

DOI: <https://doi.org/10.38035/dijefa.v5i1>Received: 17 February 2024, Revised: 24 March 2024, Publish: 10 April 2024
<https://creativecommons.org/licenses/by/4.0/>

Analysis of Marketing Strategies in Increasing Sales on Zeribowl Dessert Kitchen Asia Branch Mega Mas Field

Ahmad Muharmansyah R Maulana^{1*}, Annio Indah Lestari Nasution² Aqwa Naser Daulay³

¹ Islamic State University of North Sumatra, syahid1225@gmail.com

² Islamic State University of North Sumatra, annio.indahlestari@uinsu.ac.id

³ Islamic State University of North Sumatra, aqwanaserdaulay@uinsu.ac.id

*Corresponding Author: Ahmad Muharmansyah R Maulana

Abstract: This research aims to determine marketing strategies that can be implemented to improve marketing performance at Zeribowl Dessert using the SWOT analysis method. This research method uses a qualitative method with a descriptive approach with data collection methods through documentation studies, observations, interviews and questionnaires obtained from 30 customers and 4 Zeribowl Dessert staff. The research results show that the Strength and Opportunities (SO) value is 3.23. Then the Weakness and Threats (WT) value is 3.6. Thus the researcher concludes that an aggressive strategy can be carried out by maximizing strength by taking advantage of Zeribowl's opportunities to gain profits through marketing strategies that can be implemented by Zeribowl Dessert, including; market development and market penetration, product development, market target and market positioning.

Keyword: Marketing Strategy, SWOT Method, Management Strategy

INTRODUCTION

Marketing activities are constantly changing and expanding as information technology develops. Marketing strategy is the activity carried out in its existence and expanding the market as well as consumers. (Amalia et al., 2023). Referring to the American Marketing Association (AMA) 2007 through (Tjiptono, 2008) marketing is the activity carried out by an institution/company in the process of creating, communicating, conveying and implementing proposals with customers, partners, as well as the general public. All business owners are obliged to create a variety of strategies in marketing their business. One of the prominent activities is with the presence of digital change. The strategy is strongly related to the level of company understanding of the position of industry and competitors, thus the company is required to be able to establish a strategy in order to promote its entire product (Lantang et al., 2018). Digital business is a business activity based on the Internet with its operational use of either technology in terms of digital tools or electronic machines. One of the business sectors that has spread its wings with the use of digital business is Food and Beverage or F&B. F&B business moves on the field of food and beverage industry that concerns aspects of service, needs and follow consumer trends. A substantial consumption culture of the Indonesian

population will lead to demand and thus will affect the high productivity that has a positive impact on the country's economy (Lubis et al., 2019). The FnB's efforts have undergone a very significant development and have contributed greatly in creating jobs, increasing government revenues through taxes and duties paid, and increasing in terms of tourism. External and internal factors play an important role in environmental change, external factors are very difficult to predict. (Ramadhan & Sofiyah, 2018). Thus, these factors must be taken into consideration in the business sector, especially in the FnB's efforts to continue to grow. One of the external factors is the development of technology that has many options in transactions, one of which is the emergence of e-money/non-cash (Nasution et al., 2020) which is an ease for customers in transaction so that it can become an opportunity and strength for entrepreneurs. (Fikra et al., 2022). One of the food and beverage companies that tried to spread its wings was Zeribowl Dessert, which opened its first stores at Asia Mega Mas Complex, Kota Medan was established in 2016 by providing only Pre Order (PO) service, but as Zeribowle Deessert opened a branch and established a franchise in several cities in Indonesia. Zeribowl Dessert is a store that sells desserts, bubble drinks and other snacks inspired by Taiwanese Dessert, with the concept of Taiwan and open kitchen. In improving its levels of efficiency, productivity and profitability, Zeribowl Dessert strives to always contribute by attending the food bazar at the Catania Culinary Festival, being the sponsor of several schools and competitions. Zeribowl Dessert also invited influencers such as Jeje Zhuang, Fara Lubis and Sukma Lubis to promote a variety of menus at Zeribowl Dessert to stay in the business competition. But to this day, people are still strangers to Zeribowl Dessert compared to some other popular food, beverage and dessert company names. Although various marketing strategies have been implemented, there is still no clear point on the effective activities undertaken to make Zeribowl Dessert products known to the general public.

Research (Rentability, 2019) concluded that based on the EFE, IFE, Qualitative and Quantitative SWOT matrix stages, it was found that the appropriate types of strategies are market development strategies, backward integration strategies, product development, market penetration strategies and concentrated diversification strategies. Research (Astuti & Ratnawati, 2020) concluded that the position of the Post Office of the Municipality of Magelang 56100 is in Quadran I which means that there are favourable conditions for companies to aggressively carry out growth. The research (Nourlette & Hati, 2017) concluded that the Grand Strategy matrix found was in the second quarter, that is, in a middle competitive position, but that the industry was in a high market growth. Research (Soemitra & Siregar, 2022) states that the most dominant thing in influencing rulers' income is price strategy and product strategy by promoting good quality at affordable prices. Based on the background of the problems that have been presented above and supported by previous research, the author is interested to take the title of the research "Analysis of Marketing Strategies in Increasing Sales with SWOT Method Studies On the Gray Dessert Zeribowl Dessert Asia Branch Mega Mas Field".

METHOD

Type of research

This research uses qualitative methods with a descriptive approach, i.e. objective-oriented studies to provide a systematic, factual and accurate view of the characteristics of the research object. This research will provide a formulation of marketing strategies through opportunities, risks, threats, advantages and disadvantages of Zeribowl Dessert which will be subsequently applied by the company managers.

Data Collection Methods

1. Documentation Study

Through data collection information sources from various books, journal articles and dissertations related to research.

2. Interview

Making in-depth answers directly with the parties involved included the shop employees and the head of the Zeribowl Dessert store.

3. Observation

By directly observing the performance and operational activities of Zeribowl Dessert.

4. Lift (Questionnaire)

Distribute the lift to every Zeribowl Dessert customer who visits and give instructions to complete the lift with samples of 30 customers and 4 staff members including the head of the zeribowl dessert store. The place and time of the research was carried out at the Zeribowl Dessert Facility located in Mega Mas Asia Complex, Medan City. The research was conducted in November 2023 until.

Analysis Techniques

The analytical techniques used are:

a. Descriptive analysis

Descriptive analysis is used to thoroughly identify relationships in a situation and formulate them in such a way as to describe and provide information about strengths, weaknesses, opportunities and threats in marketing Zeribowl Dessert Complex Asia Mega Mas Medan.

b. Internal Factor Matrix (IFE) and External Factor matrix (EFE)

The IFE and EFE matrix consists of columns of weights, ratings and total values that are the result of times of the weights and ratings.

c. SWOT Matrix

SWOT analysis is very useful in deciding on starting a business and choosing a specific strategy by describing the pros and cons clearly outlined all the positive and negative sides of the company's activities. The use of SWOT analytics is useful to facilitate in determining the next steps depicted through a cartesian diagram in clarifying the position of companies obtained from EFE and IFE values.

RESULTS AND DISCUSSION

Strategy Management According to (Rangkuti, 2006) strategy management is a strategy carried out by managers that is oriented to the development of macro strategies such as market and product development, pricing strategy, strategy concerning finance and others. Strategic management refers to the process of making diverse plans and policies based on SWOT analysis in achieving long-term and short-term goals of the company. Through strategic management can help people in planning their business (Septiningrum, 2021). **Marketing Mix** According to (Tjiptono, 2014) marketing mix or marketing mix is a useful marketing tool to pursue marketing goals consisting of elements of product (product), price (price), promotion (promotion) and place (place) that can describe the results of success in obtaining target markets and consumers. There is the addition of three elements to combine the marketing mix of people, physical evidence and process, so they are grouped into seven elements. (7P).

Marketing Strategy

According to (Kotler & Keller, 2010), marketing is distinguished by its social and managerial roles. A marketing strategy is a plan that is prepared to curb any problems that are

likely to occur with the aim of achieving a set goal (Arif et al., 2020). Every company is obliged to understand the competitive strengths and weaknesses of the company to identify a variety of opportunities and resources to determine the type of profitable marketing (Amalia et al., 2023). According to (David, 2010) there is an alternative type of strategy to marketing strategy, namely:

- 1) Forward integration, that is, having greater control over distributors.
- 2) Backward Integration, which is an attempt to obtain more control over a company's suppliers.
- 3) Horizontal integration is greater Control over competitors.
- 4) Market penetration, is an attempt to pursue a broader market share of a product through various improvement efforts.
- 5) Market development, is the introduction of a new product or service in a new area.
- 6) Product development, that is to increase the average sales due to changes and the development of new product / service.
- 7) Related diversification, which is the addition of products / services that are related to each other.
- 8) Unrelated diversification, which are the additions of unrelated products / service
- 9) Supplement, is a re-establishment of a group based on the reduction of costs and assets when the gain obtained decreases.
- 10) Divestation, which is the sale of an organization.
- 11) Liquidity, that is, the sale of the entire assets of the company separately from the tangible assets.

IFE and EFE Matrix

The IFE (internal factor evaluation) and EFE (external factor assessment) matrix consists of columns of weights, ratings and weight scores that represent the overweight and rating. According to David in Astuti & Ratnawati's research, the use of the IFE matrix to identify the strengths and weaknesses of a company identifies an external factor of the company. (Astuti & Ratnawati, 2020). According to Rangkuti in the research (Fauzani et al., 2018) stated the need to know the external and internal factors that affect the survival of the company. This will then be used to formulate the strategic factors using the SWOT matrix model. The weight of each factor is scaled from 1.0 (most important) to 0.0 (not important). Based on the influence of these factors on the company's strategic position and the number of such weights does not exceed 1. Each factor is given a rating scale ranging from 4 (outstanding) to 1 (poor), based on the impact of positive factors is rated from +1 to +4. (sangat baik). Weighing factor (weight score) is the result of weight increase with rating (Umar, 2003).

SWOT Analysis

SWOT analysis is an important part of any business and strategic plan that is very useful in deciding whether to start a business with a specific strategy or not, by visualizing the advantages and disadvantages and clearly showing all the positive and negative sides of a project or company. SWOT is an acronym for Strengths, Weaknesses, Opportunities, Threats. Internal factors include strengths that are determinants of a company's success so that it is ranked at a high level and include weaknesses that are a variety of factors that put a company in an unfavourable position.

Whereas external factors include Opportunities that will help a business or corporation thrive more like market trends that must be based on strengths and weaknesses. Threats that are a major obstacle to the position of a company that can interfere with operational stability

such as business market fluctuations, government regulations and public perception are external factors that could be threats in the long term.

According to (Pears & Robinson, 2013) SWOT analysis is a way to optimize the internal and external resources of a company. It is done to suit the situation and conditions of maximizing opportunities and strengths and also minimizing threats and weaknesses. In the SWOT analysis distinguished through the Quadrant position; Quadrant 1 is a very advantageous position because it has internal opportunities and strengths that are used to benefit the company by supporting aggressive or growth-centred strategies. Quadrant II shows that the company has a variety of threats but has internal strengths in supporting diversification or strategic change, even strengthening the product/market. Quadrant III shows that companies have great opportunities, but there are internal barriers so that they support turn-around strategies or minimize internal problems in order to seize greater market opportunities. Quadrant IV feels at a disadvantageous position because faced with various internal threats and weaknesses so that it supports defensive strategies or performance that has proven problematic. (Rangkuti, 2006).

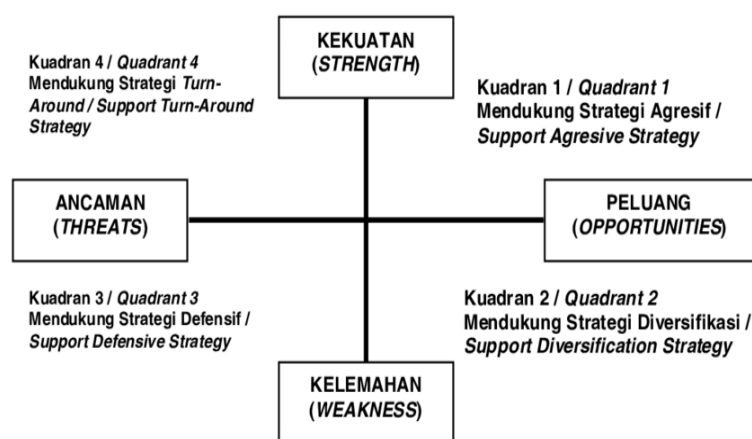


Figure 1. SWOT Analysis Quadrant

Source: (Rangkuti, 2006)

Data Reduction Level

1. IFE Matrix Analysis

The IFE matrix is used to determine the magnitude of the role of the internal factors of a company by explaining the internal state of the company, consisting of Strengths and Weaknesses calculated on the basis of ratings and weights.

Table 1. Matriks IFE (Internal Factor Evaluation)

No	Internal Factors	Weight	Ratings	Weight score
	Strength			
1	Affordable and strategic location	0,1	3	0,3
2	Product sterilization guaranteed	0,13	4	0,52
3	Good and satisfying service from the SDM	0,1	3	0,3
4	There's a delivery order system.	0,1	3	0,3
5	A comfortable and clean place	0,12	4	0,48
6	Ease of joining through franchise	0,09	3	0,27

				2,17
	Weakness			
1	Uncompetitive prices	0,12	4	0,48
2	No special service/counter orders online	0,02	1	0,02
3	A minimum of public toilets.	0,02	1	0,02
4	Limited parking space	0,07	3	0,21
5	Promotions are only available in offline stores	0,06	2	0,12
6	There is no official halal label from MUI, but the tools and materials used are 100% halal.	0,07	3	0,21
				1,06
	Totally IFE	1		3,23

Source: Data Processing, 2024.

The data value of the rating for each of the above factors shows a scale ranging from 1 (very bad) to 4 (sangat baik). Table 1. shows that the sterilization of products is the main strength factor of the company with the highest score of 0.52 and a comfortable and clean place with a score of 0,48. Whereas low/not competitive or relatively expensive prices are the main weakness factor of obtaining a scale of 0.48. Then limit the parking space and the influence of the MUI halal label with a score of 0.21. So we got a total IFE weight of 3.23.

2. EFE Matrix Analysis

The external matrix is used to determine the extent to which external factors influence a company. The EFE matrix describes the conditions of opportunities and threats calculated using ratings and weights.

Table 2. Matrix EFE (External Factor Evaluation)

No	Internal factors	weight	Ratings	Weight score
	Opportunities			
1	Advertising and online sales so that it attracts customers and makes it easy for customers	0,15	4	0,6
2	The market share applies to all the older and younger generations.	0,14	4	0,56
3	Create a variety of new products based on trends	0,09	3	0,27
4	Easy and varied payment services	0,13	4	0,52
				1,95
	Threats			

1	Consumers tend to come from the upper class.	0,13	4	0,52
2	Strong competition in the food, beverage and dessert industries.	0,14	4	0,56
3	Newcomer threat	0,13	3	0,39
4	Payment of taxes Zeribowl Dessert	0,09	2	0,18
				1,65
	Totally EFE	1		3,6

Source: Data Processing, 2024.

The data value of the rating for each of the above factors shows a scale ranging from 1 (very bad) to 4 (sangat baik). According to Table 2, the main opportunities that can be exploited by Zeribowl Dessert are advertising and online sales so that it attracts customers and facilitates customers with an acquisition score of 0.6. The other chance is that the market share applies to the young generation and the group has been aged with a score of 0.56. Whereas the greatest threat is due to tight competition in the food, beverage and dessert industry with a total weight score of 0,56.

3. SWOT Analysis

Table. 3 SWOT Analysis Results

Internal	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Zeribowl Dessert is located in a strategic location that is passed by a lot of people and easy to find. 2. Open kitchen concept so customers can see directly the process of making food/drinks by serving tools and materials that are clean (sterile) so that the quality of the product is guaranteed. 3. Have a reliable Human Resource (Server) quality, working together to the company's goals with an integrated management system. 4. Works in conjunction with several online applications, thus providing convenience for consumers in the messaging service. 5. Presents a high aesthetic atmosphere with an emphasis on comfort, hygiene and tranquility. 6. Provides ease in conducting cooperation through a franchise with good franchise 	<ol style="list-style-type: none"> 1. The price of the menu tends to be expensive, making the visitors only come from a certain group. 2. There is no special service/ counter ordering online, so making visitors feel uncomfortable because of online drivers passing by. 3. Limited public toilet facilities make visitors attend. 4. Limited parking space and not able to accommodate all four-wheeled vehicles carried by customers. 5. Promotions are provided only for customers who buy directly at Zeribowl Dessert stores, while customers who want to book online do not get such promotions. 6. Still has no official halal logo from MUI, nevertheless the tools and materials used are 100% halal.

	management.	
Eksternal		
Opportunities (O)	Strategy SO	Strategy WO
<ol style="list-style-type: none"> 1. The development of information technology makes it easier for Zeribowl Dessert to market its products by making advertising and online sales to attract customers. 2. Unlimited market share applies to all generations (old and young). 3. Active in creating a variety of new products based on current trends. 	<ol style="list-style-type: none"> 1. Increase the reach of product information through information technology or social media by carrying out an entire advertising strategy both to introduce the product as well as to offer cooperation (franchise) with various benefits. 2. Expand market share to support the performance of Zeribowl Dessert. 3. Expand customer service with online ordering and have a signature menu so that it can maintain the specificity of Zeribowl Dessert by eliminating unpopular menus. 	<ol style="list-style-type: none"> 1. Set prices according to quality and taste by having its own advantages and benefits. 2. a special counter for online orders so that drivers do not have to go into stores that make other customers feel distracted. 3. Expands the parking space that can accommodate daily customers Zeribowl Dessert. 4. Promotions are available for offline and online stores. 5. Accelerate the management of MUI's official halal logo so that no concerns arise for other communities.
Threats (T)	Strategy ST	Strategy WT
<ol style="list-style-type: none"> 1. The food, beverage and dessert industries are one of those industries that has many competitors with a competitive sector. 2. The threat of newcomers by offering similar products at affordable prices. 3. Payment of taxes leads to a reduction in revenue. 	<ol style="list-style-type: none"> 1. Offer different concepts from other stores that are more attractive. 2. Apply Tax & Service to every purchase for corporate tax payments. 	<ol style="list-style-type: none"> 1. Provide affordable product prices so that Zeribowl Dessert customers can maintain their loyalty. 2. Provide a wide range of service facilities and competitive prices for all customers.

Source: Data Processing, 2024.

Based on the results of SWOT analysis can be described through quadran as a clarification of the position of the company as follows.

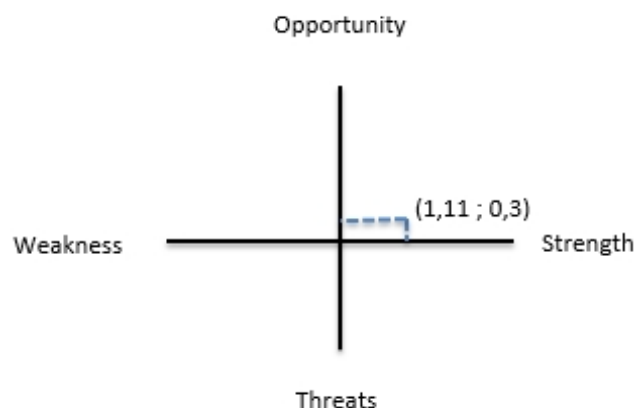


Figure 2. SWOT Diagram Zeribowl Dessert

Source: Data Processing, 2024.

Based on Figure 2. See Zeribowl Dessert located on the Opportunity and Strength axes of Quadrant I with a coordinate point of 1.11; 0.3. The IFE value of 1.11 is obtained from the difference of the total strength weight score with a deficit of $2.17 - 1.06 = 1.11$, whereas the EFE value is the difference from the total chance and threat score of $1.95 - 1.65 = 0.3$. That means Zeribowl Dessert applies aggressive strategies in exploiting internal strengths to exploit external opportunities and drive business growth. (Fauzani et al., 2018).

SWOT Matrix Analysis for SO Strategy

To reach the strength used in exploiting the opportunities that Zeribowl Dessert has that can shape the marketing strategy in the company by expanding the market share of Zeribowls Dessert customers so that everyone can feel the delicacy of Taiwan Zeribowls Dessert by using information technology such as social media in disseminating information related to the products offered and also the opportunity to join in the cooperation (franchise) with good management. Has a signature menu that is recommended and will not disappear and also deletes a slow moving menu as well as replacing it with a trend menu.

SWOT Matrix Analysis for WO Strategy

Through the weaknesses and opportunities of Zeribowl Dessert, strategies can be developed to minimize the weaker ones so that Zeribowls Dessert can take advantage of the opportunities of providing a larger parking space to accommodate the entire vehicle of daily customers. Then provide promotions that are attractive to customers offline and online so they often make purchases. And also consider clarifying the MUI's legal logo.

SWOT Matrix Analysis for ST Strategy

Based on its strengths and threats, Zeribowl Dessert uses its power to overcome threats that come anytime, offering different concepts both offline and online to different customers from other stores.

SWOT Matrix Analysis for WT Strategy

On the weaknesses and threats in the Zeribowl Dessert can be minimized through the internal weakening in avoiding threats from outside namely providing affordable facilities and rates at competitive prices for customers.

The Right Marketing Strategy On Zeribowl Dessert Based on SWOT Analysis

1. Market Development and Market Penetration

The development of the market is being done to acquire a potential market for every product produced by Zeribowl Dessert, thus enabling zeribowl dessert to sell, introduce and promote its products to consumers.

2. Product development

Consumers always want the type of product that fits the current trends so Zeribowl Dessert allows to always carry out product development continuously by improving or modifying the resulting product.

3. Target market

Target markets are determined by assessing market segmentation. Nowadays Zeribowl Dessert consumers are filled with a community of the upper class. The target market target of Zeribowls Dessert is to use a micromarketing strategy where Zeribows Dessert customizes offers and a variety of promotions to meet different groups of people who have a position accordingly.

4. Determination of Market Position (Positioning)

Zeribowl Dessert wants to make value on the consumer that the products sold are good quality products and suitable for consumption by the community.

CONCLUSION

Based on the results of the analysis performed by the researchers, the IFE and EFE factors result in Strength and Opportunities (SO) values of 3.23. The result of the cartesius diagram, Zeribowl Dessert is on Quadrant I showing the company's situation will be correct when carrying out aggressive strategies with the SO approach (Strength- Opportunity). There are things that can be applied to Zeribowl Dessert among others;ining the hygiene of food as well as the comfort of the place in order to maintain good relationships with customers. Determining the target market as accurately as possible so that the price applied can be adjusted to the appropriate customer group so that pricing is not a big issue. And also active in introducing products through social media and influencers so that more and more prospective customers are familiar with Zeribowl Dessert.

REFERENCES

- Amalia, N. R., Yulianti, F., & Kadir, A. (2023). Analysis of Marketing Strategies in Increasing Sales at Cafe Bree Sweetandfreeze Banjarmasin (Menggunakan Analisis SWOT). *Rimba Journal: Scientific Research...*, 1(3), 41–48. <https://journal.arimbi.or.id/index.php/Rimba/article/view/85%0Ahttps://jornal.arimba.org> (2020). Business introduction. FEBI UIN-SU Press.
- Astuti, A. M. I., & Ratnawati, S. (2020). SWOT analysis in determining marketing strategy (Studi Kasus di Kantor Pos Kota Magelang 56100). *Journal of Management Sciences*, 17(2), 58–70.
- David, F. (2010). *Strategy Management*. Book 1 (12th ed.). Salemba Four.
- Fauzani, M., Akramiah, N., & Sutikno, B. (2018). Swot Analysis in Product Marketing Strategy Determination. *Plastic Sentosa Gifts. EMA Journal*, 3(2), 104–117. <https://doi.org/10.47335/ema.v3i2.31>
- Fikra, A. A., Rahmani, N. A. B., & Wahyuni, A. (2022). SWOT Analysis of Innovation of Shariah Insurance Products Takaful Familia Kota Medan (Case Study of Takaful

- Insurance Company Kota Medan Familia). *Journal of Computer Science, Economics and Management (JIKEM)*, 2(1), 1365–1371.
- Kotler, P., & Keller, K. L. (2010). *Marketing Management. Level two*. Erlangga.
- Lantang, T., S. Soegoto, A., & Mandagie, Y. (2018). Deho Canning Company Bitung. *EMBA Journal: Economics, Management, Business and Accounting Research Journal*, 6(4), 3098–3107.
- Lubis, F. A. Hasibuan, R. R. A., Yanti, N., Atika, & Manjasari. (2019). *Introduction to Islamic Economics*. FEBI UIN-SU Press.
- Luntungan, W. G. A., & Tawas, H. N. (2019). Bambuden Boulevard Manado Marketing Strategy: SWOT Analysis. *EMBA Journal: Economics, Management, Business and Accounting Research Journal*, 7(4), 5495–5504.
- Nasution, M.I.P., Nurbaiti, N.N., Nurlaila, N., Rahma, T. I.F., & Kamilah, K. (2020). Face Recognition Login Authentication for Digital Payment Solution at COVID-19 Pandemic. 2020 3rd International Conference on Computer and Informatics Engineering, IC2IE 2020, 48–51. <https://doi.org/10.1109/IC2IE50715.2020.9274654>
- Nourlette, R. R., & Hati, S. W. (2017). Strategy Determination With Swot Analysis Approach at Hotel Nongsa Point Marina & Resort in Facing Business Competition. *Inovbiz: Business Innovation Journal*, 5(1), 82. <https://doi.org/10.35314/inovbiz.v5i1.174> Pears,
- J., & Robinson, R. (2013). *Strategy Management (Formulasi, Implementasi dan Pengendalian)*. Salemba Four.
- Ramadan, A., & Sofiyah, F. R. (2018). This research aims to identify and analyze the marketing strategy of McDoanald's Ring Road by using the SWOT analysis consisting of Strength, Weakness. *Information Systems*, 1(2), 1–5.
- Rangkuti, F. (2006). *SWOT Analysis of Business Case Analysis Techniques*. P.T. Gramedia Main Library.
- Septiningrum, L.D. (2021). *JMBI UNSRAT (Scientific Journal of Business Management and Innovation at Sam Ratulangi University)*., 8(1), 32–49. <https://doi.org/10.35794/jmbi.v8i1.32638>
- Soemitra, A., & Siregar, A. Z. (2022). Marketing Strategies in Increasing Revenue of Enterprises in the Islamic Economic Perspective. *Center of Knowledge : Journal of Education and Public Service*, 2(2), 78–87. <https://doi.org/10.51178/cok.v2i2.715>
- Tjiptono, F. (2008). *Strategic Marketing (3rd ed.)*. CV. Andi Offset. Tjiptono, F. (2014). *Service Marketing – Principles, Applications, and Research*. Andi offset. Umar, H. (2003). *Strategic Management in Action*. PT Gramedia.