

Analysis of Competitive Strategies to Improve Business Performance of Aerospace Training and Education Institute Gemilang Training Center

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Abstract

The Angkasa Gemilang Aviation Education and Training Institute is an aviation training and education institution that was established in 2008. Its students come from high school graduates or the equivalent. From 2008 to 2015 the number of students continued to increase, but from 2016 to 2020 the number of students continued to decline by more than 50%. This is what underlies the research, namely to formulate the right competitive strategy. This study uses a quantitative descriptive method with interviews and direct questionnaires to both internal and external sources. Analysis of the input stage is carried out with the IFE, EFE, CPM matrix, the matrix stage with the IE Matrix, Grand Strategy, SWOT, and the decision stage with the QSPM matrix. Then the implementation of the chosen strategy with the Short-Term and Long-Term Logical Framework is carried out. The strategy analysis concludes that the company's position is in quadrant I with an aggressive strategy to the promotion of market selection by aggressively and more broadly utilizing information and communication technology optimally.

Keywords: Strategy; IFE; EFE; CPM; IE Matrix; SWOT dan QSPM.

A. Introduction

The development of the aviation world in Indonesia began in 2000, at which time low-cost carriers (LCC) began to be established. Some of the LCC-based airlines include Lion Air, AW Air, Star Air, AirAsia, Sri Wijaya Air, and others. This then has an impact on the increasing demand for human resources both in quantity and quality. The phenomenon of Low-Cost Carrier @<http://maskapai.wordpress.com> (March 13, 2008) internet. The need for human resources to support the aviation industry, both as Air Crew and Ground Staff at the airport, creates opportunities for business actors to establish an Aviation Education and Training Institute whose market segment is those who have at least graduated from high school, vocational school or the equivalent. The opportunity that is exhaled is that after graduation, you will be able to have a career in the world of aviation. Start several flight training in big cities, including one in Medan.

The Aerospace Gemilang Training Center (AGTC) was established in Medan in 2008. This institution was established with the vision of becoming one of the best educational and training institutions in Indonesia that contributes to building a safe, comfortable, and quality aviation world. Aviation Education and training business has very good prospects due to the increasing need for human resources, especially in the field of aviation. In the initial period, namely from 2008 to 2015, the number of AGTC

students continued to increase, which peaked in 2015 amounting to 126 people, but in the next period from 2016 to 2020 there was a decrease of approximately 50% every year. From the beginning of its establishment, the marketing strategy carried out was by direct visits and outreach to schools or by building freelance marketing to capture public interest. An appropriate and reliable competitive strategy is needed for the sustainability of AGTC's business in the future.

Table 1 Number of AGTC Students

No	Year	Number of Students
1.	2015	126
2.	2016	106
3.	2017	62
4.	2018	32
5.	2019	23
6.	2020	14

Source: AGTC, 2021

B. Literature review

1. Competitive Advantage

According to Porter (2002), competitive advantage is the ability of a company to achieve economic benefits above the profits that can be achieved by competitors in the market in the same industry. Competitive advantage is when a business entity can offer more value or advantages to consumers compared to competitors, it will produce a competitive advantage. Competitive advantage is achieved in activities in an industry or market through competitive economic value creation (Alwi & Handayani, 2018). According to Sunyoto (2015: 3), competitive advantage can be achieved by developing products specifically and more profitable than competitors.

2. Performance

According to Wilson Bangun (2012:231) Performance (performance) is the result of work achieved by someone based on job requirements. Meanwhile, according to Prawirosoentono, Performance or in English is performance, namely: the results of work that can be achieved by a person or group of people in the organization, by their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law and by the law. with morals and ethics (Marjaya & Pasaribu, 2019). Etymologically, performance comes from the word performance. As stated by Mangkunegara (2013), the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties in according to the responsibilities given. to her.

3. Marketing Management

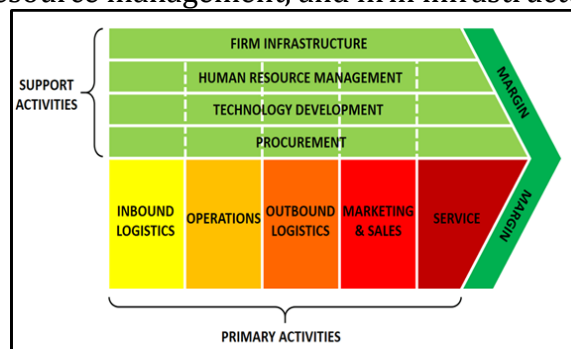
According to Kotler (2009: 6), marketing is meeting needs profitably. The American Marketing Association in Kotler (2009: 6) offers a formal definition of marketing as follows: marketing is an organizational function and a set of processes

for creating, communicating, and delivering value to customers and managing customer relationships in ways that benefit the organization and its shareholders.

Marketing is management's effort to create marketing activities that can arouse/awaken consumers to be interested in the products promoted by the management. Through marketing, the management tries to arouse consumer needs so that consumers are interested in the products being promoted so that consumers have the desire to buy and own them (Romli, 2019).

4. Value Chain

Porter (1985), in the book Jogiyanto (2005), divides activities within the company into nine activities which are grouped into two major activities, namely five main activities, namely: inbound logistics, operations, outbound logistics, marketing and sales, services, and four supporting activities. that is procurement, technology, development, human resource management, and firm infrastructure.



Gambar 1 Rantai Nilai (*Value Chain*)

5. Strategy

According to David, Fred R, (2015:11), strategy is a potential action that requires top management decisions and large company resources. According to David strategy is a way to achieve long-term goals. Business strategies can be in the form of geographical expansion, diversification, acquisition, product development, market penetration, employee rationalization, divestment, liquidation, and joint ventures (Economy & Management, 2019). The types of strategies according to David, Fred R, (2015), are integration strategies, intensive strategies, diversification strategies, and defensive strategies.

6. Strategy Management

According to (David, 2011) strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. The strategic management process consists of three stages, namely: strategy formulation, strategy implementation, and strategy assessment. According to Hazmanan, Khair, et al, (2016: 106), strategy has levels starting from the corporate level, business level, and functional level. According to David, Fred R, (2015:4), the strategic management process consists of three stages, namely: strategy formulation, strategy implementation, and strategy assessment.

Strategy Formulation Stage

- The input stage consists of matrix analysis of IFE, EFE, and CPM
- The matching stage consists of an IE matrix analysis, a grand strategy matrix, and a SWOT matrix.
- The decision stage using QSPM analysis.

Strategy Implementation Stage

The implementation of the strategy requires the company to set annual goals, make policies, motivate employees, and allocate resources so that the strategies that have been formulated can be implemented (David, Fred R. 2015). In implementing the choice strategy, a logical framework table is needed so that the chosen strategy can be used and its effectiveness measured.

C. Research Methods

In this study, the author uses a quantitative descriptive approach using interviews and questionnaires regarding the current state of the subject being studied, where the phenomenon can be calculated by descriptive analysis such as percentage, total (total), average, and others. Sampling was done by the purposive sampling technique where the sources used came from internal and external sources. While the data source comes from primary data. The measurement technique was carried out using a Likert scale. Data analysis was carried out by grouping, tabulating data, presenting data for each variable studied, and performing calculations to answer the formulation of the problem.

D. Result And Discussion

1. Input Stage

a. The IFE (Internal Factor Evaluation) matrix was compiled based on primary data obtained through interviews and questionnaires from 5 AGTC internal sources and 5 external sources. The weighting is carried out by 5 external resource persons who come from practitioners and academics using an industries-based method, while the rating is carried out by 5 internal sources using a company-based method.

Table 2 IFE. Matrix

NO	KEY INTERNAL FACTORS STRENGTH	WEIGHT	RANK	WEIGHTED SCORE
1	The morning call is done 15 minutes before entering	0,03	4,0	0,12
2	Competitive prices and payment methods can be paid in installments	0,05	4,0	0,20
3	Facilities and infrastructure are well available	0,04	3,4	0,14
4	Knowledgeable and experienced instructor	0,05	4,0	0,20
5	Doing Quality Control	0,05	3,6	0,18
6	<i>On the job training is conducted at the airport</i>	0,04	3,4	0,14
7	Instructors from practitioners and academics	0,04	3,4	0,14

8	Good and comfortable work environment and atmosphere	0,04	3,4	0,14
9	Inspection well done	0,03	3,6	0,11
10	Materials and curriculum that are always updated	0,05	3,8	0,19
11	The alumni association is managed by the Operations Manager	0,04	3,6	0,14
12	Strategic and representative place	0,06	3,4	0,20
13	After the training, get a certificate, license	0,05	3,4	0,17
Amount				2,06
NO	KEY INTERNAL FACTORS	WEIGHT	RANK	WEIGHTED SCORE
WEAKNESS				
1	Generally, employees come from alumni	0,05	2,0	0,10
2	Employee training is not optimal	0,04	1,8	0,07
3	The selection of student admissions is still not optimal	0,03	2,0	0,06
4	The cooperative relationship with stakeholders in the aviation industry has not been maximized	0,05	1,4	0,07
5	Employee compensation is still below the UMP	0,05	1,8	0,09
6	Don't have a competitive strategy plan yet	0,05	1,4	0,07
7	The use of information and communication technology via the internet has not been maximally used	0,06	1,6	0,10
8	Promotion and advertising are still conventional	0,05	1,6	0,08
9	Marketing performance decline in 2020: 60%	0,05	1,0	0,05
Amount				0,69
TOTAL		1,0		2,75

Source: Data processing, 2021

In the analysis of the IFE matrix above, the results obtained are: The total strength of the weighted score is 2.06, the number of weaknesses is the weighted

score of 0.69 and the total IFE weighted score is 2.75, which means it is above the average 2.5. This indicates that the organization has a strong internal position.

b. The EFE (External Factor Evaluation) matrix was compiled based on primary data obtained through interviews and questionnaires from 5 AGTC internal sources and 5 external sources. The weighting is carried out by 5 external resource persons who come from practitioners and academics using an industries-based method, while the rating is carried out by 5 internal sources using a company-based method.

Table 3 EFE. Matrix

NO	KEY EXTERNAL FACTORS	WEIGHT	RANK	WEIGHTED SCORE
OPPORTUNITY				
1	The rapid growth of the aviation industry	0,06	3,2	0,19
2	Lots of job opportunities	0,06	3,0	0,18
3	Air cargo is growing very fast	0,06	3,4	0,20
4	College costs a lot and takes a long time	0,06	2,4	0,14
5	The assumption is that working in aviation is cool	0,06	2,2	0,13
6	Trends want to get a job easily	0,06	2,0	0,12
7	High unemployment for university graduates	0,05	2,2	0,11
8	disclosure of information and communication	0,06	2,0	0,12
9	Generations aged 11 to 26 years amounted to 75.49 million	0,04	2,8	0,11
10	Tight competition for ASN, TNI, POLRI	0,05	2,0	0,10
Amount				1,41
	THREAT	WEIGHT	RANK	WEIGHTED SCORE
1	OJT opportunity at the airport	0,04	1,8	0,07
2	Inauguration of BLK for free	0,04	2,0	0,08
3	The desire for children to have a college graduate certificate	0,04	2,0	0,08
4	College graduates have a higher social status in society	0,04	2,2	0,09
5	Existing competitors are getting stronger	0,05	3,2	0,16
6	The emergence of new competitors	0,04	2,8	0,11
7	Indonesia's per capita income (GDB) in	0,06	3,0	0,18

	2020 decreased by 2.07% compared to 2019			
8	World/global economic crisis	0,06	4,0	0,24
9	The current Covid-19 pandemic	0,07	4,0	0,28
Amount				1,29
TOTAL		1,00		2,71

Source: Data processing, 2021

In the analysis of the EFE matrix above, the following results are obtained: The number of opportunities for a weighted score is 1.41, the total threat is a weighted score is 1.29 and the total score is EFE is 2.71, which means it is above the average 2.5. This indicates that the organization can take advantage of existing opportunities to deal with emerging threats.

c. The Competitive Profile Matrix (CPM), compiled based on primary data obtained from 2 competitor sources and 5 internal sources, is used to see the company's strengths and weaknesses from the internal and competitor perspectives.

Table 4 CPM Matrix

NO	IMPORTANT SUCCESS FACTORS	WEIGHT	A					
			ZTEC		POSTING A		PESAING B	
			Rating	Score Weight	Rating	Score Weight	Rating	Score Weight
1	Place, facilities and facilities	0,08	4	0,32	4	0,32	3	0,24
2	Promotion and advertising	0,08	2	0,16	4	0,32	3	0,24
3	Competitive price	0,07	4	0,28	4	0,28	3	0,21
4	Quality of materials, curriculum	0,08	4	0,32	4	0,32	3	0,24
5	Instructor Quality	0,08	4	0,32	4	0,32	3	0,24
6	Quality Control	0,07	4	0,28	4	0,28	3	0,21
7	Standardization of internal HR	0,07	2	0,14	3	0,21	3	0,21
8	HR development and compensation	0,08	2	0,16	3	0,24	3	0,24
9	Work alumni	0,08	3	0,24	4	0,32	3	0,24

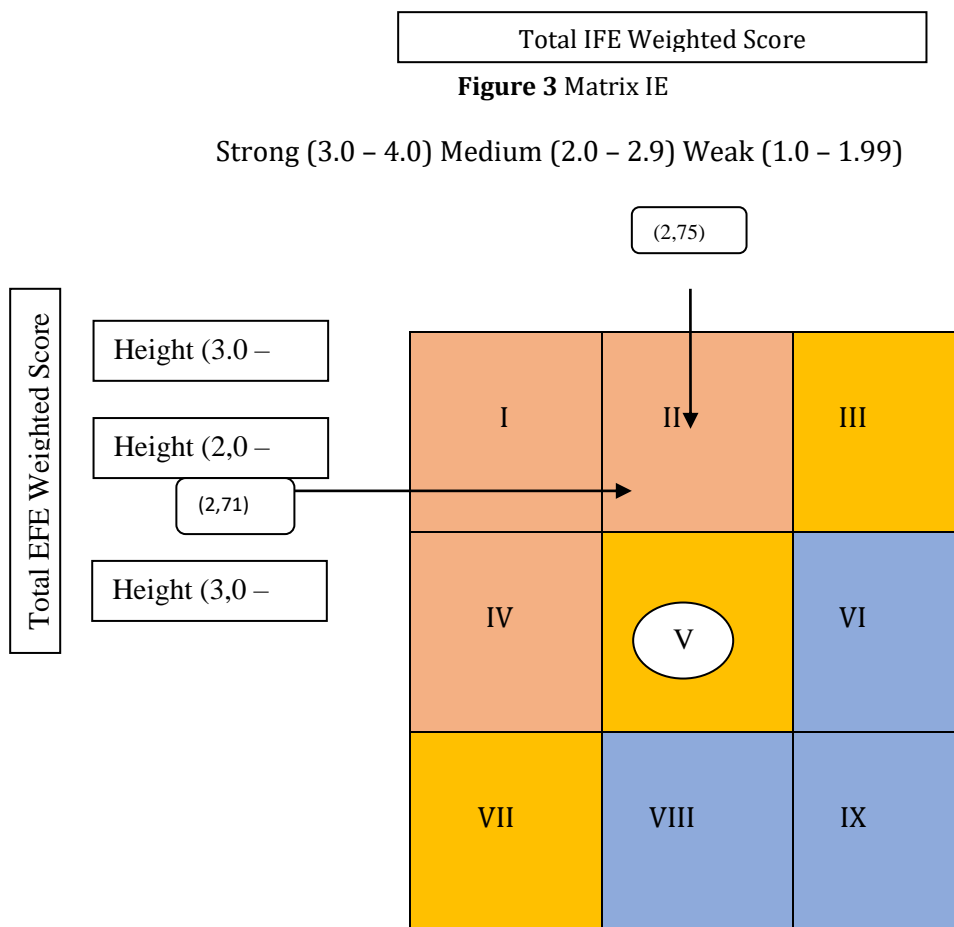
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10	Internal HR quality	0,08	3	0,24	3	0,24	3	0,24
11	Market share	0,07	2	0,14	3	0,21	3	0,21
12	Management experience	0,07	4	0,28	4	0,28	3	0,21
13	Use of technology	0,09	2	0,18	4	0,36	3	0,27
TOTAL		1,00		3,06		3,70		3,00

In the analysis of the competitive profile matrix (Competitive Profile Matrix-CPM), the total AGTC score: is 3.06, the total score of competitor A 3.70, and the total score of competitor B is 3.00, where these results indicate that competitor A's competitive strength is the highest while AGTC is ranked 2nd.

2. Matching stage

a. IE (Internal External) matrix, displays the company's position in nine cells. The IE matrix is based on two key dimensions, namely: the total IFE weighted score on the X-axis with a value of 2.75, and the total EFE weighted score on the Y-axis with a value of 2.71.



Source: data processing, 2021

Through the analysis of the IE matrix, it can be concluded that the company is in cell V with a guard and defend strategy.

b. Grand Strategy Matrix, the data to be used comes from the IFE and EFE matrices. The difference between the number of strengths of the weighted score and the number of weaknesses of the weighted score is $2.06 - 0.69 = 1.37$. The difference between the number of weighted opportunities and the number of weighted threats is $1.41 - 1.29 = 0.12$.

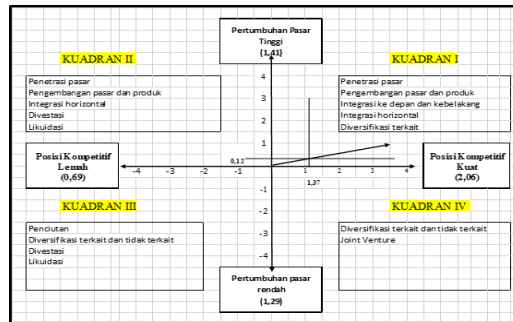


Figure 4 Quadrant Grand Strategy (Grand Strategy)

Through the analysis of the grand strategy matrix, it can be concluded that the company is in quadrant I with a strategy of market penetration, market and product development, forward and backward integration, horizontal integration, and related diversification.

c. SWOT matrix, the analysis is carried out quantitatively by using quadrants and qualitatively by using 4 types of strategies SO, WO, ST, and WT.

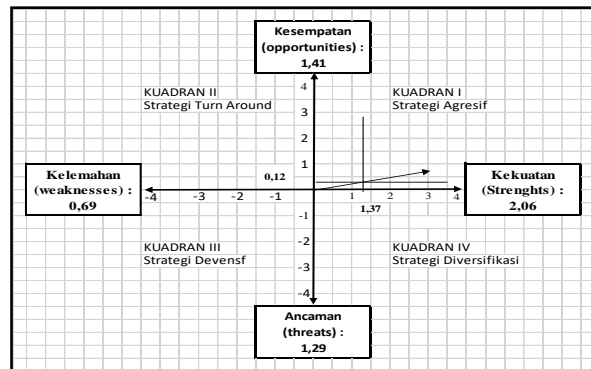


Figure 5 SWOT Quadrant

Quadrant analysis concluded that the company is in quadrant I position with an aggressive strategy, meaning that the company has the opportunity to grow and develop.

Tabel 5 Matriks SWOT

<p style="text-align: center;">INTERNAL</p> <p style="text-align: center;">EXTERNAL</p>	<p style="text-align: center;">Strengths</p> <ol style="list-style-type: none"> 1. Morning call 15 minutes before entering 2. Competitive price, installment payment method 3. Good facilities and infrastructure 4. Experienced and qualified instructor 5. Doing Quality Control 6. OJT at the airport 7. Instructors from academic practitioners 8. Cozy environment 9. Ospek did well 10. Material and curriculum update 11. Have alumni ties 12. Strategic place 13. Giving certificate after completion of training 	<p style="text-align: center;">Weaknesses</p> <ol style="list-style-type: none"> 1. Employees are alumni 2. Employee training is not optimal 3. Strict admission selection 4. Relations with stakeholders have not been maximized 5. Employee compensation 6. Don't have a competitive strategy yet 7. The utilization of information & communication technology is not optimal 8. Promotion and advertising are still conventional 9. Decrease in marketing performance by 60% from the previous year
<p>Opportunities</p> <ol style="list-style-type: none"> 1. The rapid growth of the aviation industry 2. Number of job vacancies 3. Air cargo is growing fast 4. College costs a lot 5. The idea of working in the aviation industry is cool 6. The trend is to quickly work with mdh 7. High unemployment among college graduates 8. Disclosure of information 9. Population aged 11 to 26 years 27.94% 10. Strict entry of ASN, Police, TNI 	<p>Strategy SO</p> <ol style="list-style-type: none"> 1. Market penetration by optimally utilizing information and communication technology (S2, S3 – O1,4) 2. Improve the quality of human resources (S5 – O8) 3. Expanding cooperation with aviation industry stakeholders (S5,11,13 – O6) 	<p>Strategy WO</p> <ol style="list-style-type: none"> 1. Create training in the form of internal courses for employees (W2 – O8) 2. Expanding cooperation with aviation industry stakeholders (W4 – O2) 3. Cooperating in student recruitment with equivalent high school schools (W8 – O8)
<p>Threats</p> <ol style="list-style-type: none"> 1. OJT permit at the airport 2. Opening of Free Community BLK 3. Parents tend to want their children to enter high school 4. High school graduates have a higher social 	<p>Strategy ST</p> <ol style="list-style-type: none"> 1. Lowering the price (S2 – T5) 2. Creating promotional packages with various prizes and increasing advertisements (S3 – T5,6) 3. Strict cost control (S2 – 	<p>Strategy WT</p> <ol style="list-style-type: none"> 1. Standardize formal education for HR recruitment (W2 – T5,6) 2. Building partnerships with external parties (W4 – T3) 3. Strictly cost

status in society 5. Competitors are getting stronger 6. New competitors emerge 7. Indonesia's per capita income fell 2.07% 8. Global economic crisis 9. Covid-19 pandemic	T8,9)	efficiency (W9 – T7,8,9)
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Source: data processing, 2021

Through the analysis of the SWOT matrix, it can be concluded that the chosen strategy for the company at this time is the SO strategy which consists of 3, namely: 1. Market penetration by optimally utilizing information and communication technology. 2. Improving the quality of human resources. 3. Expanding cooperation with aviation industry stakeholders.

3. Decision Stage

The Quantitative Strategic Planning Matrix (QSPM), aims to see which of the three selected strategies is the most effective to implement.

Table 6 Matrix of Quantitative Strategic Planning-QSPM

Alternative Strategy:									
		Strategy 1	Strategy 2	Strategy 3					
Key Factors		Weight	AS	TAS	AS	TAS	AS	TAS	
No	Strength								
1	The morning call is done 15 minutes before entering	0,03	-	-	-	-	-	-	
2	Harga kompetitif, metode bayar bisa dicicil	0,05	3	0,15	1	0,05	1	0,05	
3	Facilities and infrastructure are well available	0,04	3	0,12	1	0,04	1	0,04	
4	Qualified instructors in terms of knowledge and experience	0,05	-	-	-	-	-	-	
5	Carry out quality control	0,05	-	-	-	-	-	-	
6	OJT at the airport	0,04	1	0,04	1	0,04	3	0,12	
7	Instruktur direkrut dari praktisi dan akademisi	0,04	1	0,04	1	0,04	3	0,12	

8	The atmosphere and work environment are very supportive	0,04	1	0,04	3	0,12	1	0,04
9	The inspection is carried out in a well-planned manner	0,03	-	-	-	-	-	-
10	Materials and curriculum that are always updated	0,05	-	-	-	-	-	-
11	Have alumni ties	0,04	2	0,08	1	0,04	1	0,04
12	Strategic and representative place	0,06	3	0,18	2	0,12	2	0,12
13	Giving certificate / license after training	0,05	-	-	-	-	-	-

Weakness

1	Generally, employees come from alumni	0,05	1	0,05	3	0,15	1	0,05
2	Employee training is not optimal	0,04	1	0,04	4	0,17	1	0,04
3	Selection of student admissions is still not tight	0,03	-	-	-	-	-	-
4	Relations with stakeholders are not maximized	0,05	1	0,05	1	0,05	4	0,20
5	Employee compensation is still below the UMP	0,05	1	0,05	3	0,15	1	0,05
6	Don't have a competitive strategy plan yet	0,05	3	0,15	1	0,05	1	0,05
7	Utilization of information and communication technology	0,06	4	0,24	1	0,06	1	0,06
8	Promotion and advertising is still the conventional way	0,05	4	0,20	1	0,05	1	0,05
9	60% decrease in marketing performance from the previous year	0,05	3	0,15	4	0,20	1	0,05

Total 1,00

Opportunity

1	The rapid growth of the aviation industry	0,06	4	0,24	1	0,06	4	0,24
2	The number of job opportunities in the aviation world	0,06	4	0,24	1	0,06	4	0,24
3	Air cargo is growing very fast	0,06	3	0,18	1	0,06	2	0,12
4	College costs a lot and takes a long time	0,06	3	0,18	1	0,06	1	0,06
5	The assumption is that working in flight is cool	0,06	3	0,18	1	0,06	1	0,06

6	The trend for young people to get work quickly & easily	0,06	3	0,18	1	0,06	1	0,06
7	High unemployment rate of university alumni	0,05	3	0,15	1	0,05	1	0,05
8	Infokom openness through internet media	0,06	3	0,18	2	0,12	2	0,12
9	Generations aged 11 to 26 years are 27.94% as of September 2020	0,04	3	0,12	1	0,04	1	0,04
10	Tight competition to become ASN, TNI, POLRI	0,05	3	0,15	1	0,05	1	0,05

Threat

1	Opportunities, permits, and procedures for OJT students at the airport	0,04	1	0,04	1	0,04	4	0,16
2	Inauguration of the government program Community BLK	0,04	3	0,12	1	0,04	1	0,04
3	The wishes of parents tend to want their children to have college graduates	0,04	3	0,12	1	0,04	1	0,04
4	College graduate, high social status	0,04	2	0,08	1	0,04	1	0,04
5	Existing competitors are getting stronger	0,05	3	0,15	1	0,05	2	0,10
6	The emergence of new competitors	0,04	3	0,12	1	0,04	2	0,08
7	Indonesia's per capita income in 2020 decreased by 2.07%	0,06	3	0,18	1	0,06	1	0,06
8	World/global economic crisis	0,06	4	0,24	1	0,06	1	0,06
9	The current Covid-19 pandemic	0,07	3	0,21	1	0,07	1	0,07
Total		1,00		4,64	1	2,39	1	2,77

Source: data processing, 2021

Through QSPM analysis it can be concluded that the most effective strategy to use today is "market penetration by utilizing information and communication technology optimally".

Strategy Implementation:

Strategy implementation can be done by determining short-term and long-term goals through a logical framework.

At the input stage, the number of weighted scores on the IFE matrix is 2.75, which means it is above the average value of 2.5 and it can be concluded that the company has good internal strengths and can overcome its internal weaknesses. The number of

weighted scores on the EFE matrix is 2.71, which means it is above the average value of 2.5 and it can be concluded that the company can take advantage of opportunities and can minimize threats that come. Through the analysis of the CPM matrix which uses a comparison of two competing companies, it can be concluded that the company is ranked number two with a value of 3.06 above competitor B with a value of 3.0, and below competitor A with a value of 3.70.

In the matching stage with the IE matrix, the company is in cell V with a guard and maintain strategy, namely using market penetration and market development strategies. Grand Strategy Matrix, the company is in quadrant I with a strategy of market penetration, market, and product development, forward and backward integration, horizontal integration, and related diversification. In quantitative SWOT matrix analysis, the company is in quadrant I with an aggressive strategy, while the qualitative SWOT matrix analysis produces 3 SO strategies, namely: a. Market penetration by optimally utilizing information and communication technology. b. Improving the quality of human resources. C. Expanding cooperation with aviation industry stakeholders.

At the decision stage through QSPM, it was chosen as the most effective strategy to use "market penetration by utilizing information and communication technology optimally".

E. Conclusion

1. The decline in the number of students in the period 2016 to 2019 was due to internal weaknesses, namely in terms of marketing and advertising strategies and methods. Meanwhile, in 2020 the decline in the number of students was also due to external factors, namely the COVID-19 pandemic.
2. Matrix analysis of IFE, EFE, CPM shows the company has the opportunity to grow and develop, this can also be seen through matrix analysis of IE, Grand Strategy and SWOT.
3. The most appropriate and effective strategy to do today is to penetrate the market by optimally utilizing information and communication technology.

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