

Competitive Market Strategy of Traditional Merchandise Market against Modern Merchandise Market in Bali, Indonesia

¹I Made Agung Eka Nugraha, ²Ni Putu Nina Eka Lestari, ³I Gde Wedana Arjawa

¹Master of Management College Student of Pendidikan Nasional University Bali

²Lecturer of Management Department, Pendidikan Nasional University Bali

³Doctoral Candidate of Economics Department, Udayana University Bali

Abstract: Bali as one of the tourism destination always provides good attraction either to foreign and domestic tourists. In addition to landscapes and beautiful indigenous culture, there are typical craft products such as gold-made handicraft, silver, wood-carving, paintings, souvenirs as well as fabric and woven products. Henceforth it is built Traditional Merchandise Market to sell handicraft product in Bali. One of the regions which are facilitated with Traditional Merchandise Market is Gianyar. Although the number of tourists who visit Bali is increasing each year, but the same fact does not occur to the visiting tourists of Tradition Merchandise Market in Gianyar. This study aims to determine the variables that are the strengths, weaknesses, opportunities and threats, as well as to determine the strategic position of the Traditional Merchandise Market compared with The Modern Merchandise Market. This research method is a combination of qualitative and quantitative based on SWOT analysis and IE matrix. SWOT analysis results indicate that the strategic position of the Traditional Merchandise Market is in quadrant IV thus the strategy that should be done is to reduce the weakness to overcome the threat. While the strategic position of the Modern Merchandise Market is much better because it is in quadrant II. Therefore subject with these results, the Modern Merchandise Market are in a better position or stronger than the Traditional Merchandise Market.

Keywords: SWOT Analysis, Marketing Strategy.

1. INTRODUCTION

Bali as one of the most attractive tourism destinations always deliver better attraction either to foreign and domestic tourists. In addition to landscapes and wonderful cultural customs, other Balinese charm also lies in a product that is very typical craft product such as gold, silver, wood-carving craft, paintings, souvenirs as well as fabric and woven products. All of these products are the main attraction for tourists who visit. Therefore for accommodating the travelers needs it is built Traditional Merchandise Market to sell handicraft products in Bali.

One area that has a Traditional Merchandise Market is Gianyar. Gianyar is very famous as the city of the arts, which of course they shall not waste the potential in the region. Therefore the Traditional Market are widely spread in around Gianyar regency. The followings are the data of Traditional Merchandise Market distribution in Gianyar. In general there are three traditional markets by the Gianyar district, which has the largest number of visits. They are Guwang Merchandise Market, Sukawati Merchandise Market, Ubud Merchandise Market. As it is famously known that the Guwang, Sukawati and Ubud merchandise market are very famous in the early 90s to late 2000s and they currently look shuffle.

Although the annual BPS released data indicates of the increasing number of the visiting tourists in Bali, it is not directly proportional to the visiting tourists of the Traditional Merchandise Market in Gianyar. That's because the increasing number of the Modern Merchandise Market in around Gianyar regency. Although the terms of the location and the sold products in the Modern Merchandise Market and Traditional Merchandise Market are not much different but in terms of

campaign strategy, especially in fee provision to tour guide therefore they have much difference. That's what causes a lot of tourists in group and facilitates the tour guide are inclined to visit the Modern Merchandise Market.

The objective and purpose of this study are (1) To determine the strategic position of the Traditional Merchandise Market in Gianyar which lies in the emergence of the Modern Merchandise Market. (2) To determine the competitive strategy that should be carried with the Traditional Merchandise Market.

2. LITERATURE REVIEW

A. Marketing:

Marketing is a social process in which individuals and groups obtain what they need and want by creating, offering and freely exchanging products of value with others (Kotler, 2005). Stanton (1993) states that marketing is a whole system of business activities aimed at planning, pricing, promoting and distributing goods and services that satisfy the needs of both the buyers existing and potential buyers. Meanwhile, according to Alma (2004), marketing is all activities to deliver goods to the hands (households) and consumer industry, but does not include changes in the form of goods activities.

The marketing definition of the said opinion explains that marketing activities include a very wide scope of activities that starts from defining the needs of consumers. In other words, marketing activities started and ended with the consumer.

B. Marketing strategy:

The marketing strategy is a strategy to serve the market or market segment that is being targeted by an entrepreneur. Therefore, the marketing strategy is a combination of marketing mix that will be implemented by entrepreneurs to serve their markets. The combined marketing should be arranged so that will be able to function as the right weapons in comparison in the market against competitors. Therefore, the weapons have to be adjusted to market conditions and the competition conditions thereupon, which kind of combination of marketing which includes; product, price, promotion, and channel distribution.

Marketing strategies generally have a very important role for a dynamic environment, and ultimately gain certain advantages / managed to increase earnings. The defined marketing strategy should be reviewed and developed in line with market developments and the market environment. Thus the marketing strategy should be able to give a clear and focused on what the company will do in using every opportunity or opportunities in several target markets.

Chandra (2002) says . "The marketing strategy is a plan that outlines the company's expectations will be the impact of various activities or marketing programs to request a product or line of products in specific target market " .

C. Modern Merchandise Market and Traditional Merchandise Market:

The Traditional Merchandise Market in general is not too far from the general traditional market, in which there are direct transaction activities of the seller and the buyer and there is usually a bargaining process. The difference from the traditional market is only the sold products. Embedding the word of marketing is usually based on typical products of a region which is usually often used as a souvenir by the visitors as objects of crafts, souvenirs and further.

In general the Modern Merchandise Market is the market that sells typical products of a region that is usually taken home by the visitors as recalled memories or souvenirs. What is the difference of the Modern and the Traditional Merchandise Market is in terms of it's management which the the seller and the buyer in the Modern Merchandise Market does not make transaction directly but the buyer mention the price tag listed in item (barcode), located in the building and the service is carried out independently (self-service) or served by a salesman.

D. Industry competition:

Industry competition is a group of the company that manufacture products that are interchangeable. In a competitive environment, these the company are interrelated. Typically, the industries include the various mix of competitive strategies used by the company to gain strategic competitiveness and profit above the average. In competition theory we acknowledge of the very famous theory from Michael Porter when analyzing the competition or competition analysis. The theory is very well known by the term Porter Five Forces Model.

E. Combined Marketing:

In achieving marketing success, every company needs to develop an effective marketing strategy by combining elements

of the marketing mix. In the marketing mix variables are mutually supporting each other and then by the combined company to obtain the desired responses within the target market. The company with these devices can affect demand for its products. The marketing strategy requires decisions on the management of the elements of the marketing mix of the company that decision in the field of product planning, pricing, distribution channels and promotion. Marketing mix or marketing mix is a combination of four variables of product, pricing structure, promotion and distribution system (Dharmmesta, 2007). The fourth element of the marketing mix are interrelated and influence each other, so it must be to produce a marketing policy that leads to effective services and customer satisfaction. So there is a variable in the combined marketing which mutually supporting each other, and then it is combined by the company to obtain the desired responses within the target market. The company with these devices can affect demand for its products.

F. SWOT analysis:

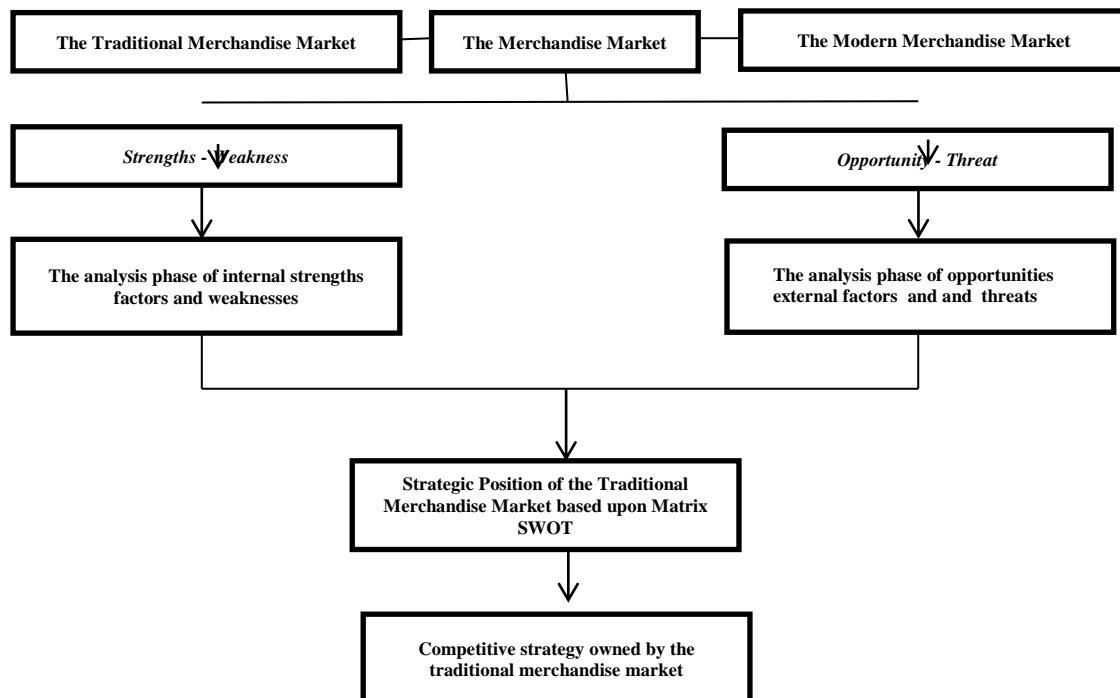
SWOT is an acronym of the words of strength (The company’s power) Weaknesses (Weaknesses of the company), Opportunities (Business opportunities) and Threats (Barriers to achieve the goal).

SWOT Analysis is an analysis which consists of the analysis of micro-environment that aims to identify strengths and weaknesses of the company, and the analysis of macro-environment that aims to identify opportunities and threats for the company. "According to Kotler (2008) argues that."The SWOT analysis is an evaluation of the overall strength , weaknesses, opportunities and threats."

While Sutojo and Kleinstauber (2002) says. "The SWOT analysis is to determine the business objectives are realistic, in accordance with the conditions of the company and therefore are expected to be more easily achieved." The SWOT analysis is a job that is quite heavy because only with the alternatives of strategic can be arranged, Failure to analyze it is to fail in finding relationships and common ground between strategic factors in the internal environment and which are located in the external environment, while the relationship to the mission, goals, and objectives of the organization; also a failure in preparing a good strategic decisions. This work remains a basic task of the upper echelons of the coalition group and can not be delegated to lower echelons. However, the lower echelons role in providing the necessary data to refine the analysis of SWOT. Only with the SWOT analysis that strategic decisions that can be produced.

Furthermore Rangkuti (2008) points out. "A SWOT analysis comparing the chance of external factors (opportunities) And threats (threats) By a factor of internal strength (strengths) And weaknesses (weaknesses)."

3. RESEARCH FRAMEWORK



4. RESEARCH METHODOLOGY

This study is a combination of quantitative and qualitative research which uses questionnaire as a tool to collect data outside of observations and interviews conducted. The research location is determined in the Traditional Merchandise Market and Modern in Gianyar with due consideration to the Gianyar Regency has 8 Traditional Merchandise Market and 10 Modern Merchandise Market

All variables performance herein can help of analyzing the strategy. IE matrix provides assistance in further analysis. Before making IE matrix, it is performed SWOT analysis results are summarized in the table EFAS and IFAS. Application of SWOT analysis is done by considering the strength (strength) And weaknesses (weakness) As internal factors as well as opportunities (opportunity) And threats (threat) As an external factor which is owned the Traditional Merchandise Market.

5. RESEARCH RESULT

In terms of internal and external The Traditional Merchandise Market:

A. The strength indicator of the Traditional Merchandise Market:

1. According to respondents Traditional Merchandise Market strength that lies in terms of product quality and completeness of the product is good. It was indicated by the average value of 3.13. the most of respondents said that the completeness of the existing products in the Traditional Merchandise Market meets the expectations of respondents on merchandise that shall be purchased and for the fair product quality for the level of the Traditional Merchandise Market and it is disappointed.
2. In terms of the price of the respondents considered the bidding offered price is more value that is owned by the traditional merchandise market. They can find and bid on products according to capabilities. Because each of merchant has the lowest price level that is different so there is a possibility if they can not obtain certain products in merchant A perhaps they can have at Merchant B. therefore the average value given by respondents for this indicator is 3.31 or better.
3. In terms of location, respondents said that they were able to access other tourist attractions easily from traditional markets by being spent. Additionally there are some markets by the even sticking with other tourist attractions. Therefore, the respondents gave an average score of 3.47 or better.
4. In terms of promotion of the respondents said that less widely viewed campaign conducted by the market by the traditional. They said most people hear from people who have ever visited the place, from blogs or *tour guide* travel blog who accompanied their journey. Therefore, it was given value of 2.82 or good.

B. The Weakness Indicators of the Traditional Merchandise Market:

1. In terms of innovation the average respondents said that the Traditional Merchandise Market tend to less innovation. Some said that in a few times visit to Traditional Merchandise Market the variety of good or structure product tended boring, and very few innovations made. Therefore the value obtained is said to be 3.14 or weak in terms of innovation.
2. In terms of business capital the respondents believe that the Traditional Merchandise Market is less than maximum in terms of capital. Because when they look for products in large quantities often disappoint the merchant and the buyers should wait for the merchant to find or borrow a shortage of products requested by customers. Therefore, given the value of 3.05 or said to be weak in terms of business capital.
3. In terms of managerial capabilities the respondents assumed that the Traditional Merchandise Market merchants were less able to manage the consumer because it was always assumed to dredge maximize profits to consumers who made transaction. Few respondents said that traders who want to cooperate further or make consumers regulars. Therefore the respondents gave a value of 3 or weak in managerial terms.
4. In terms of product quality, the respondents said that in the Traditional Merchandise Market did not have any clear quality standards. An example of clothes, not all clothes have labels on raw materials. Moreover paintings or wood carvings, there were no clear standards for the raw materials used. The respondents said merchants often provide a relatively expensive price of the products that consumers want and give you a cheap price to products that consumers do not want. And in place of other merchants and other consumers are negotiating the price of the two products to be

inversely where the more expensive becomes cheaper, and vice versa. Therefore, the respondents gave 3.17 or weak in terms of standardization of product quality.

5. In terms of the merchant, respondents said that the merchants of the Traditional Merchandise Market were lacking in professionalism. They said merchants often subtly coercing or seemed little annoyed when the products offered by them were not purchased by consumers. Therefore consumers gave 3.20 value or weak in terms of professional merchants.

6. In terms of pricing of the respondents said that the merchants of the Traditional Merchandise Market tend to provide relatively high prices for the products favored by consumers. Therefore, the consumers often have to pay more for the products that they really like. Therefore, it was given the value of 3.19 or weak in terms of pricing.

C. The opportunities indicator of the Traditional Merchandise Market:

1. It can be concluded from the improving economic situation, respondents said that it certainly would be good for the development of Traditional Merchandise Market in the future. They assumed that more money which was able to save then more consumer would visit to The Traditional Merchandise Market. Therefore the value obtained 3.25 which means good opportunities.

2. In terms of the increasing number of tourists who visited Bali the respondents said it was very positive because the tourists did usually always visit the merchandise market in order to bring the typical fruits from the island of Bali. So respondents considered it would be a good opportunity in the development of the Traditional Merchandise Market thus it is given the value of 3.22

3. In terms of local government support, the respondents said the local government was already good enough to facilitate the availability of the Traditional Merchandise Market proven from the governmental land as well as good road access to The Traditional Merchandise Market. Therefore, the respondents gave 3.13 value in other words, good chances for the development of the traditional merchandise market in the future.

4. In terms of the merchant competition the respondents assumes that as far as they knew the existing competition indicated the positive competition where one merchant was not clumsy to jointly sell the product theme when they do not have the requested product so that the consumer demand was met. Therefore, the respondents gave the value of 3.03 which is a good opportunity for future development.

D. Threat Indicators by Traditional Merchandise Market:

1. The emergence of new merchandise markets threatened by the respondents because they offer more choices and new modern market which of course will be another alternative for consumers who intend to transact with limited time and not good at bargaining. Besides the curiosity of consumers for new things, it will certainly encourage consumers to visit the Modern Merchandise Market and ignore The Traditional Merchandise Market. Therefore, the respondents gave value of 3.59 which means the existence of the Modern Merchandise Market threatened the existence of the Traditional Merchandise Market.

2. The sluggish state of the economy is also seen as a threat by the respondents. If the sluggish state of the economy is usually money set aside to buy by will be reduced so that the consumers will likely ignore hunting activities by the time passed by. It indirectly will certainly affect the Traditional Merchandise Market in the future. Therefore, the respondents gave 3.24 value, which means it is a threat to the survival of The Traditional Merchandise Market.

3. In terms of the inflation of the respondents said that rising prices cause their ability to buy goods is reduced. As well as the merchandise which they usually were able to buy many products not only a few products. Though later said that the inflation would come down but most of the item prices which were already rising would persist and it was difficult to come down in terms of price. Therefore, the respondents gave 3.19 or threatened the existence of Traditional Merchandise Market.

4. In terms of the change in lifestyle. The respondents said it could be seen from the habits of consumers which were now purchasing a lot of activity online to find specific products, Balinese handicrafts were often sold in the Traditional Merchandise Market. But many also argued that lifestyle changes were not too threatening the existence of Traditional Merchandise Market for their visit to Traditional Merchandise Market because it happened to be in Bali and wish to shop there directly. Therefore, the respondents gave 2.91 or threatening in fair state.

5. The price war with competitors, the respondents said it was threat that can be faced by The Traditional Merchandise Market. They mentioned that the current sales both online or Modern Merchandise Market have given a certain price, and consumers did not have to calculate how much money they had to spend to buy the product. So that respondents gave value of 3.1, which means it also endangers the Traditional Merchandise Market.

6. In terms of supplier captured by the competitors the respondents said it could cause Traditional Merchandise Market ability to compete would be reduced. But there are many person who thought it was not a problem as long as there were other suppliers who were able of supplying products to The Traditional Merchandise Market. Therefore, it is given the value of 2.91 or quite threatening.

Concluded from the strategic position of The Traditional Merchandise Market:

From the general mapping based on the analysis of internal factors and external factors found that the strategic position of Traditional Merchandise Market is in quadrant III which means that in determining the value of IFAS and EFAS found that the weakness is greater than the power value of -0.57684 and threat value is greater than the probability that is -0.64634.

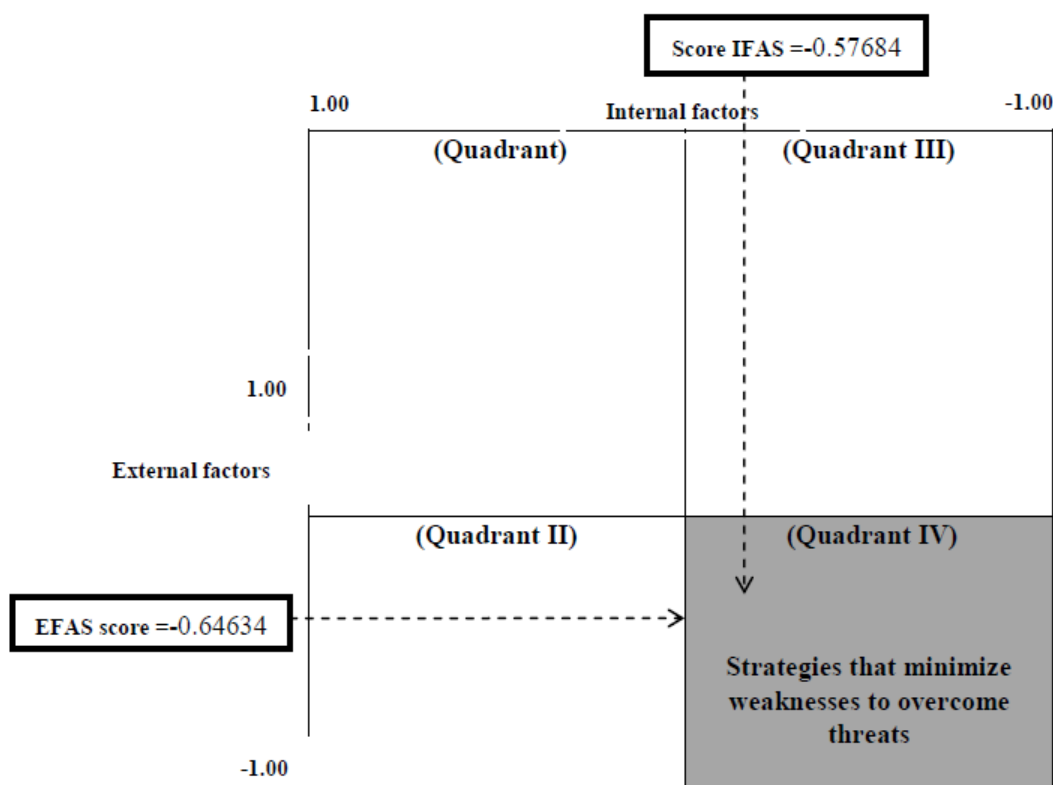


Figure 1: Strategic Position and Empowerment Strategy of The Traditional Merchandise Market

The image above shows that the strategic position of Traditional Merchandise Market is in quadrant IV despite the power and opportunity factors still has a vital role in the development of the Traditional Merchandise Market but on the quadrant value of IFAS and EFAS more influenced by the weakness and threats. Therefore, the strategy used is the strategy of W-T where the market by the Traditional expected to minimize the weaknesses to avoid the threats that may arise. In relation to weaknesses that must be minimized by Traditional Merchandise Market namely by the market should be able to provide different innovations. Not solely of services but also innovation in terms of infrastructure, technology and facilities. The simple example hereto is wifi procurement at The Traditional Merchandise Market. Besides that, as well the problem of product quality, pricing, and professional traders. Supposedly the local government as the official sanctioning body by the market has been more active in providing training to the traders and market managers so that they have a good foundation in business. Besides pricing must be set correctly in order not impressed random origin because it makes visitors reluctant to bid and make them reluctant to come back to The Traditional Merchandise Market. By minimizing vulnerabilities of as above will be able to minimize threats arising mainly from the emerging of the Modern Merchandise Market.

Strategic Position of the Modern Merchandise Market:

From the general mapping which is based on the analysis of internal factors and external factors found that the strategic position of Modern Merchandise Market is in quadrant II, which means that in determining the value of IFAS and EFAS found that the strength values is greater than the weakness that 0.09471 and threat value is greater than the probability that is -0.55323.

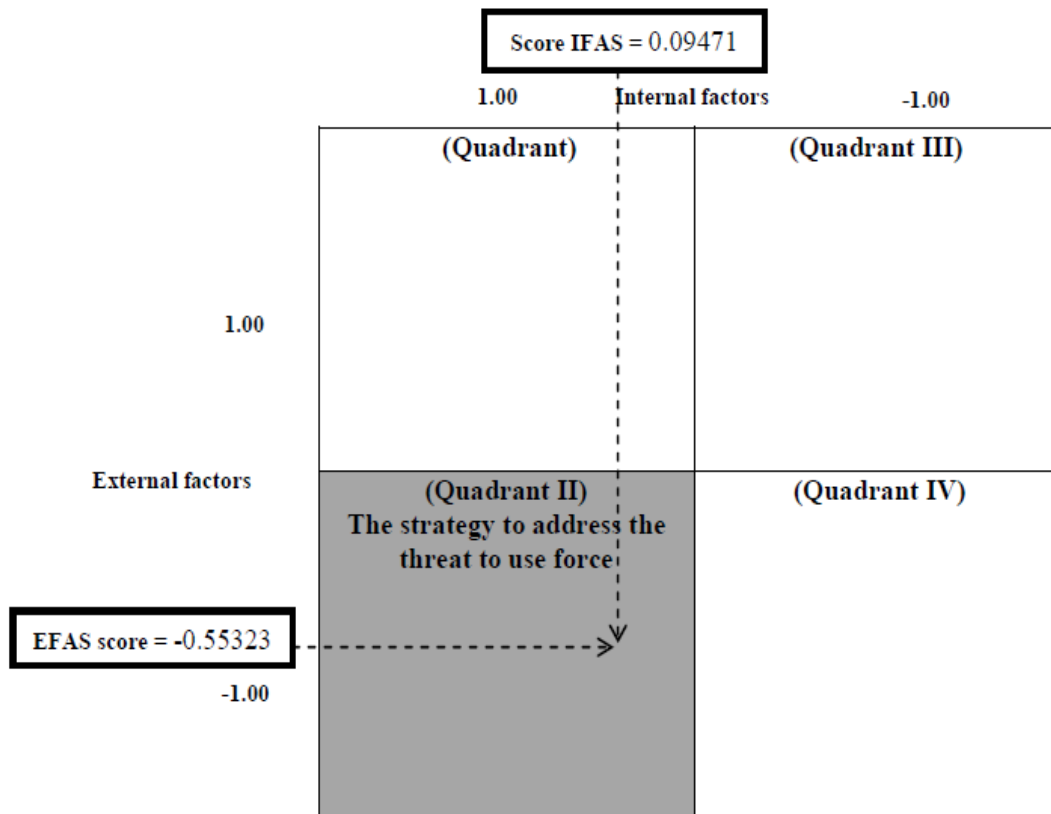


Figure 2: Strategic Position and Empowerment Strategy of the Modern Merchandise Market

From the abovementioned picture it is known that the Modern Merchandise Market is in quadrant II in which quadrant the S-T strategy has the most important role is to use force to overcome the threat. Here are the biggest threat actually comes from the rapid growing of the Modern Merchandise Market and the existence of the Traditional Merchandise Market. Therefore, the company must be able to maximize its power. Which the promotion is the main shaft of the Modern Merchandise Market in bringing the guests. Through percentage which reaches 10-13% of the guide person to bring guests, the Modern Merchandise Market certainly have a tremendous opportunity to further gain profits

The Competitive Market Strategy of the Traditional Merchandise Market against the Modern Merchandise Market:

From the analysis of previously known that the Traditional Merchandise Market is in quadrant IV where there are expected to be able to minimize the weaknesses to overcome the threat. As for the Modern Merchandise Market themselves they are in quadrant II, where they must be able to maximize the strength to overcome existing threats. In this case, the existence of the Traditional Merchandise Market which is mostly threatened by the growth of Modern Merchandise Market has to start fixing the weaknesses they have. Especially in terms of professionalism merchants this is mostly complained by consumers. Besides the need for the development of managerial skills to every merchant in managing relationships with consumers, this will not come just once but many times. In terms of capital the merchants can actually now borrow bank loans to the nearest bank. Also in terms of promotions it can still be improved. Viewed from a modern market promotion by giving a percentage of profits to the tour guide so that tourist arrivals can increase significantly then it can be exercised by Traditional Merchandise Market by using payment counter which is centralized at each of its blocks. At this transactions deal stage it only occurs that the consumers will only be given a notice in which the notice has to be paid at the payment counter when the goods is submitted to the customers. By such way the fee provision

to tour guide will be easier to do. In terms of facilities and infrastructure support, the Traditional Merchandise Market is supposed to be facilitated thereupon. Such as the provision of free wifi access, automated teller machines, mosque, nursing mothers and the toilets were clean and comfortable. Besides the Traditional Merchandise Market should start getting used to being disciplined in environmental management and garbage. It is intended that the atmosphere Traditional Merchandise Market is comfortable when visited by the consumers and avoid of the unpleasant image

6. CONCLUSION

From the discussion in the previous chapter it is concluded that the strategic position of Traditional Merchandise Market is in quadrant IV. In terms of internal, the Traditional Merchandise Market can be said to be weaker than in the Modern Merchandise Market. It can be caused in the Modern Merchandise Market, the company can directly monitor the it's operating activities and able to make policy that will be conducted by their employees, while The Traditional Merchandise Market, the policy made by the market manager is not always approved by all levels of merchants because of the existence of many ego and interest of each parties in the Traditional Merchandise Market. Therefore it is expected in the future the market manager and market merchant are able to well synergize any measures taken in favor of the Traditional Merchandise Market.

Besides the quality of human resources in the Traditional Merchandise Market especially merchants it'd be better be further improved. Either in the form of training or seminars on entrepreneurship. Because the most complaints received of visitors is the unprofessional merchants, ranging from coercion or less decent words that come out of the merchants concerned.

7. FURTHER RESEARCH

Subject with this research then it is planned that in the future we will study the formulation of appropriate strategies to improve and strengthen the Traditional Merchandise Market in Gianyar regency of Bali province.

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