

Swot Analysis in Making Relationship Marketing Program

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Abstract. *The purpose of this study is to design and determine the relationship marketing strategy at Share Tea Sun Plaza Medan. The analytical method used is descriptive analysis (qualitative), the triangular method, the internal factor matrix (IFE), the external factor matrix (EFE), and a matrix of strengths, weaknesses, opportunities, and threats (SWOT) to create a relationship marketing strategy for the Share Tea Sun Plaza program. Medan. The results of research at Share Tea Sun Plaza Medan show that by using a matrix of internal and external factors and SWOT analysis, a relationship marketing strategy program can be produced that consists of Fresnack Cards, Big Day Sale, and Fresouvenir Cards that will be used in relational marketing.*

Keywords: *Strengths, Weaknesses, Opportunities, Threats, and Relationship Marketing.*

INTRODUCTION

Environmental changes that occur in the 21st century make the economic situation difficult to predict. A company will be close to the environmental situation around it; changes will come and approach everything that exists, regardless of the company. Change will be a good and profitable situation if it can be handled with strategies and reliable actions carried out by the company. But it is different if changes are handled with a strategy that is not in accordance with what it should be; then these changes will create an event that the company did not expect, so a strategy will always be needed in all matters relating to the company.

Changes will come in the company's external and internal environments. This is the same as strategy: if a company experiences a disruption, it will have a negative impact on the company. Meanwhile, if the changes in the company are positive changes, it will increase the strength and survival of the company. Therefore, when a company designs a strategy, the company must pay attention to external factors, internal company resources and capabilities,

core competition, and external factors consisting of the economic, technological, legal-political, socio-cultural, consumer, supplier, and competitor environments.

Companies must pay attention to all existing factors, including paying attention to the consumer, who is one of the external factors of the company. Consumers are needed to be able to consume and utilize the goods or services offered by companies to consumers; after consumers are found, maintaining good relationships with them is important and fundamental. One strategy that is needed by a company to be able to retain a consumer is to implement a program called "Relationship Marketing," which is a good relationship and must be considered by the company because if the company has succeeded in winning the hearts of consumers by maintaining relationships with each other, then the goods offered by the company will become goods that are consumed and utilized by consumers, and not infrequently, when the product has long been a prima donna for consumers, the product will become the top of mind in the consumer paradigm.

Relationship marketing strategies can be designed using SWOT analysis, which is an acronym for strengths, weaknesses, opportunities, and threats, and is an analysis to measure strengths, weaknesses, opportunities, and threats in marketing carried out by a company. For a company, it is very important to be able to measure the extent to which it can develop and become a company whose products are in demand by consumers.

Share Tea is a franchise that originated in the Taiwanese city of Taipei and was founded in 1992. Share Tea is a brand of bubble tea whose name is known in the city of Taipei. Share Tea is the best tea-based drink using high-quality natural ingredients, which is called "a new style of tea drink." By adding a new style to a tea drink produced by Share Tea, many topping variants are offered to further enhance the taste desired by consumers. Share Tea's slogan is "Share the World, Share Happiness," and the company has more than 180 stores in China, Hong Kong, Macau, the Philippines, Singapore, Malaysia, and Indonesia, including Taman Angrek, Pondok Indah Mall, Puri Indah Mall, Kelapa Gading Mall, Plaza Semanggi, Ciputera Mall, Plaza Festival, Lottemart Bintaro, Lottemart Kelapa Gading, Supermall Karawaci, Cipinang In Where this bubble tea drink is called "Taipei No. 1" (makanmana.net), which can be seen in every existing Share Tea outlet, this indicates that the Share Tea Franchise has consumers who are worldwide. So it's not surprising that many people in the city of Medan are waiting for ShareTea to arrive.

Share Tea not only sells a wide variety of bubble tea drink menus but also has an attractive shop design equipped with an interior design that displays national icons or symbols,

such as Monas Jakarta, Kuala Lumpur Malaysia Twin Towers, and New York's Statue of Liberty. There are small round glass tables equipped with red and black sofas, as well as a long table equipped with chairs like in a restaurant. There is air conditioning, and to complement the attractive and comfortable design at the Share Tea outlet, music always sounds to make the atmosphere more comfortable. Share Tea is a new franchise coming to the market when compared to other competitors. Share Tea makes sales every day, and the target is determined by the manager of Share Tea Sun Plaza.

LITERATURE REVIEW

Corporate Environmental Analysis

Hunger and Wheelen (2009:113), environmental observation is monitoring, evaluating and disseminating information from the external environment to key people within the company. Environmental monitoring is a management tool for avoiding strategic surprises and ensuring management's long-term soundness.

In making environmental observations, a strategic manager must pay attention to and know the various variables that exist in the social environment and the work environment. According to Hunger and Wheelen (2009: 113), the social environment includes general forces that are indirectly related to short-term organizational activities but can often influence long-term decisions. Long-term decisions within the company can include several environments, such as:

1. External Environment

a) The economic environment

Where economic power regulates the exchange of materials, money, energy, and existing information, so that economic power has strength that is highly considered in terms of the economy.

b) The technological environment

A technological environment that results in the discovery of solutions to existing problems through technological advances that have developed in an all-connected era.

c) The legal-political environment

The legal-political environment where this power allocates power and provides coercion and protection of laws and rules that have been determined to be obeyed.

d) The socio-cultural environment

A socio-cultural environment in which values, customs, and environmental habits become an important concern that the company must understand in order for environmental habits and customs applied in an environment to be an advantage and a strength for the company.

e) Consumers

Consumers are important actors in a company because it is through them that the products produced by the company are delivered and consumed by consumers.

f) Suppliers

The company will maintain good relations with its suppliers because suppliers have a role in distributing all the materials needed by the company, so it is necessary to maintain a relationship of mutual trust with one another.

g) Competitors

Without competitors, the company will become strong and feel that nothing can beat its products that are successful in the market if it does not have competitors who can compete and always innovate continuously, but a good company will have healthy competition with its competitors if they innovate with each other. in creating new products that can be consumed by consumers.

2. External Environment

The internal environment is the environment within the company that normally has a direct impact on or implication for the company. The internal environment will cover several aspects, such as:

a) Resources

Resources have a very important role in the company; according to Situmorang (2012: 326), human resources are deliberately separated because of their specific nature, but the resources they contribute to the company are skills, knowledge, and the ability to make decisions.

b) Capability

According to Situmorang (2012: 327), capability is a collection of resources that performs a particular task or activity in an integrated manner. Determining the capability of a company is based on two approaches, namely the functional approach and the value chain approach.

c) Primary Competence (Core competency)

Core competence is a set of skills and technology that enables a company to provide benefits to customers, so that in its core competition, the company will prioritize customers in the products it produces and markets.

According to Hasan (2003:56), an analysis of environmental aspects is very important to determine the impact that is caused on the company; ignoring the influence means destruction. The environment has an important role to always pay attention to and analyze whether what is done is in accordance with the surrounding environment, wherein marketing activities are influenced by various environmental aspects consisting of technological factors, financial resources, manufacturing capabilities, and marketing strength.

External Strategy Factor Matrix

Before making a matrix of external strategic factors, there are several ways to determine external strategic factors, according to Rangkuti (1997:22), namely;

1. Arrange in column 1 (5–10 opportunities and threats).
2. Give the weight of each factor in column 2, starting from 1.0 (very important) to 0.0 (not important). These factors are likely to have an impact on strategic factors.
3. Calculate the rating (in column 3) for each factor by giving a scale ranging from 4 (outstanding) to 1 based on the influence of the factor on the condition of the company concerned. Giving a rating value for the opportunity factor is positive (a bigger chance is given a +4 rating, but if the opportunity is small, it is given a +1 rating). Giving a threat rating value is the inverse of this.
4. Multiply the weight in column 2 with the rating in column 3, to obtain the weighting factor in column.
4. The result is a weighted score for each factor whose value varies from 4.0 (outstanding) to 1.0.
5. The total weighted score (in column 4), to obtain the total weighted score for the company concerned. This total score shows how a particular company reacts to its external strategic

factors. This total score can be used to compare this company with other companies in the same industry group.

Internal Strategy Factor Matrix

If the strategic manager has completed the analysis of the external strategic factors (opportunities and threats), the manager must pay attention to the important things that are in the company, namely the internal strategy (strengths and weaknesses) in the same way as the external factor matrix. So the external factors matrix and the internal factors matrix both analyze in the same way; the difference is that the external factors include opportunities and threats, whereas the internal factors include strengths and weaknesses.

SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats)

SWOT is an abbreviation of Strengths, Weaknesses, Opportunities, and Threats. SWOT is used as a model in analyzing an organization that is profit-oriented and non-profit-oriented, with the main objective of SWOT analysis being to find out the state of an organization more comprehensively. SWOT analysis enables a profit-oriented or non-profit organization to conduct an analysis using some of the provisions that already exist in analyzing organizations.

According to Siagian (2005: 172), SWOT can be a powerful instrument in conducting strategic analysis; this efficacy lies in the ability of the company's strategy makers to maximize the role of strength factors and take advantage of opportunities so that they also act as a tool to minimize weaknesses in the organization and reduce the impact of threats that arise and must be faced. According to David (2009: 327), SWOT is an important matching tool that helps managers develop four types of strategies, which consist of the SO strategy (strengths-opportunities), the WO strategy (weaknesses-opportunities), the ST strategy (strengths-threats), and the WT (weakness-threat) strategy. According to Rangkuti (1997:18), SWOT analysis is the systematic identification of various factors to formulate corporate strategy. According to Situmorang (2012: 341), SWOT analysis contains an evaluation of the company's internal factors in the form of opportunities and challenges. The strategy chosen must be appropriate and match the company's internal capabilities with its external situation. According to Hunger and Wheelen (2009: 193), SWOT analysis is the identification of a company's distinctive competence, namely the specific skills and resources possessed by the company and the superior methods used.

Conceptual Framework

SWOT analysis (strengths, weaknesses, opportunities, threats) or analysis (strengths, weaknesses, opportunities, threats) was used in this study. Using SWOT analysis, four strategies will be obtained, namely the SO strategy, the WO strategy, the ST strategy, and WT Fahmi's strategy (2013: 265). In simple terms, the conceptual framework can be seen in the following figure:

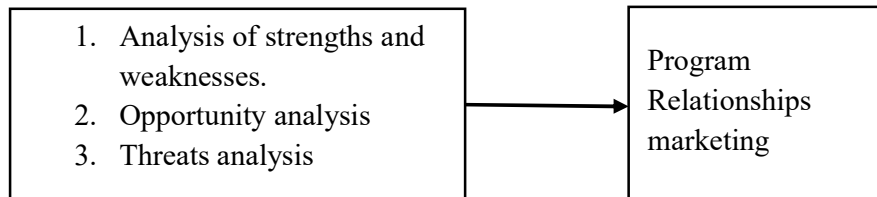


Figure 1. Conceptual framework

From Figure 1, it can be seen that an analysis of strengths and weaknesses, as well as an analysis of opportunities and threats, will produce a relationship marketing program.

RESEARCH METHOD(S)

Types of Research

Researchers used a descriptive (qualitative) research design in this study, collecting data through direct interviews with informants, specifically the manager of Share Tea Sun Plaza, to answer questions about the most recent status of research subjects Kuncoro (2009:12). Descriptive data is collected through a list of questions in interviews or observations.

Place and Time of Research

This research was conducted at Share Tea Sun Plaza Medan, 3rd floor, located at Jalan KH. Zainul Arifin No. 7 Medan, North Sumatra, with research time starting from November 2013 to January 2014.

Operational Limitations

To avoid the scope being too broad, which would obscure the research, this research is limited to strengths, weaknesses, opportunities, and threats in the Relationship Marketing Share Tea Sun Plaza Medan program.

Data Type

This study uses two types of data, namely:

1. Primary Data. Primary data is data collected directly through interviews with Share Tea Managers who have accurate information and through interviews with consumers.
2. Secondary Data. Secondary data is data or information obtained through literature study by studying and paying attention to various writings and books related to this research.

Data Collection Technique

1. Interview, namely by conducting a question-and-answer (in-depth interview) with the Share Tea Manager, who has accurate data.
2. Literature study, namely by collecting data and information through books, the internet, and theses related to this research.

Data Analysis Method

1. Descriptive Analysis

Descriptive analysis is a way to look for an overall relationship in a situation, then interpret and formulate data so as to provide a clear picture and information about strengths, weaknesses, opportunities, and threats. Share Tea Sun Plaza Medan in relationship marketing.

2. Triangulation Method

In this study, researchers used the triangulation method (a qualitative method), which was carried out in the form of conducting interviews with consumers of Share Tea Sun Plaza, to compare and test the correctness of the information conveyed by the manager of Share Tea Sun Plaza.

3. Internal Factor Matrix (IFE) and External Factor Matrix (EFE)

The IFE and EFE matrices consist of several weight and rating columns. For the weight and rating column, fill in according to the value, which is the result of grouping internal and external factors based on their level.

4. SWOT Matrix

The SWOT matrix is a tool used to compile the company's strategic factors. This matrix clearly describes how the company's strengths, weaknesses, opportunities, and threats can be overcome with the strategies it uses.

FINDINGS AND DISCUSSION

Enter Stage

IFE Matrix Analysis

Table 1. Internal Factor Evaluation Matrices (IFE Matrix)

Internal Factors	Weight	Ratings	Score
Strength			
1. Strategic location.	0,11	3	0,33
2. There is recognition of brands that are already global.	0,14	4	0,56
3. A place that is comfortable, clean, attractive, and equipped with a distinctive design.	0,15	4	0,6
4. Has a varied bubble tea drink menu equipped with various toppings, which is different from other competitors.	0,15	4	0,6
5. Promotions are always carried out every year.	0,10	3	0,3
6. Launching of new products which can be launched twice a year product.	0,15	4	0,6
Weakness			
1. All raw materials depend on the central Share Tea located in Jakarta and Share Tea Jakarta also still depends on Share Tea Taipei, Taiwan.	0,10	1	0,1
2. HR (employees) who are less loyal to Share Tea Sun Plaza Medan	0,10	2	0,2
Total	1		3,29

Source: Processed data

Based on the results of the IFE matrix analysis in Table 1. Shows that the factors that are the main strengths of Share Tea Sun Plaza Medan are places that are comfortable, clean, attractive, and equipped with designs that are characterized by Share Tea, have a varied bubble tea drink menu equipped with with a wide variety of toppings that are different from other competitors, as well as launching new products which for a period of one year can be carried out twice a year by Share Tea launching new products throughout Indonesia with the highest

weighted value of 0.6 while Share Tea's weaknesses are Sun Plaza Medan, namely the supply of raw materials that depend entirely on the central Share Tea in Jakarta and the Jakarta Share Tea still depends on the Taipei, Taiwan Share Tea with the smallest weighted value of 0.1 and a total weighted score of 3.29. This shows that Share Tea Sun Plaza Medan has a strong internal position, because it has been able to use strengths and overcome weaknesses quite well.

EFE Matrix Analysis

Table 2. EFE Matrix Analysis External Evaluation Matrix (EFE Matrix)

External Factors	Weight	Ratings	Score
Opportunity			
1. Consumer enthusiasm for Share Tea has increased, and the emergence of new consumers	0,14	3	0,42
2. The development of the market share that can enjoy Share Tea, both from parents, adults, to children	0,16	3	0,48
3. There is a change in trend with the habit of drinking tea, but with new and varied flavors	0,19	4	0,76
4. Using high-quality tea-based ingredients that are safe for consumption	0,17	3	0,51
Threats			
1. The bubble tea beverage industry is currently a very competitive sector so that competition is also getting tougher	0,12	2	0,24
2. Similarity of marketing strategy with other bubble tea products	0,10	3	0,3
3. There is a threat from newcomers	0,12	3	0,36
Total	1		3,07

Source: Processed data

Based on the results of the EFE matrix analysis in Table 2, it shows that the factor that is the main opportunity for Share Tea Sun Plaza Medan is a change in trend with the habit of

drinking tea, but with new and varied flavors, with a weighted value of 0.76, while the main threat is for Share Tea. Sun Plaza Medan, namely the bubble tea beverage industry, is currently a very competitive sector, so that competition is also getting tougher with the lowest weighted value of 0.24. Based on the calculation results in Table 4.3, a total weight score of 3.07 can be obtained. This shows that Share Tea Sun Plaza Medan is able to respond to external factors by taking advantage of existing opportunities and overcoming threats.

Internal-External Matrix

The internal-external matrix positions the various divisions of an organization in a nine-quadrant view, as can be seen in Table 4.4. In this IE matrix, it will be possible to identify the strategies prepared by the company for various possible opportunities and threats. Strategic issues to be monitored must be determined, because it is estimated that these issues may affect the company in the future.

Table 3. Internal-External Matrix

	Kuat	Rata-Rata	Lemah
	4.0	3.0	2.0
Tinggi	I Pertumbuhan	II Pertumbuhan	III Penciutan
Menengah	IV Stabilitas	V Pertumbuhan Stabilitas	VI Penciutan
Rendah	VII Pertumbuhan	VIII Pertumbuhan	IX Likuidasi
	1.0		1.0

Sumber: Rangkuti (2013:206)

Information :

1. Quadrants I, II, IV: can be described as a growth and development strategy (Grow and Build). Intensive strategies through market penetration, market development, and product development can be the most appropriate for this quadrant.
2. Quadrants III, V, VII: can be handled with a strategy to maintain and maintain (Hold and Maintain) market penetration and product development are two appropriate strategies used in this quadrant.
3. Quadrants VI, VIII, IX: can be handled with divestment or innovation strategies.

In the internal factor matrix, a total weight score of 3.29 is obtained, and in the external factor matrix, a total weight score of 3.07 is obtained. So it can be determined that the internal matrix and external matrix owned by Share Tea Sun Plaza Medan are in the first quadrant (I), which means the right strategy should be used by Share Tea.

Sun Plaza Medan is a growth and building strategy to grow and build through several strategies such as market penetration, market development such as promotions, and product development. Currently, Share Tea Sun Plaza Medan determines that in a year, Share Tea Sun Plaza Medan launches new products twice per period, and currently the new products from Share Tea Sun Plaza Medan are Avocado, Seasonal Delight, and Creamy Delight.

Matching Stage

The matching stage is the stage for formulating a strategy based on the results of the analysis and identification of internal environmental conditions and the identification of the collected external environment at Share Tea Sun Plaza Medan. At this matching stage, the model to be used in formulating the strategy is the SWOT matrix (strengths, weaknesses, opportunities, and threats), and based on the strengths, weaknesses, and threats obtained through internal and external audits, alternative strategies can be formulated.

Table 4. SWOT Matrix (Strengths, Weaknesses, Opportunities, Threats)

<p>Internal Factors</p>	<p>Strength (S)</p> <ol style="list-style-type: none"> 1. Strategic location. 2. There is recognition of brands that are already global. 3. A place that is comfortable, clean, attractive, and equipped with a distinctive design. 4. Has a varied menu of bubble tea drinks equipped with various toppings, which are different from other competitors. 5. Promotions are always carried out every year. 6. Periodic launching of new products, i.e. a year, can be carried out twice as much as product launching 	<p>Weakness (W)</p> <ol style="list-style-type: none"> 1. All raw materials depend on the central Share Tea located in Jakarta. 2. HR (employees) who are less loyal to Share Tea Sun Plaza Medan
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<p>External Factors</p>		
<p>Opportunity (O)</p> <ol style="list-style-type: none"> 1. Consumer enthusiasm for Share Tea has increased with the emergence of new consumers. 2. The expansion of the market share of parents and adults who can enjoy Share Tea with their children. There is a change in trend with the habit of drinking tea, but with new and varied flavors. 3. The use of high-quality tea-based ingredients that are safe to consume. 	<p>S-O Strategy</p> <ol style="list-style-type: none"> 1. Has a varied bubble tea drink menu and uses natural and high-quality tea-based ingredients complemented by various toppings, which is different from other competitors (S4, O4). 2. There is a global brand recognition and a trend change with the habit of drinking tea, but by trying new and varied flavors (S2, O3). 3. Promotions are always held every year and can ensure that every parent, adult, and child can enjoy this bubble tea safely (S5, O2). 	<p>W-O Strategy</p> <ol style="list-style-type: none"> 1. Prepare supplies of raw materials, in order to always maintain customer satisfaction and get new customers, who want to try Share Tea (W1,O1) bubble tea drinks.

Threats (T)	S-T Strategy	W-T Strategy
<ol style="list-style-type: none"> The bubble tea beverage industry is currently a very competitive sector so that competition is also getting tougher. Equation of marketing strategy with other bubble tea products. There is a threat from newcomers. 	<ol style="list-style-type: none"> Producing a variety of bubble tea drinks will minimize competition in the increasingly stringent bubble tea industry (S4, T1). Carrying out promotions regularly will keep consumers wanting to try them and will create different marketing strategies compared to competitors (S5, O2). The strategic location is in the shopping center. Reduce the presence of newcomers in the same place (S1, O3). 	<ol style="list-style-type: none"> Providing a supply of raw materials so as not to run out of stock and not to disappoint consumers because the desired order is always available, will reduce the tight competition that exists because consumers are still awake and can enjoy Share Tea with the desired taste (W1,O1).

Source: Processed data

Table 4 will show that the situation shows the strengths and weaknesses in the internal scope and will show the opportunities and threats from external factors.

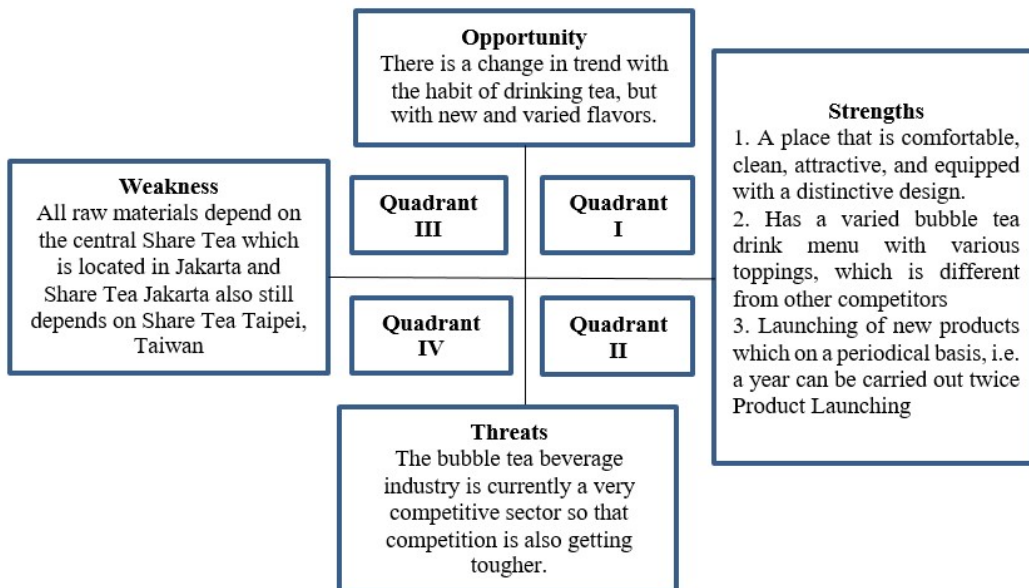


Figure 2. SWOT Analysis Diagram (Strengths, Weaknesses, Opportunities, and Threats)

Quadrant I, shows that Share Tea Sun Plaza Medan has strengths that can be united with opportunities where bubble tea beverage products have many variations of flavors and toppings

that differentiate it from other competitors, there is recognition of a global brand, where Share Tea has been known by the world community because has opened more than 180 outlets worldwide, and often carries out promotions that make consumers want to come, and come again.

Quadrant II, shows that despite the threat of external factors such as the increasingly competitive bubble tea industry, Sun Plaza Medan's Share Tea has a market share consisting of all ages such as parents, adults, and children can enjoy it because it is made from tea with high quality and offers a wide variety of flavors and topping choices.

Quadrant III, Share Tea Sun Plaza Medan experiences weaknesses in the provision of raw materials, because raw materials are focused on Share Tea Jakarta, but Share Tea Sun Plaza Medan, always provides more raw material inventory for each order of raw materials from the central Share Tea, so as not to too experiencing a shortage of raw materials, because with the availability of the menu that consumers want, it will reduce the threat of losing consumers.

Quadrant IV, a weakness coupled with a threat, namely in the supply of raw materials, so that the supply of raw materials is always taken seriously by Share Tea Sun Plaza Medan.

CONCLUSION

Based on the SWOT analysis (strengths, weaknesses, opportunities, and threats), the result is that the strengths possessed by Share Tea Sun Plaza Medan are: a place that is comfortable, clean, attractive, and equipped with a distinctive design; a bubble tea menu that is varied and equipped with various toppings; being different from other competitors; and launching new products periodically, namely twice as much as product launches in a year.

The weakness of Share Tea Sun Plaza Medan is that all raw materials depend on the central Share Tea facility located in Jakarta, and Share Tea Jakarta also still depends on Share Tea Taipei, Taiwan. This is due to the large demand for raw materials for Share Tea, because it can be seen that in the several years since Share Team opened its outlet in Indonesia, ShareTea has won the hearts of its consumers, as well as the condition of Share Tea Sun Plaza Medan, which has experienced a shortage of raw materials but can be anticipated with a variety of available menus and toppings.

The opportunity that Share Tea Sun Plaza Medan has, namely with the times and lifestyle, has made a shift to start trying to enjoy tea, but with a new taste and style. So the opportunity that Share Tea Sun Plaza Medan has is a change in the trend of drinking tea with a new style

that will make a change. Share Tea Sun Plaza Medan adds a new color to the market with the products it sells to customers and the opportunities it provides, specifically the additional snacks that complement friends' and families' gatherings.

The threat faced by Share Tea Sun Plaza Medan is that the competition for bubble tea drinks is getting tighter, but opportunities and advantages are maintained and always guarded by Share Tea Sun Plaza Medan, because by strengthening its strength and assisted by opportunities, there is currently a drinking trend. New styles of tea and Share Tea give consumers what they want by introducing various and varied bubble tea drinks equipped with topping choices to suit consumer tastes, and Share Tea Sun Plaza Medan provides additional advantages with snacks that make consumers even more interested in trying them.

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