

CIVET COFFEE AGRO TOURISM ATTRACTIONS AS A COMPETITIVE ADVANTAGE STRATEGY IN IMPROVING MARKETING PERFORMANCE IN BALI

Pande Ketut Ribek

Mahasaraswati University Denpasar
pandeketutribek@unmas.ac.id

Ni Putu Ayu Sintya Saraswati

Mahasaraswati University Denpasar
sintyasaraswati28@unmas.ac.id

Abstract

All companies have different and unique strategies of winning the competition. Strict competition also motivates company management and business people in the field of agro tourism, especially civet coffee agro tourism to provide the best service to their customers. The superiority or business strength of civet coffee products is able to produce products; moreover, creative innovations in the form of ideas and ideas in creating new products. In winning the competition, a company must always be creative and innovative so that can fullfill the consumers' needs based on their changing tastes and time. Therefore we need a marketing strategy model which is appropriate by the conditions of the company with a SWOT analysis so that in the future civet coffee agro-tourism can be expected to be more developed and the company's goals can be achieved both short and long term goals. The aim of this study is to determine the variables that are the strengths, weaknesses, opportunities and threats faced by coffee civet tourism in marketing their products and how to compile and recommend effective and efficient alternative marketing strategies for Civet Coffee. This research was conducted at Agrowisata Negari, Civet Coffee, Singapadu Village, Bali. The sample of the study consisted of four people, namely General Manager, head of production, Human Resources manager (HR), Director of Sales and Marketing. Especially for external respondents, the consideration is the respondents understand the marketing strategy so that all respondents are considered competent. Those respondents were from 15 consumers consisted of 5 repeater guests who often bought civet coffee products so they were more aware of the taste, the process of making products and the quality of coffee products. For 10 New consumers were guests who are coffee lovers. Data analysis techniques were carried out with SWOT analysis and IE matrix.

Keywords: Competitive advantage, marketing performance, SWOT analysis and IE matrix

I. Introduction

Competitive advantage is the thing that really determines the company in achieving the company's target and position. To achieve competitive advantage, unique tricks or strategies are needed and are able to routinely bring consumers with models or innovations. Innovation not only from the product but also can from the process of consuming the product so that customer satisfaction is fulfilled as well as improving the welfare of the community. In this digital era, the impact of innovation that makes the company follows the changes in accordance with the times. On one side of technology is very helpful in increasing knowledge and making things more effective and efficient, but on the other hand, it also makes people lose jobs that are the foundation of their lives, especially for people who are still unfamiliar with technology. In addition, not all innovations use digital technology as a driver in increasing product marketing, especially coffee civet products in Bali. Marketing is very important in the business world both directly and indirectly. Especially those involved in tourism, various ways that business people can do to win the competition, one of them is by changing products or ideas into new products with the aim of getting maximum results and having high economic value and winning the competition. There is no business in the tourism industry that can last long without changes in a long time and expect profits. Market changes, changing needs, and customers must remain a serious concern from the tourism industry. Tourism is a mainstay sector that has a very broad influence on various aspects of social life. One of the tourist destination is Bali, so many investors come with the aim of investing or looking for business opportunities that will be applied in their country. The tight competition also motivates company management and business people in the field of agro-tourism, especially coffee civet agro-tourism to provide the best service to their customers. The latest ideas and innovations will continue to be developed to attract customers so they don't have boredom. According to Michael E. Porter in (Warren J. Keegan, 2007: 2), in the competition strategy there are five forces that influence the competition of an industry consisting of: threats from new entrants, threats from substitute products or services, bargaining power from suppliers, power bargaining buyers, and competitive competition among industry members. Porter also stated that strategy is a very important tool for achieving competitiveness. All companies always try creatively and innovatively so that the products produced can achieve the expected goals. This strategy is very important considering how well the segmentation, target market, and market position will not function if we are not followed by the right strategy. Coffee products that are demanded by consumers both locally, nationally and internationally are the same, but to get a unique and different taste of coffee products must have unique expertise both in the process and service, so that the company is able to win the competition. In winning competition, companies must always look for innovations to meet consumers' ever-changing needs. The very tight level of competition requires all business people in the marketing 4.0 who want to maintain their existence must exert all their potential and strength to be able to compete. So that a marketing strategy is needed in accordance with the condition of the company by analyzing the SWOT and IE matrix to find out the position of the company.

From the background of this research, the main problems in this study are: 1) what are the strengths and weaknesses, then the opportunities and threats faced by civet coffee agrotourism in Bali in increasing their sales? 2) What is the effective and efficient competitive advantage strategy for Civet Agro Coffee in Bali? Based on the problems in the formulation of the problem above, the objectives to be achieved in this study are: 1) explain the variables that are the strengths, weaknesses, opportunities and threats faced by civet coffee agrotourism in Bali

in increasing sales. 2) Prepare and recommend alternative strategies for effective and efficient competitive advantages for civet coffee agrotourism in Bali.

II. Literature and Theoretical Background

1. Strategy

To analyze research about the attractiveness of agro-tourism products as a competitive advantage strategy in improving marketing performance civet coffee agro tourism in Bali. According to Bharadwaj (Kanagal, 2010) applied strategies must be competitive to achieve sustainable competitive advantage for competitive sustainable profits (SCA). The superiority or strength of the civet coffee business is can produce creative and innovative ideas in creating new products. The purpose of creative and innovative products is only to get maximum results that have economic value and can win the competition. Michael E. Porter in (Warren J. Keegan, 2007: 2), in the competition strategy there are five forces that influence competition industry consisting of: threats from newcomers, threats from substitute products or services, bargaining power from suppliers, power bargaining buyers, and competitive competition among industry members. In achieving competitive advantage, strategies are needed in many ways to do business, whether small business, medium business, or even bigger business.

2. Competitive Advantage Strategy

Sustainable competitive advantage is obtained when superiority faces attacks from competitors (Bharadwaj, et al., 1993). In other words, the skills and sources underlying a company's competitive advantage must reject duplication by other companies (Barney 1991, p. 13). The results of Lado et al. (1992) competitive advantage as the position of the great achievement achieved by the company through product performance in the destination market, product performance in their research indicated (competitive selling prices) at low / high prices or differentiated product offers for consumers who want to pay premium (Lado et al., 1992). The basic reason is that the market or industry determines selective pressure on product performance that the company must respond to (Lado et al., 1992). To achieve sustainable competitive advantage, companies may need superior value channels for the products they produce, creating competitive advantages through product performance (service, quality, durability), among others. Marketing strategy is the logic of marketing where companies hope to create customer value and achieve profitable relationships (Kotler and Armstrong, 2006: 58). Strategic planning is a company activity to find conformity between the company's internal provisions (strengths and weaknesses) and the company's external provisions (opportunities and threats). The opportunities that occur at this time will not necessarily remain opportunities in the future, it will be a threat and threats can be opportunities. Changes in external factors can cause changes in internal factors so that strengths and weaknesses also change.

3. Marketing Performance

Marketing performance is a construct to measure the impact of corporate strategy (Widodo; 2008). Marketing performance is multidimensional because it contains various objectives and types of organizations. Therefore performance must be measured using various measurement criteria (multiple measurements). If using measurements with a single criterion (single measurement) then it will not be able to provide a comprehensive understanding of how the actual performance of a company (Prasetya, 2002: 227). The marketing strategy is always directed to produce good marketing performance (such as sales volume and growth rate) and good financial performance. The uniqueness of the company's strategy leads to performance, which is in the form of marketing performance (such as sales volume, market share or market share and sales growth rate). This level of competition does not only require companies to increase the advantages they have but companies must understand what consumers want, and how to manage the resources that exist in the company. Winning market competition lies in the company's ability to create competitive advantage. According to Zhou et al. (2009) that

competitive advantage distinguishes a product in the company itself from other products. Competitive advantage consists of various company activities such as design, how to produce, market, or distribute and sell to consumers.

4. SWOT Analysis

In formulating a long-term corporate strategy, the company needs to carry out a SWOT analysis. SWOT analysis includes strengths, weaknesses, opportunities, and threats that determine company performance. External information about opportunities and threats can be obtained from many sources, including customers, government documents, suppliers, colleagues in other companies.

III. Research Methodology

This study used a descriptive design and analyzed quantitatively and qualitatively. The location of the study was carried out entirely in civet coffee agrotourism in Bali Province. While the scope of the research is the Attractiveness of Civet Coffee Agro Tourism Products as a Competitive Advantage Strategy in Improving Marketing Performance in Bali.

Based on the framework, there are a number of variables identified regarding internal marketing, namely: products, prices, places, promotions, and people. In evaluating the external variables identified covering the marketing environment, namely: competition, legislation and regulations, economic environment, technology, social and cultural environment, and the natural environment. To be able to analyze these variables, a SWOT analysis is needed that aims to determine strengths, weaknesses (Weakness), which are influenced by the company's internal policies and opportunities (Opportunities) and threats (Treats) that are influenced by external factors cannot controlled by the company

IV. Result

Negari Agrowisata Civet Coffee is one of the agrotourism located in Banjar Negari, Singapadu Tengah Village, Sukawati District, Gianyar Regency, Bali Province. This agrotourism was founded by the late Ni Wayan Gubreg and his son named I Made Purwa and his wife Ni Nyoman Dasning in 1960. The form of this company is the sakura goddess trading company. The types of goods sold in agrotourism are various types of coffee and various types of traditionally made teas. Initially, the company experienced difficulties in marketing its products, but in the following year showed good development and increased sales accompanied by the quality of the products produced. These are all tenacity, gratitude and perseverance in managing the company so that the marketing of agro-tourism products is expanded to reach consumers, both domestically and abroad. Where in the course of this company many experience ups and downs because many companies are behind their many competitors, a market of saturation and turmoil in certain countries. But that does not become a discouraged owner by improving quality, as well as better services and promotions to increase sales.

Corporate culture is trust between members of the organization or unique identities such as experience, stories, beliefs, and common norms that characterize civet coffee that the greatest asset and key to the success of a company are employees and all human resources in agrotourism coffee businesses. It is believed that everyone needs feelings of pleasure, pride, and satisfaction with what is done. Because success in achieving customer satisfaction depends on the unity of many people, the peak of success will be achieved if there is cooperation, respecting the contribution and important role of each colleague, so that satisfaction can be felt by consumers.

Based on the work culture in the civet coffee business in the village of Singapadu, the company's values are applied, including:

- 1) Providing special products and services, with the highest value of quality and satisfaction for consumers.

- 2) Understanding consumers and being sensitive to their needs.
- 3) Train and inspire yourself and colleagues or employees so that the quality of products and services provided is done politely and is smarter, more attentive and proud, but without waste.
- 4) Always find ways to maintain a competitive position in every action, but never put aside the company's long-term principles or goals for a moment's benefit.

Based on the results of the study, it can be described the external environment variables which represent opportunities and the threat of civet coffee agrotourism both now and in the future is to increase the level of agrotourism growth. In addition, internal environment variables that can be strengths and weaknesses of agrotourism can also be explained in the present and in the future in terms of location. The strategic position of State agrotourism in Civet coffee in the present and in the future is to grow and develop, the formulation of marketing strategies and their implications for marketing performance to increase sales value is an intensive strategy.

Variables that are the Strengths, Weaknesses, Opportunities and Threats of Agrotourism civet coffee.

1. Variable Strengths and Weaknesses of the Negari Civet Coffee Agro Tourism. Based on the results Of the analysis on the internal environment both now and in the future, it can be seen the strengths and weaknesses of coffee civet agrotourism as explained below: product indicators with quality choices, price adjustments, complete agro-tourism facilities such as transporting goods, agro-tourism locations, service quality, employee competency, cooperation with hotels, and guides. While the weakness is that promotion is not optimal and mastery of technology in the production process is still lacking. 2) In the future, indicators that show the strength of Negari Agro tourism are Civet coffee products with quality choices, complete facilities such as shipping goods, special prices for consumers who visit more than once, employee services to consumers, strategic location, employee appearance and foreign acquisitions language, and cooperation in various companies.
2. Variables that are opportunities and threats of civet coffee. Based on the analysis of the opportunity of the State of civet coffee from the external environment, it is currently shown by conducive indicators of Bali's security stability, flexible local government policies, inflation rates and a stable exchange rate against the US dollar the threat of Agrotourism The country in civet coffee at this time is an increase in the level of growth of agrotourism, the development of information and technology in the production process. In the future, opportunities are shown by all indicators, but the civet coffee Agrotourism Management must safeguard all these indicators so that they do not become a threat in the future.

The Position of the Negari Civet Coffee in the Present and the Future.

Based on the results of the analysis it can be seen that the external environment at this time with a weighted total value of 3.145 and the total value of the internal environment weight is 3.102. In the future the value obtained and the calculation of the weighted value in the external environment is 3.512 and the internal environment is 3.409. The position in cell I means agrotourism, coffee civet is in a position to grow and develop (grow and develop) and a strategy that can be applied is the strategy of market penetration, market development, and product development. Market penetration strategies can be done by finding new market shares for existing products or services, through more active marketing efforts. In addition, the position in cell I can also do market development in the sense of introducing existing products or services into a new geographical area. Product development is done to be varied and the products developed must also be innovative

Marketing strategy

Based on the results of the analysis of the external and internal environment, it is known that the position of State Agro-tourism in the future is in quadrant I, therefore a strategy that can be applied in the future is to grow and develop, which consists of market penetration, market development and product development strategies. In cell I there are several alternative strategies that can be done, namely intensive strategy. In an intensive strategy, actions that can be taken are market penetration, which is to seek a greater market share for existing products or services through stronger marketing efforts. Intensive strategies can also be done with market development in terms of introducing existing products / services to new geographical areas. In addition, in this strategy, product development can also be done by creating innovative new products and adding product variations.

Based on the indicator variables that are the strengths and opportunities of the Negari Coffee Civet State in the future, an adequate marketing strategy that is implemented is intensive strategy. The strategies include market penetration, market development and product development strategies.

1) Market Penetration

Market penetration can be done by finding a larger market for existing products with stronger marketing efforts. European and American markets that are the main target markets must be maintained and more effective marketing will be increased. With these considerations, in addition to other considerations, promotion is very necessary because the results of IE matrix analysis are strongly supported by the implementation of vigorous promotions, especially on products that have quality. Activities that can be carried out by civet coffee agro-tourism include:

a. Conduct intensive and selective advertising on civet coffee products.

Promotion can be done through advertisements in the media such as by promoting via the internet. Advertisements in the media are carried out with the Agro Tourism market target, most of the civet coffee leads to markets such as Europe, and America as the main market share.

b. Personal sales.

Private sales by civet coffee agro-tourism need to be improved, especially by the Sales and Marketing Team to make sales calls to companies invited to work together.

c. Sales promotion.

Pramosi's sales need to be improved, especially products other than civet coffee, because products in agrotourism are not promoted enough, so sales continue to decline. For this reason, it is also expected that in the future there will be intense product promotions in addition to civet coffee as a complement to agrotourism products.

2) Market Development.

Market development by introducing existing products to the new geographical regions, such as California, Miami, New York, San Francisco, Humberg, Berlin, Frankfurt and Stuttgart. This region has the ability of the middle to high economy and the level of visits that are increasing every year, so it is better for management to make more aggressive promotions to these areas by increasing cooperation through tour guides as providers of tourist information, to large companies in tourist areas which has not been done to its full potential.

3) Product Development.

The product development strategy, in accordance with the existence of the State Agrotourism of civet coffee in the IE matrix, can be done including adding or

supplementing existing products with various innovations to produce new products with their own uniqueness and many other creativity that can still be made at attractive prices.

Based on the analysis that has been carried out on current and future external and internal environmental variables, as well as information obtained from the Civet Coffee Management, the implications of marketing performance for the future are:

a. Product

Improving good and unique product quality or product differentiation, so that it can attract consumers to buy and use products from agro tourism, even though it has become a force, but still needs to be improved in the future to be more competitive with new agro tourism competitors.

b. The place

The location of Negari Civet Coffee is a force in the future, located in an area close to the tourist attraction of Ubud, potentially because this area is an area that has the characteristics of tourism.

Make everything in line with the wishes of tourists to enjoy holidays in this area.

c. Price

In general, the price policy adopted by Agrotourism Negari civet coffee is very flexible, both given to distribution channels and to end consumers. Special adjustments to the price of Coffee Negari Agrotourism are competition-based pricing policies, such as loss leader pricing, with the aim of attracting consumers to buy other products. Consumers who shop more than once will get special prices, especially consumers who are potential consumers.

d. Promotion

Promotions can be carried out periodically to remind consumers, as well as to further introduce the existence of Coffee Negari Agro Tourism and by adding existing media to be more varied and prospective customers can also better understand the existence of Civet Coffee Agro Tourism. This is also done to communicate existing products and new products and price changes that occur at any time.

e. People

Similar to service companies in general, people are very important both in terms of appearance and services provided. Good service is an absolute thing in the company, also for civet coffee agro tourism. Therefore, agro-tourism management of civet coffee always makes improvements. In addition, to evaluate deficiencies or errors, solutions are given. With improvement, employees will always remember their duties and obligations, even though their duties and obligations have been done well but still need to be improved.

f. Partnership

To improve agro-tourism performance, the civet coffee collaboration with hotels and guides needs to be improved even though in the current era there are already online marketing or reservations, but cooperation with agents is still very much needed, both local and foreign travel agents.

V. Conclusion

From the results of the analysis and description in the previous chapter on the internal and external strategy environment for Negari Tourism, civet coffee can be concluded as follows:

1. State Agrotourism coffee civet strength is a quality choice product, complete facilities such as shipping goods, special prices for consumers who visit more than once, employee services to consumers, strategic location, employee appearance and foreign language mastery, and collaboration in various companies. While the weakness is the promotion that is not optimal on products that support civet coffee, mastery of technology in the process of information that is less than optimal.

2. Agro-tourism opportunities The civet coffee country from the external environment is shown by indicators that are conducive to Bali's security stability, flexible local government policies, inflation rates and a stable rupiah exchange rate against the US dollar. Whereas, being Agro-tourism in the State of civet coffee at this time is an increase in the level of agrotourism growth. In the future, opportunities are shown by all indicators, but coffee civet management must safeguard all these indicators so that they do not pose a threat in the future.

3. State Agro Tourism Position The coffee civet in the IE matrix has an external environment at this time with a weighted total value of 3.145 and a total weighted internal environment value 3.102. In the future the value obtained and the calculation of the weighted value in the external environment is 3.512 and the internal environment is 3.409. Position in cell I means agrotourism, coffee civet is in a position to grow and develop (grow and develop) and a strategy that can be applied is the strategy of market penetration, market development and product development. Market penetration strategies can be done by finding new market shares for existing products or services, through more active marketing efforts. In addition, the position in cell I can also do market development in the sense of introducing existing products or services into a new geographical area. Product development is done to be varied and the products developed must also be innovative.

4. Marketing Strategy of Civet Coffee as an Attractive Product of Agro-Industry with SWOT Analysis in Negari Agrotourism. Based on external and internal strength variables, the position of civet coffee agrotourism in the future is in quadrant I, therefore the strategy that can be applied in the future is "Grow and develop" strategy, which consists of market penetration strategies, market development, and product development. In cell I there are several alternative strategies that can be done, namely intensive strategy.

In an intensive strategy, actions that can be taken are market penetration, which is to seek a greater market share for existing products or services through stronger marketing efforts. Intensive strategies can also be done with market development in the sense of introducing existing products / services to new geographical areas. In addition, in this strategy, product development can also be done by creating innovative new products and adding product variations.

Performance implications of Agro tourism marketing civet coffee is to improve product quality that is good and unique, so that it can attract consumers to buy and use products from agrotourism. Agro-tourism location the country of civet coffee that is close to the tourist attraction of Ubud is very potential because this area is an area that has its own characteristics. Pricing policies applied Tourism Agro Coffee Civet coffee is very flexible, both given to distribution channels and to end consumers. Specific adjustments to the price of Coffee Civet Agro Tourism are competition-based pricing policies, such as loss leader pricing. Promotions can be done regularly to remind consumers, as well as to further introduce the existence of coffee civet agrotourism and by adding existing media to be more varied and prospective customers can also better understand the existence of civet coffee agro tourism. Like other companies, people are very important both in terms of appearance and services provided. Good service is an absolute thing in the company, as is civet coffee Agro Tourism, and continues to maintain cooperative relationships in various companies.

Acknowledgement

The researcher would like to thank the parties who have supported the process of completing this research, among others:

To God who has provided convenience in research, the civet coffee company in Singapadu village is in the sub-district of Sukawati, Gianyar, Bali province and employees, friends who have helped this research. Institutions that have supported both materially and morally in conducting research and friends who have published this journal.

References

- Amstrong, G., Kotler, P. (2008). *Principles Of Marketing*, 12th Edition., New Jersey : Prentice Hall.
- Anomim. 2002. *Guidebook For Developing Your Activity's Marketing Plan*.
- Basu Swastha Dharmmesta and T. Hani Handoko (2008), *Marketing Management*, BPFE-Yogyakarta Publishers.
- Borza and Bordean. 2008. "Implementation of SWOT Analysis in Romanian Hotel Industry". An Enterprise Odyssey, *International Conference Proceedings*. P. 1623.
- Bozac, Marli Gonan and Darko Tipuric. 2006. Attitude - Top SWOT Analysis in the Croatian Hotel Industry. *Pregled Economic Journal*, 57 (7-8) p. 429-474.
- Bryson, John M. 2007. *Strategic Planning for Social Organizations*. Yogyakarta: Student Library.
- Barney, J. B. (1991). "Firm Resources and Sustained Competitive Advantage." *Journal of Management* 17: 99–120.
- Barney, J.B.and Arikan. (2001).The Resource-based View: Origins and Implications. *Strategic Management Journal*, 716,124-188.
- Barney, J.B., Wright, M.,and Ketchen,D.J.2001.The Resource-based View of The Firm: Ten Years After 1991. *Journal of Management*, 27,625-641.
- Cravens, D. W., 1995, *Strategic Marketing*, Volume 1-2, Translation Edition, Erlangga, Bandung.
- David R. Fred. 2009. *Strategic Management Concept*, Issue 12 (Indonesian Edition of Strategic Management 12th ed), Salemba Empat, Jakarta.
- Dube, Laurette and Leo M. Renaghan. 2000. *Marketing Your Hotel to and Through Intermediaries: An Overlook Best Practice*. Cornell Hotel and Restaurant Quarterly. P 73-83. USA: Cornell University.
- David, R.Fred 2006. *Strategic Management: Concepts and Cases*. 10th Edition. (Strategic Management: Concepts and Cases). Indonesian edition. Jakarta: SalembaEmpat.
- _____, 2009. *Strategic Management Concept*, 12th Edition (Indonesian Edition of Strategic Management 12th ed), Salemba Empat, Jakarta.
- Freddy Rangkuti, 2008. *SWOT Analysis, Technique dissect business case*, Publisher PT Gramedia Pustaka Utama, Jakarta.
- Handoko, Hani. 2003. *Management Edition 2*. Yogyakarta: members of IKAPI.

- Hermawan Kertajaya, 2006, *On Marketing*, PT Gramedia Pustaka Utama, Jakarta.
- Jajat Kristanto, 2011. *International Marketing Management*, Erlangga Publishers, Jakarta.
- Jennings, Gayle. 2001. *Tourism Research*. Queensland: John Wiley and Sons Australia Ltd.
- Justine T Sirait, 2006. *Understanding the Aspects of Human Resource Management in Organization*, Publisher Grasindo, Jakarta.
- Kasmir, et al, 2010. *Business Feasibility Study*, Prenada Media Group, Jakarta.
- Kotler & Armstrong. 2006. *Principles of Marketing* volume 1 edition 12. Jakarta: Erlang.
- Kotler and Keller. 2009. *Marketing Management*, Third Edition Volume I. Jakarta: Erlangga Kuntjoroadi,
- Lado et al, 1992, Competency Based Model of Sustainable Competitive Advantage: Toward a Conceptual Integration. *Journal of Management* 1992. Vol. 18. No. 1. 91-110
- Lado et al, 1992, *Exploring the link between market orientation and Innovation in the European and US Insurance Markets*, International Marketing Review.
- Lamb Jr Charles W., Crittenden, Victoria L., Cravens, David W. 2002. *Strategic Marketing Management Cases* 7th Edition. New York: McGraw-Hill Companies. Liberty.
- Malhotra. 2009. *Marketing Research: Applied Approach*. Volume I of the fourth edition. Indonesia: PT. Macan Jaya Cemerlang.
- Marimin, 2004. *Techniques and Applications of Decision Making Multiple Criteria*. Grasindo. Jakarta.
- Morrison, Alison J. 2002. Marketing Strategic Alliances: The Small Hotel Firm. *International Journal of Contemporary Hospitality Management*. Vol 6:3. USA: MCB University Limited.
- Morrison. 2002. *Hospitality and Travel Marketing*. Third Edition. Australia: Delmar Thompson Learning.
- Michael E. Porter, Harvard Business Review, January 2008 *The five Competitive Forces That Shape Strategy*
- Prasetya, Dicky Imam. 2002. External Environment, Internal Factors, and Market Orientation Effects on Marketing performance. *Indonesian Marketing Science Journal*, Vol. 1, No. 3, p. 219-240
- Reid, D dan Bojanic, C. 2006. *Marketing for Hospitality and Tourism*. Second Edition. Prentice Hall International, Inc.

- Savitri. 2009, Analysis of Competitive Strategy in Business Competition Aviation Business & Bureaucracy, *Journal of Administration and Organization Science*, JanApr 2009, p. 45-52 ISSN 0854-3844 Volume 16, Number 1
- Swastha, Basu and Irawan. 2005. *Marketing Principles*. Yogyakarta: Liberty.
- Swastha, Basu. 2008. *Marketing Management Analysis of Consumer Behavior*. Yogyakarta:
- Warren J. Keegan, Mark C. Green. (2012). *Global Marketing Management*, American Marketing Association, riset pemasaran , 2001
- Zhou, K. Z., Brown, J. R., & Dev, C. S. (2009). Market orientation, competitive advantage, and performance: A demand-based perspective. *Journal of Business Research*, 62(11), 1063-1070.
- Zhou, K. Z., Kin, C., & Tse, D. K. (2005). The effects of strategic orientations on technology- and market-based breakthrough innovations. *Journal of marketing*, 69(2), 42-60.