



DOI: <https://doi.org/10.38035/dijemss.v6i6>
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Sub-Brand Improvement Strategy for Retail Management Study Program at XYZ University

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Abstract: This study aims to analyze the sub-brand strengthening of the Retail Management Study Program at XYZ University by using a SWOT analysis approach combined with the 7P marketing mix framework. The research seeks to identify the program's strengths, weaknesses, opportunities, and threats, as well as to formulate appropriate strategies within the context of higher education marketing. Based on the data analysis, the Internal Factor Analysis Summary (IFAS) score was 3.02, while the External Factor Analysis Summary (EFAS) score reached 3.25, placing the program in the aggressive (S–O) quadrant. The proposed strategies focus on leveraging internal strengths—such as a relevant curriculum, affordable tuition, digital media utilization, and adequate campus facilities—to address external opportunities including the growth of the retail industry, scholarship availability, and the program's unique positioning within the region. The final outcome presents a sub-brand development strategy based on the 7P framework, covering product, price, place, promotion, people, process, and physical evidence to strengthen competitiveness and brand identity.

Keywords: Sub-Brand, SWOT, Marketing Strategy, Study Program, 7P, Retail Management, Marketing Mix

INTRODUCTION

In an era of increasingly competitive higher education, universities are not only required to provide quality educational programs but also to build a strong image in the public mind. One strategic approach that can be used to build an institutional image is through effective *sub-brand management*. A *sub-brand* is a brand entity under the umbrella of the main brand, which

aims to highlight the uniqueness, specialization, or excellence of a particular part of the organization, such as a study program in the context of higher education (Kapferer, 2012).

Sub-branding strategies are considered important in the context of higher education because each study program has different characteristics, target markets, and value propositions. According to Keller (2013), well-managed *sub-brands* can strengthen the parent brand and create mutually beneficial brand equity. In this case, strengthening the sub-brand not only contributes to the reputation of a particular study program, but also to the overall image of the institution.

XYZ University, as a private university offering a variety of study programs, faces challenges in equalizing the attractiveness of its programs. Based on internal data, the number of active students in the Retail Management Study Program is lower than in other study programs, such as Industrial Engineering, Informatics Engineering, Visual Communication Design, and Digital Business. This situation indicates problems with perception, value communication, and suboptimal branding strategy.

No	Study program	Number of Registrants
1	Industrial Engineering	453
2	Informatics Engineering	465
3	Visual communication design	89
4	Digital Business	267
5	Retail Management	14

Table 1: 2024 New Student Registration Data for XYZ University

Based on XYZ University's 2024 new student enrollment data (Table 1), the Retail Management Study Program had the fewest applicants compared to other study programs, with only 14 applicants. This number significantly differs from Industrial Engineering (453 applicants), Informatics Engineering (465 applicants), Visual Communication Design (89 applicants), and Digital Business (267 applicants). This fact demonstrates the challenges in attracting prospective students to the Retail Management study program.

This situation can be attributed to the importance of strengthening study program marketing strategies, particularly in terms of product (curriculum design), place (location and educational facilities), and brand equity (image of the study program and institution). As explained by Firmansyah, Sumarwan, and Ali (2021) in the Journal of Management & Agribusiness, "product, place, and brand equity are marketing mix factors that should be a top priority for producers and marketers... to be improved and developed" (p. 249).

Therefore, this study aims to formulate a strategy for improving the sub-brand of the Retail Management Study Program at XYZ University through a marketing mix strategy approach that includes seven aspects (7Ps), namely product, price, place, promotion, people, process, and physical evidence. This study is expected to provide theoretical contributions to the study of sub-branding in the education sector, as well as provide practical recommendations in developing marketing strategies and image of study programs in the university environment.

METHOD

This study uses a qualitative methodology and employs a 7P marketing mix analysis, SWOT analysis, and *sub-brand evaluation*. The 7P marketing mix consists of product, price, location, promotion, people, process, and physical evidence. The SWOT analysis helps determine internal and external factors that influence branding strategies, To determine stakeholder perceptions and relationships toward this study program, a sub-brand evaluation was conducted. After conducting thorough interviews, data were collected and descriptively

analyzed to identify patterns and approaches that can improve the image of the XYZ University Retail Management Study Program.

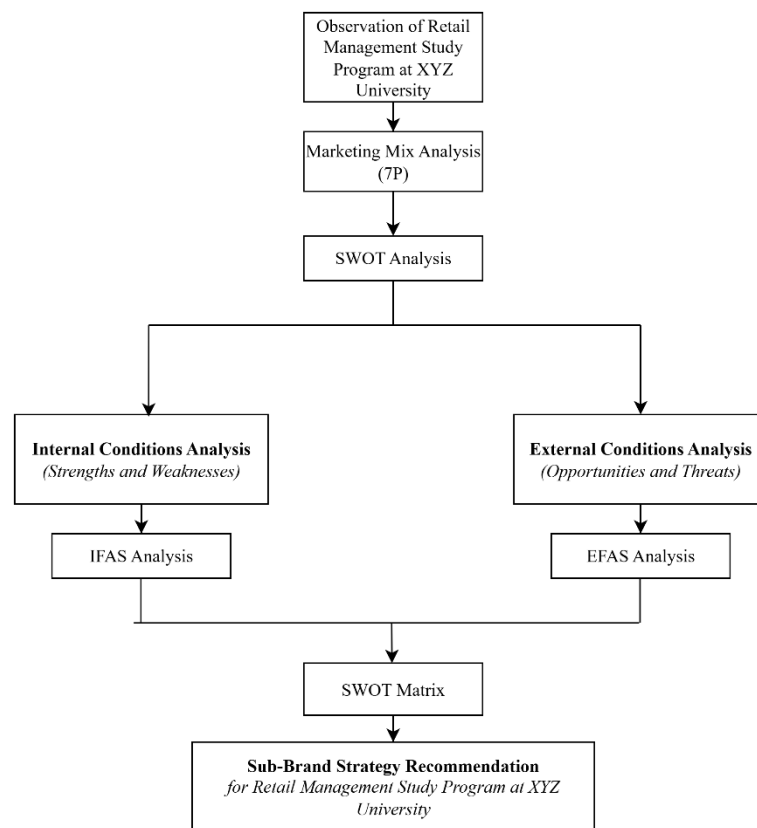


Figure 1 Research Flow

RESULTS AND DISCUSSION

This study aims to analyze the sub-brands of the Retail Management Study Program at XYZ University, utilizing a SWOT analysis approach and the marketing mix (7Ps) for *the sub-brands* as the main indicators in the study. This study is still in its initial stage and is designed to explore how strengths, weaknesses, opportunities, and threats, as well as marketing elements such as product, price, place, promotion, people, processes, and physical evidence, play a role in shaping and strengthening the identity of the study program's sub-brands. Through this approach, it is hoped that potential and challenges can be identified in building a stronger positive image for the Retail Management Study Program going forward.

SWOT Analysis of the Retail Management Study Program at XYZ University

The following is a development of the SWOT analysis for the Retail Management study program at XYZ University by adding 7 (seven) points each based on the 7P marketing mix in the categories of Strengths, Weaknesses, Opportunities, and Threats. This study program is the latest initiative presented by XYZ University to meet the market need for skilled workers in the field of retail management, a sector that is growing rapidly along with changes in consumer behavior and the digital transformation that is occurring in this industry. Along with the rapid development of the retail sector, both physically and digitally, the need for professionals who have a deep understanding of retail management strategies, digital marketing, and technological innovation in retail is becoming increasingly important. Therefore, this study program is designed to prepare graduates who can adapt to the dynamics of the retail world and are able to provide appropriate solutions to the challenges faced by the industry.

Table 1 Internal Analysis of the Retail Management Study Program at XYZ University

No.	Internal Strategy Factors	WEIGHT	RATING	TOTAL SCORE (Weight x Rating)
Strength				
	The curriculum is specific and relevant to the needs of the retail industry.	0.06	4	0.23
	Study costs are relatively affordable	0.09	5	0.43
	Strategic campus location in urban areas or near business districts.	0.09	5	0.43
	The existence of social media and digital content as a means of promotion	0.09	5	0.43
	Lecturers have academic and retail practitioner backgrounds.	0.09	5	0.43
	Online-based academic system and student services	0.06	4	0.23
	The campus facilities are quite complete: classrooms, computer labs, and a simulated retail mini market.	0.06	3	0.17
Total Strength		0.51		2.34
Weakness				
	New study program, <i>sub brand</i> not yet strong.	0.09	1	0.09
	Low prices can be associated with low quality.	0.09	2	0.17
	Limited access for students from outside the city/region.	0.03	2.9	0.08
	There has been no promotion that emphasizes the uniqueness of the Retail Management Study Program.	0.09	1	0.09
	Lecturers have both academic and retail practitioner backgrounds.	0.09	1	0.09
	Lack of standard operating procedures for promotions & registration.	0.03	2.9	0.08
	The visual design and image of the campus do not yet reflect the professionalism of the retail industry.	0.09	1	0.09
Total Weakness		0.49		0.68
Total Internal		1.00		3.02

Based on the results of data processing on internal factors influencing the Retail Management Study Program at XYZ University, a cumulative total score of 3.02 was obtained. This value is a combination of the scores of all indicators classified into two main groups: strengths and weaknesses. In the strengths group, seven elements were analyzed with a total weighting of 0.51. The results of the assessment of these components resulted in a final score of 2.34, which was calculated based on the accumulation of the weights and ratings of each factor.

Elements in the strengths category encompass various functional and structural aspects, ranging from the curriculum's suitability to the needs of the retail industry, affordability of tuition fees, strategic campus locations, and the use of social media as a promotional tool. Other factors taken into consideration include the faculty's academic and practical experience, the implementation of digital-based academic services, and the availability of supporting facilities such as laboratories and simulation rooms.

Meanwhile, in the weaknesses group, there are seven indicators with a cumulative weighting of 0.49 and a final score of 0.68. Factors included in this category include the relatively new age of the study program, so the sub-brand identity has not yet been firmly established. In addition, public perception regarding the correlation between low tuition fees and academic quality, limited access for prospective students from outside the region, and promotions that do not highlight the uniqueness of the study program are also part of the aspects assessed. Several other things that are also taken into account are the background of lecturers in the context of promotion, suboptimal operational procedures related to promotion and registration, and the visual appearance of the institution that does not reflect the professional character of the retail sector.

All indicators in the strengths and weaknesses group are weighted according to their importance and influence on the internal performance of the study program, and each is multiplied by a rating that reflects the actual conditions in the field. The final result of this calculation provides a comprehensive overview of the internal factors of the Retail Management Study Program at XYZ University, as outlined in the quantitative assessment structure based on the SWOT analysis approach.

Table 2 External Analysis of the Retail Management Study Program at XYZ University

No.	External Strategy Factors	WEIGHT	RATING	TOTAL SCORE (Weight x Rating)
Opportunity				
	The development of e-commerce and modern retail has opened up wide employment opportunities.	0.06	4	0.23
	Scholarship packages or tuition fee installments can attract new students.	0.09	5	0.43
	XYZ Campus is the only campus that offers a Retail Management Study Program.	0.09	5	0.43
	Utilizing Social Media as a Cheap and Effective Promotional Tool	0.09	5	0.43
	Improving the quality of teaching through industrial training.	0.06	3	0.17
	Development of integrated student services to increase satisfaction.	0.06	4	0.23
	Visual rebranding and facility improvements can improve public perception.	0.06	3	0.17
	Total Chances	0.50		2.26
Threat				
	Public perception of those who are not yet familiar with the specialization of this study program	0.09	1	0.09
	Similar study programs at renowned campuses offer competitive quality and prices.	0.06	2	0.12
	Lack of Cooperation with Retail Networks in Surrounding Locations	0.09	1	0.09
	Dominance of promotions of other superior study programs that are more widely known	0.09	2.9	0.26
	Quality human resources can be recruited by other institutions with better offers.	0.06	2.5	0.15
	Lack of standard operating procedures for promotion The complicated academic process makes prospective students reluctant to register.	0.03	1	0.03
	Competing campuses have more modern and attractive buildings and facilities.	0.09	2.9	0.26
	Total Threat	0.50		0.98
	External Total	1		3.25

The analysis of external strategic factors for the Retail Management Study Program at XYZ University shows a total score of 3.25, obtained from a combination of the opportunities and threats. The opportunities category consists of seven indicators with a total weighting of 0.50, resulting in an accumulative score of 2.26. Each indicator in this category reflects external environmental conditions relevant to the sustainability and development of the study program, both in terms of industry trends, institutional policies, and potential attractiveness for prospective students. The assessment of these opportunities includes elements such as the development of the e-commerce and modern retail sectors, the availability of scholarship programs or financing schemes, the unique position of the campus as the sole provider of the study program, the use of social media, industry training, student services, and institutional rebranding.

Meanwhile, in the threat category, there are also seven indicators with a total weighting of 0.50, and a final score of 0.98. The indicators included in this category describe various potential pressures or constraints from the external environment that can affect the achievement of the study program's objectives. Some of the indicators assessed include public perception that is not yet fully familiar with the characteristics of this study program, the existence of similar programs at other universities with competitive prices and quality, limited local retail partnership networks, the dominance of other study programs in institutional promotion, the potential for human resource migration, as well as the visual aspects of the campus and the complexity of the academic process from the perspective of prospective students.

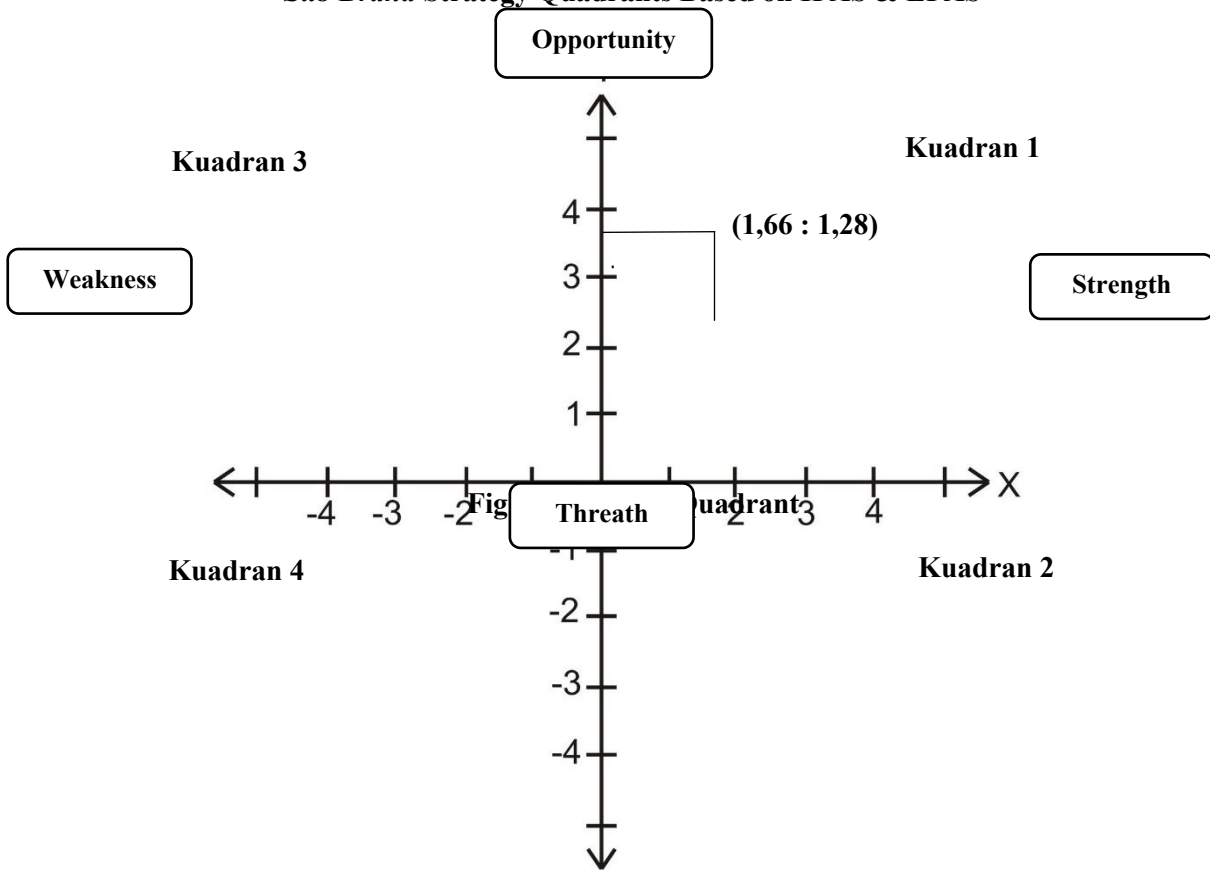
Each factor in both categories is analyzed by assigning a weight based on its relative importance, then multiplied by the rating to produce a final score per indicator. The scores obtained in this analysis provide a quantitative overview of the study program's external position within the broader strategic environment, as presented in the SWOT framework.

Table 3 IFAS & EFAS

IFAS	SW	2.34 – 0.68	1.66
EFAS	OT	2.26 – 0.98	1.28
Total			2.94

Based on the analysis recapitulation results, the IFAS Table shows an S–W difference of 1.66, which is obtained from a total strength of 2.34 and a total weakness of 0.68. Meanwhile, the EFAS Table records a difference between opportunities and threats (O–T) of 1.28, which comes from a total opportunity value of 2.26 and a total threat of 0.98. If these two differences are added together, the total strategy score produced is 2.94. These values are obtained through an assessment process of internal and external strategic factors, each given a weight and rating, then multiplied to obtain a total score that describes the relative position of the study program in the internal and external aspects that have been analyzed.

Sub Brand Strategy Quadrants Based on IFAS & EFAS



Based on SWOT Quadrant 1 (S–O) and the 7P marketing mix, which combines strengths and opportunities, here are some strategies related to *sub-brands* for the Retail Management study program at XYZ University.

1. Product

The Retail Management Study Program at XYZ University can develop a curriculum that is more applicable and responsive to e-commerce and modern retail trends. This curriculum is designed by integrating industry case studies and practical exercises in a simulated minimarket as a means of practice-based learning.

2. Price

Study programs can capitalize on the relatively affordable tuition fees by crafting a promotional narrative that links the price to scholarship opportunities, tuition installment schemes, and broad career access in the retail sector, thereby increasing the perceived value in the eyes of prospective students.

3. Place

XYZ University, through its Retail Management Study Program, can leverage its strategic campus location in an urban area by strengthening its network of retail industry partnerships in the surrounding area. These partnerships can be leveraged for student internships and industry-based learning activities.

4. Promotion

Study programs can increase sub-brand exposure through an active digital promotional strategy, utilizing the campus's official social media channels. The promotional narrative can focus on the program's uniqueness, curriculum excellence, and its status as the only Retail Management Study Program in the region.

5. People

Lecturers with a background in retail practice can be optimized as both instructors and academic promotional figures. Study programs can also actively involve students in digital content activities to build emotional engagement and strengthen the image of sub-brands.

6. Process

Study programs can refine their online academic services and registration processes to increase accessibility and efficiency for prospective students. Processes such as scholarship information, registration, and academic advising can be designed to be more integrated and accessible.

7. Physical Evidence

The Retail Management Study Program at XYZ University can utilize existing facilities, such as modern classrooms, computer labs, and a simulated minimarket, as concrete evidence of the facility's readiness. These facilities can also be used as promotional visuals to build trust with prospective students.

Through these strategies, the Retail Management study program at XYZ University can enhance its sub-brand, attract more prospective students, and build a strong reputation in the field of retail education.

Table 4 SWOT Matrix of Retail Management Study Program at XYZ University

<p style="text-align: center;">Internal</p> <p style="text-align: center;">External</p>	<p>Strength (S)</p> <ol style="list-style-type: none"> The curriculum is specific and relevant to the needs of the retail industry. Study costs are relatively affordable Strategic campus location in urban areas or near business districts. The existence of social media and digital content as a means of promotion Lecturers have academic and retail practitioner backgrounds. Online-based academic system and student services The campus facilities are quite complete: classrooms, computer labs, and a simulated retail mini market. 	<p>Weakness (W)</p> <ol style="list-style-type: none"> New study program, sub brand not yet strong. Low prices can be associated with low quality. Limited access for students from outside the city/region. There has been no promotion that emphasizes the uniqueness of the Retail Management Study Program. Lecturers have an academic background as retail practitioners Lack of standard operating procedures for promotions & registration. The visual design and image of the campus do not yet reflect the professionalism of the retail industry.
<p>Opportunity (O)</p> <ol style="list-style-type: none"> The development of e-commerce and modern retail has opened up wide employment opportunities. Scholarship packages or tuition fee installments can attract new students. XYZ Campus is the only campus that offers a Retail Management Study Program. Utilizing Social Media as a Cheap and Effective 	<p>SO Strategy</p> <ol style="list-style-type: none"> Integration of digital retail curriculum to address the needs of the modern e-commerce and retail industry. Active promotion through social media to strengthen sub-brands and reach prospective students. Visual rebranding of the campus by highlighting 	<p>WO Strategy</p> <ol style="list-style-type: none"> Strengthen sub-brands through visual rebranding and digital promotions. Build a quality image by highlighting job opportunities in the modern retail industry. Expand student reach through online promotions and scholarship/installment schemes. Showcase the uniqueness of the study program with a

<p>Promotional Tool</p> <ol style="list-style-type: none"> 5. Improving the quality of teaching through industrial training. 6. Development of integrated student services to increase satisfaction. 7. Visual rebranding and facility improvements can improve public perception. 	<p>strategic locations and supporting facilities.</p> <ol style="list-style-type: none"> 4. Development of an online academic service system to improve student comfort and satisfaction. 5. Collaboration of lecturer training with industry to strengthen practice-based teaching. 6. Promotional campaigns highlighting affordable fees and campus locations to attract new students. 	<p>narrative as the only Retail Study Program in the region.</p> <ol style="list-style-type: none"> 5. Improve lecturer competency through structured industrial training. 6. Develop integrated promotion & registration SOPs within campus digital services. 7. Improve campus image through improvements to visual design and supporting facilities.
<p>Threat (T)</p> <ol style="list-style-type: none"> 1. New study program, sub brand not yet strong. 2. Low prices can be associated with low quality. 3. Limited access for students from outside the city/region. 4. There has been no promotion that emphasizes the uniqueness of the Retail Management Study Program. 5. Lecturers have an academic background as retail practitioners 6. Lack of standard operating procedures for promotions & registration. 7. The visual design and image of the campus do not yet reflect the professionalism of the retail industry. 	<p>ST Strategy</p> <ol style="list-style-type: none"> 1. Use a relevant curriculum to emphasize the value and uniqueness of the new study program. 2. Offer affordable fees with an emphasis on academic quality to neutralize negative perceptions. 3. Take advantage of strategic locations to strengthen the image and appeal to students from outside the area. 4. Activate promotions through social media to highlight the uniqueness and excellence of the study program. 5. Feature profiles of practicing lecturers in promotional materials to build a perception of professionalism. 6. Optimize online service systems to simplify the promotion and registration process. 7. Visually showcase campus facilities to improve campus image and public appeal. 	<p>WT Strategy</p> <ol style="list-style-type: none"> 8. Strengthen sub-brand identity through professional and consistent visual design. 9. Improve perceptions of quality by building a structured narrative of program value and excellence. 10. Improve promotion and registration SOPs to make the academic process easier and more user-friendly for prospective students. 11. Conduct special mapping and promotions outside the region to expand the reach of new students. 12. Update the physical and digital appearance of the campus to compete with more modern institutions. 13. Develop a human resource retention program to maintain qualified lecturers so they are not easily recruited by other institutions. 14. Enhance external collaboration to expand retail network and strengthen study program position

An analysis of the Retail Management Study Program's strategic environment reflects strong development potential through a combination of internal and external factors. The program boasts several strengths, including a curriculum relevant to industry needs, competitive tuition fees, a strategic campus location, and support from digital-based learning facilities and academic systems. Furthermore, the use of social media and the involvement of faculty with practical backgrounds are crucial in building a practical academic image.

However, there are also weaknesses that must be addressed, such as weak sub-brand identities, suboptimal promotion that highlights the uniqueness of study programs, and

challenges in reaching prospective students from outside the region. Externally, opportunities are vast, including the growth of the e-commerce industry, the availability of scholarships, and the exclusive position of study programs in the region. Meanwhile, threats from negative perceptions of low prices, limited promotional networks, and the complexity of academic procedures need to be managed through responsive and adaptive strategies.

CONCLUSION

Based on the results of the SWOT analysis and the 7P marketing mix approach, the Retail Management Study Program at XYZ University has significant potential for strengthening its sub-brand. Strong internal factors and external opportunities position the program for an aggressive strategy. The S–O strategies developed include integrating an e-commerce-based curriculum, optimizing social media as a promotional tool, and strengthening the campus image through digital facilities and services. Other strategies are also designed to address weaknesses and threats, such as improving promotion and registration SOPs, enhancing visual design, and developing lecturer competencies through industrial training. The 7P approach is used to ensure that all aspects of the study program's marketing are managed comprehensively and integrated in an effort to build the image and appeal of the sub-brand.

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