).

In the context of other MSMEs, research also shows that social media-based digital marketing strategies can increase business capacity by expanding the reach of promotion and direct interaction with consumers, although there are still obstacles related to digital literacy and adequate technological infrastructure.

From a management perspective, the decision to physically expand the store to six floors seemed unbalanced with a real-time sales performance monitoring system and adequate financial control. The digital marketing and management literature shows that the integration of digital strategies with a good management control system is essential for the resilience and sustainability of MSMEs in the era of digital transformation, including regular performance monitoring and data-driven decision-making.

In terms of human resources, limited capabilities in digital marketing among employees can reduce the effectiveness of online promotions. Similar research noted that the limitations of digital literacy and technical capabilities of human resources are the main obstacles for MSMEs in optimizing digital marketing strategies.

Other influential operational factors include dependence on suppliers and unpredictable fluctuations in market demand. This is in line with the study that technology adaptation in traditional retail businesses including the use of digital systems for PO (Point of Sale) optimization, stock management, and demand analysis can strengthen competitiveness in the midst of modern market dynamics.

Disscusions

The findings of this study indicate that Krisna Textile operates as a retail textile business that relies on purchasing fabrics from suppliers and reselling them directly to consumers. This type of business model is common in the textile trade sector, where businesses function as intermediaries between producers and end customers. Based on the interview results, the business has shown a relatively stable development since its establishment in 2013. The increase in the number of employees from five to nine workers and the expansion of the store building illustrate that the business has experienced growth over time. The strategic location of the store in the center of Purwakarta also supports accessibility and customer visibility, which are important factors in retail business success.

However, the research findings also reveal several challenges affecting the current performance of the business. One of the main issues identified through the Fishbone analysis is the limited marketing strategy implemented by the company. For many years, Krisna Textile relied mainly on word-of-mouth promotion, which although effective in building trust among local customers, may limit the business's ability to reach a wider market. The recent adoption of social media promotion through TikTok indicates that the business has begun to adapt to digital marketing trends, although this effort is still in its early stage.

From a management perspective, the expansion of the store building to six floors may represent an ambitious development strategy. However, business expansion that is not fully aligned with sales performance and market demand can create operational inefficiencies. The owner's plan to reduce the operational area from six floors to three floors reflects a strategic adjustment aimed at improving efficiency and reducing operational costs.

Human resource factors also play an important role in supporting business development. Limited digital marketing skills among employees may affect the effectiveness of promotional activities, especially in the current digital business environment. In addition, operational factors such as dependence on suppliers and fluctuations in market demand can influence the stability of sales.

Overall, the results suggest that improving marketing strategies, strengthening digital promotion, and optimizing operational management are essential steps for maintaining business sustainability. By adapting to technological developments and changing consumer behavior, small retail businesses like Krisna Textile can remain competitive in an increasingly dynamic market environment.

Conclusions and Recommendations

Conclusions

This study aimed to analyze the business operations and management practices of Krisna Textile through interviews and direct observation. The findings indicate that Krisna Textile operates as a retail textile trading business that purchases fabrics from suppliers and sells them to consumers through both retail and wholesale transactions. Since its establishment in 2013, the business has shown gradual development, as reflected in the increase in the number of employees and the expansion of the store building. The strategic location of the store in the center of Purwakarta also supports customer accessibility and business visibility.

However, the study also reveals several challenges that affect the current business performance. One of the main issues is the limited marketing strategy that for many years relied mainly on word-of-mouth promotion. Although the business has recently begun to utilize social media platforms such as TikTok, digital promotion is still in the early stage of development. In addition, management decisions related to the expansion of the store building may have created operational inefficiencies when not supported by stable sales growth.

Based on the analysis using the Miles and Huberman model and Fishbone analysis, it can be concluded that the sustainability of Krisna Textile depends on the ability of the business to adapt to market changes, strengthen promotional strategies, and improve operational efficiency in order to remain competitive in the retail textile industry.

Recommendations

Based on the research findings, several recommendations can be proposed to support the development of Krisna Textile. First, the business should strengthen its marketing strategy by utilizing digital platforms such as social media, online marketplaces, and other digital marketing tools to reach a wider customer base. Increasing online promotion can help improve brand visibility and attract new consumers.

Second, the business should improve operational efficiency by optimizing the use of store space and managing inventory more effectively. Strategic planning in business expansion and cost control can help maintain financial stability.

Finally, it is recommended that the business invest in improving the skills of employees, particularly in digital marketing and customer service. By enhancing human resource capabilities and adapting to technological developments, Krisna Textile can increase its competitiveness and sustain long-term business growth.

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