



The Effect of Market Orientation and Product Innovation on Performance-Mediated Competitive Advantage Marketing(Case Study of MSME Boutiq Women in Medan Market Center)

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ABSTRACT

The purpose of this study was to examine the role of market orientation and product innovation on competitive advantage mediated by marketing performance on women's Boutiq SMEs in the market center. The quantitative associative methodology is used in this study. All fashion SMEs in the market center of Medan is the population in this study. The sample used is 120 respondents. Questionnaires and interviews that have been tested for validity and reliability are data collection techniques used. The data analysis used in this research are (1) structural model analysis (inner model), (2) reliability test (3) variance extract). The results of the study show that (1) the effect of market orientation on competitive advantage with a value of 4.185 is significantly positive. (2) market product innovation towards a competitive advantage with a value of 2.771 is significantly positive. (3) product competitive advantage on marketing performance with a value of 5.275, is positive and significant. (4) product innovation in mediating market marketing performance on marketing performance with a value of 6.334 is considered positively significant (5) market orientation towards a competitive advantage with a value of 6.360 is significantly positive. (6) the effect of competitive advantage on marketing performance with a value of 7.035 is positively significant. (7) the effect of product innovation on competitive advantage with a value of 6.334 is a significant positive.

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1. INTRODUCTION

The development of the economy is very rapid along with the development of increasingly advanced technology, companies are required to further increase their production results by not leaving the quality of their products. The increasing competition in the existing market causes companies to determine the right strategy for marketing their business products. If the company is not able to survive in the competition, it will certainly result in the company experiencing losses, some companies implement various strategies that are planned and directed to build competitive advantage so that they can win the competition.

The current number of small and medium enterprises causes business continuity to experience a high level of competition, especially in industries that produce similar products. Like industries, Micro, Small, and Medium Enterprises, MSMEs are an important part of the economy of a country or region. This important role has encouraged many countries including Indonesia to continue to strive to develop MSMEs.

The development of MSMEs is something that has such an important role in the economic growth of a country, including Indonesia. MSMEs in Indonesia has contributed to the absorption of labor, the magnitude of this contribution shows that MSMEs can strengthen the structure of the national economy (Rahmana, et.al, 2010). Various types of products produced by MSME business people have quality. This is because of their desire to be able to compete in the market. Even though these business people are MSMEs, they consider the quality and quality aspects before the goods they produce will be marketed. According to the Indonesian Ministry of Cooperatives and MSMEs, MSMEs as a whole have experienced good development and growth over the years. For example, in 2012, the total number of MSME units was 52,769,426. Then in the latest news, that number has reached 63 million. Based on the website (<http://www.depkop.go.id/>), the following is data on the development of MSMEs in Indonesia based on the number of units and total GDP from 2012 to 2019.

Table 1. MSME Development Data in Indonesia 2012-2019

Years	Total Number of Units (Small, Micro, and Medium)	Total Total GDP at Current Prices
2012	52,769,426	Rp5,285,290
2013	54,119,971	Rp6,068,762
2014	55,211,396	Rp7,445,344
2015	56,539,560	Rp8,241,864
2016	57,900,787	Rp9,014,951
2017	59,267,759	Rp1,014,134
2018	61,656,547	Rp11,712,450
2019	62,928,077	Rp12,840,859

Source: (<http://www.depkop.go.id/>)

In percentage terms, the number of MSMEs in Indonesia reaches 99.9% of the total business units in Indonesia. With this data, it can be concluded that MSMEs have a major role in contributing to the country's economic growth. This development was driven by several factors, such as the utilization of ICT (Technology, Information, and Communication) facilities used to expand the business market. MSMEs are also quite flexible and can easily adapt to the ups and downs and directions of market demand. Taking into account these circumstances, the market must be managed with systematic efforts to place the advantages of good market performance in Never et al (Halim, 2011, p. 475).

MSMEs are also quite flexible and can easily adapt to the ups and downs and directions of market demand. Taking into account these circumstances, the market must be managed with systematic efforts to place the advantages of good market performance (Halim, 2011, p. 475). However, the large contribution of MSMEs in aggregate has not reflected the best performance of Indonesian MSMEs in the competition in the domestic and foreign markets. This is due to the various problems faced by SMEs in Indonesia. As reported by the Indonesian Employers Association (APINDO) in 2012 it was stated that 1) The entrepreneurial ability (entrepreneurism) of MSME actors was still low in product innovation. 2) The level of expertise is still inadequate in solving organizational and business management problems so that they are unable to carry out business activities efficiently, effectively, and flexibly. 3) Networks (networking) are still limited, thus hampering access to information, markets, and inputs compared to MSMEs in other countries. 4) The linkage is still minimal so it cannot exploit both the national and regional markets. 5) Access to finance is not in favor of MSME actors so it is constrained in developing business to a larger scale.

This weakness not only hampers the growth of MSME performance but also weakens the competitiveness of MSMEs in a province in the journal (Lantu et al., 2016). This phenomenon of MSME performance can be found in every province in Indonesia, especially in North Sumatra, especially in the city of Medan, the economy is driven by the leading MSME sector, especially in

the industrial sector which includes crackers and the like, embroidery/embroidery business, cakes/snacks, tempeh/tofu, furniture business, printing, and others (Bank Indonesia: 2015). In its activities, MSMEs, the boutique sector is one of the most abundant businesses in the MSME sector. The boutique business in Medan City is run on a small industrial scale or home industry and has been growing for quite a long time. MSMEs in the boutique sector are spread across 21 sub-districts in Medan. The business has grown more than 10 years ago, has also marketed its products to various regions such as Binjai, Langkat, Deli Serdang, Riau, Java, and Malaysia, and uses social media networks as a means of marketing products. The high consumption of the community makes this type of business increasingly developed and widely known. It is necessary to increase market commodities so that they are more widely known to the international market

One example of a women's boutique business at the Medan Psar Center is a business that provides services that make various types of clothing that are currently the most in-demand by the public. With the tight competition in the area, players must be able to improve marketing performance by making the right market strategy. The marketing performance of MSMEs is important to discuss because it involves the existence and sustainability of their business in the future. Without marketing performance, business actors who have been running so far are considered unable to make a profitable contribution to managers and other people involved in it. (Nasution, 2014) good marketing performance is expressed in three main quantities, namely sales value, sales growth, and market share, which ultimately lead to company profits. To realize marketing performance, two important things must be done by welding entrepreneurs, namely market orientation which is a review to determine the company's strategy in doing business and product innovation and being able to survive global competition by creating a superior welding business. It is not surprising that many Boutiq entrepreneurs are forced to lose because they cannot carry out business strategies properly. To realize marketing performance, two important things must be done by Boutiq entrepreneurs, namely market orientation and product innovation which is a review to determine the company's strategy in doing business and being able to survive global competition by creating a superior welding business.

Market orientation is important for Marketing in line with increasing global competition and changes in customer needs where Marketing realizes that they must always be close to their market. Market orientation is a business culture where the organization commits to continue to be creative in creating superior value for customers. (Halim, 2011, p.475). The relationship between market orientation and growth and business performance of the small and medium-sized business sector has been intensively studied both at home and abroad in journals stating that each market orientation is seen as a driver of company growth, and several authors have examined the impact of market orientation. The market towards marketing performance has found that market orientation has a relationship with the company's success, especially in the long term (Eggers et al., 2013:527). In addition, product innovation is important to implement in marketing performance, where product innovation is something important for companies in line with increasing global competition and changes in customer needs where companies realize that they must always create new products. One of the important indicators in product innovation is the customer, which in fact until now that the difficulty that is often faced by SMEs in the city of Medan is to create new products and meet the needs of customers. Thus the company is required to further increase production results and the right marketing strategy in getting customers to achieve good marketing performance and be able to survive and excel in the competition.

Competitive advantage is a measure of the company's success measured over a predetermined period. This result can be said as the value of the activities that have been prepared and implemented to identify whether the strategy made and its implementation is correct or vice versa (Puspitasari, 2015). Developing and implementing an effective competitive advantage is critical in a constantly changing business environment. MSMEs should build on and use their capabilities to support marketing strategies capable of promoting growth and/or long-term viability. In addition, SMEs also face factors that are still obstacles to increasing competitive advantage. These factors are usually related to the lack of market access, limited market information, and product innovation.

The condition of competitive market competition is an aspect that cannot be separated

from attention, they must compete with each other to be able to become what the market is interested in, not to mention having to compete with big companies. One of the reasons why MSME business actors consider quality and quality aspects is of course their awareness of consumers and potential consumers who are more selective before making a purchase decision. One of the strategic steps to overcome these problems is to develop market orientation, and product innovation, because product innovation is one way to increase competitiveness which has an impact on increasing competitive advantage, and in the end, MSMEs can develop and help improve the economy. (Usvita, 2015). Product innovation is needed to meet market demand, so that product innovation can be used as a competitive advantage for Boutiq SMEs.

2. RESEARCH METHOD

This research uses an associative research approach and a quantitative approach. Associative research according to (Sugiyono, 2012, p. 5) is research that aims to determine the relationship between two or more variables. The variables of this study consisted of independent variables, dependent variables, and intervening variables. Where the independent variable is market orientation and product innovation, the dependent variable is a competitive advantage while the intervening variable is marketing performance. The population in this study were women's Boutiq SMEs in the central market with as many as 120 business units. According to Sugiyono (2012:15), the sample is the smallest part of the population that has the same characteristics and opportunities to be sampled. the characteristics of the sample which are meant in the form of human objects or those that have real physical characteristics. According to Sanusi (2011: 87), the sample is an element of the selected population. From the description above, it can be concluded that the research sample using Sampling in this study is to suggest an appropriate sample size for the SEM analysis tool is between 100-200 respondents with the intention that it can be used in estimating interpretations with SEM. In addition, the determination of the minimum number of samples for SEM according to Hair is dependent on the number of indicators multiplied by five to ten.

Minimum number of samples = Number of indicators x 10 = 12 x 10 = 120 respondents

By referring to the calculation of the minimum number of samples and considering the existing population, the number of samples selected for this study was 120 respondents. Data collection techniques using a questionnaire with a Likert scale and data analysis using Smart PLS-based SEM.

3. RESULTS AND DISCUSSIONS

Hypothesis testing is intended to test the hypotheses proposed in Chapter II. Testing this hypothesis is done by analyzing the CR value and P-value. The results of data processing are as in Table 4.10, then compared with the required statistical limits, which are above 2.0 for the CR value and below 0.05 for the P-value. If the results of the data processing show the same value. meet these requirements, then the proposed research hypothesis can be accepted. Furthermore, the discussion on hypothesis testing will be carried out in stages according to the order of the proposed hypotheses.

a. Hypothesis Test I

The first hypothesis in this study is that the higher the degree of market orientation, the higher the degree of competitive advantage. From data processing, it is known that the CR value in the relationship between market orientation variables and competitive advantage, as shown in Table 4.10 is 4.185 with P-value < 0.001. Both of these values indicate results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis I in this study can be accepted.

b. Hypothesis II Test

Hypothesis II in this study is that the higher the degree of product innovation, the higher the degree of competitive advantage. From data processing, it is known that the CR value of the relationship between product innovation variables and competitive advantage as shown in Table 4.10 is 2.771 with a P-value of 0.006. These two values show results that

meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus it can be said that hypothesis II in this study can be accepted.

c. Hypothesis Test III

Hypothesis III in this study is that the higher the degree of competitive advantage of the company, the higher the company's marketing performance. From data processing, it is known that the CR value of the relationship between competitive advantage and marketing performance as shown in Table 4.10 is 5.275 with a P-value of < 0.001 . Both of these values indicate results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis III in this study can be accepted.

d. Hypothesis Test IV

Hypothesis IV in this study is that the higher the degree of product innovation of the company, the higher the marketing performance of SMEs. From data processing, it is known that the CR value of the relationship between Product Innovation and marketing performance as shown in Table 4.10 is 6.334 with a P-value of < 0.001 . These two values show results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus it can be said that hypothesis IV in this study can be accepted.

e. Hypothesis Test V

Hypothesis V in this study is that the higher the degree of marketing performance, the higher the degree of competitive advantage. From data processing, it is known that the CR value in the relationship between market orientation variables and competitive advantage, as shown in Table 4.10 is 6.360 with a P-value < 0.001 . Both of these values indicate results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis V in this study can be accepted.

f. Hypothesis Test VI

Hypothesis VI in this research is that the higher the degree of Market Orientation and competitive advantage, the higher the degree of marketing performance. From data processing, it is known that the CR value in the relationship between market orientation variables and competitive advantage, as shown in Table 4.10 is 7.035 with a P-value < 0.001 . Both of these values indicate results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis V in this study can be accepted.

g. Hypothesis Test VII

Hypothesis VII in this research is that the higher the degree of product innovation and competitive advantage, the higher the degree of marketing performance. From data processing, it is known that the CR value in the relationship between market orientation variables and competitive advantage, as shown in Table 4.10 is 6.334 with a P-value < 0.001 . Both of these values indicate results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis VII in this study can be accepted.

3.1 Hypothesis Test Results 1

Hypothesis 1: The higher the degree of market orientation, the higher the degree of competitive advantage. From data processing, it is known that hypothesis I in this study is accepted. In other words, there is a significant positive influence between market orientation and competitive advantage. This shows that the willingness of MSMEs to implement a market orientation strategy will have an impact on the ability of MSMEs to compete with other MSMEs.

a. Hypothesis II Test Results

Hypothesis II: The higher the degree in Product Innovation, the higher the degree in Marketing Performance. From data processing, it is known that hypothesis II in this study is accepted. In other words, there is a significant positive influence between Product Innovation on Marketing Performance. This shows that the willingness of MSMEs to implement a Product Innovation strategy will have an impact on the ability of MSMEs to compete with other MSMEs.

b. Hypothesis III Test Results

Hypothesis III: The higher the degree of market orientation of SMEs, the higher the

degree of marketing performance of SMEs. From the data processing, it is known that the third hypothesis proposed in this study is proven. In other words, there is indeed a positive and significant influence between market orientation and marketing performance. This shows that the ability of MSMEs to compete with other MSMEs has an impact on increasing these MSMEs.

c. Hypothesis Test Results IV

Hypothesis III: The higher the degree of Product Innovation of SMEs, the higher the degree of marketing performance of SMEs. From the data processing, it is known that the third hypothesis proposed in this study is proven. In other words, there is indeed a positive and significant influence between Product Innovation on marketing performance. This shows that the ability of MSMEs to compete with other MSMEs has an impact on increasing the MSME products.

d. Hypothesis Test Results V

Hypothesis III: The higher the degree of marketing performance of SMEs, the higher the degree of competitive advantage of SMEs. From data processing, it is known that hypothesis V proposed in this study is proven. In other words, there is indeed a positive and significant influence between Marketing Performance on competitive advantage. This shows that the ability of MSMEs to compete with other MSMEs has an impact on increasing the marketing performance of these MSMEs.

e. Hypothesis Test Results VI

Hypothesis VI: The higher the degree of Market Orientation, Competitive Advantage, the higher the degree of Marketing Performance. From data processing, it is known that hypothesis VI in this study is accepted in other words, there is a significant positive influence between Market Orientation, Competitive Advantage on Marketing Performance. This shows that the company's willingness to implement this strategy will have an impact on the ability of MSMEs to compete with other MSMEs.

f. Hypothesis Test Results VII

Hypothesis VI: The higher the degree of Product Innovation, Competitive Advantage, the higher the degree of Marketing Performance. From data processing, it is known that hypothesis VII in this study is accepted in other words, there is a significant positive influence between Product Innovation, Competitive Advantage on Marketing Performance. This shows that the company's willingness to implement this strategy will have an impact on the ability of MSMEs to compete with other MSMEs.

4. CONCLUSION

Based on the results and discussion, the conclusions that researchers get are as follows: Hypothesis I, The results that meet the requirements are above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis I in this study can be accepted. Hypothesis II, These two values show results that meet the requirements, which are above 2.0 for CR and below 0.05 for P. Thus, it can be said that Hypothesis III, The results that meet the requirements are above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis III in this study can be accepted. Hypothesis IV, These two values show results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus it can be said that hypothesis IV in this study can be accepted. Hypothesis V, Both of these values indicate results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis V in this study can be accepted. Hypothesis VI, Both of these values indicate results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis V in this study can be accepted. Hypothesis VII, Both of these values indicate results that meet the requirements, namely above 2.0 for CR and below 0.05 for P. Thus, it can be said that hypothesis VII in this study can be accepted.

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