

# Digitalization of Market Product Development and Products Rebranding in Sahrul Garmen MSMEs

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**Abstract**— Sahrul Garmen has low brand awareness and often experience negative cash flow. This study aimed to create exposure and increase sales of the MSMEs. Business coaching is used in this paper as the methodology. Primary data obtained from in-depth interview and field observation. Secondary data obtained from management books, internet, and the MSMEs database. The data analysed using qualitative method. Condition mapping shows several gaps between the actual conditions with ideal situation that MSMEs face. R-A theory is used as a basic theory so that MSMEs can excel in competition. Therefore, the objectives of business coaching are developing Sahrul Garmen UMKM products that are in line with market trends digitally, digital rebranding of Sahrul Garmen MSME products, developing additional new marketing/sales channels for Sahrul Garmen digitally. Sahrul Garmen strategy used is the focus strategy by targeting market segments of Chinos Pants and Board Shorts by developing new product, creating logo, making website and gain competitive advantage.

**Index Terms**— Business Coaching, Digital Marketing, MSMEs, Product Development, R-A Theory, Rebranding, Website

## 1 INTRODUCTION

The importance of overcoming obstacles and maximizing the potential of MSMEs is not only to contribute to GDP.

MSMEs also play an important role as providers of employment and drivers of economic growth. Deputy Finance Minister Bambang Brodjonegoro (2014) said Indonesia should be able to escape the middle-income trap by providing new entrepreneurs and empowering micro, small and medium enterprises (MSMEs). Some East Asian countries such as Japan and Korea are able to take advantage of the demographic bonus into developed countries. The magnitude of the application of MSMEs in the employment of 97.30% is very important to reduce the unemployment rate in Indonesia, especially the workforce absorbed by MSMEs is the majority of the population with low education.

Not a few are faced by MSME entrepreneurs in Indonesia. Management of MSME businesses in Indonesia is faced with problems that accompany business management. Generally, MSME activities start their business with capital desperate without being provided with long-term capital plans and managerial abilities and knowledge needed in entrepreneurship. Common problems faced by MSMEs are:

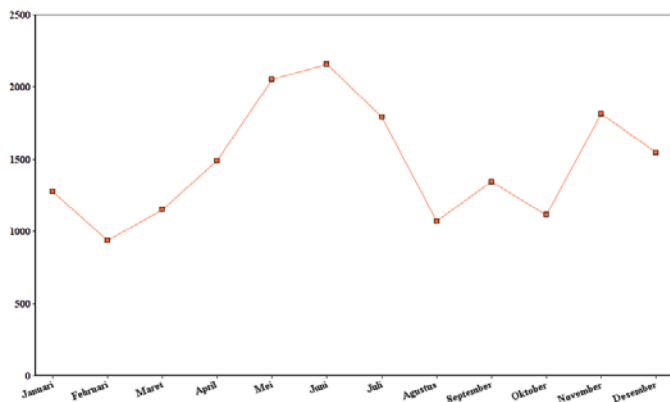
1. Lack of capital,
2. Difficulties in marketing,
3. Strict business competition,
4. Difficulty of raw materials,
5. Less technical production and expertise,
6. Managerial skills are lacking,
7. Lack of financial management knowledge, and
8. Business conditions that are not conducive

The problems mentioned above are often experienced due to a lack of understanding of the basic concepts of financial management and recording of financial transactions as part of financial management. In financial management the things that are the focus of attention of MSME entrepreneurs, name-

ly: (1) Aspects of funding sources, (2) Planning and use of funds, (3) Financial supervision / control (Tasrifin, 2011).

The development of technology and the digital world is growing very rapidly and is now entering almost every aspect of life. One technology that has a big influence is the internet. The internet provides convenience and positive impact, especially with the faster processing of information. Marketing itself has now shifted from traditional marketing (offline) to digital (online). Emarketing is done through computers using communication platforms to reduce marketing costs and increase marketing effectiveness. This is a process where companies provide information and communicate with their buyers, promote and sell their products through the Internet. E-marketing uses online media platforms such as websites, e-mail, social networking and blogs and has the power to reach a wider market and attract more customers. The website itself is the main object of online marketing because consumers can order and buy certain products and services (Lammenett, 2014).

In terms of product and service marketing, each business has its own marketing strategy. And to dominate the market, especially in this technological era, businesses must have an effective marketing system to support the sale of their products both services and services. The problem faced by most businesses is the lack of their business development strategies (Mangold and Faulds, 2009). Most MSME businesses still rely on traditional sales, where interaction is done through word of mouth. They have no platform to promote their business, making it difficult to reach potential customers.



Graph 1.1 Sahrul Garment Sales in 2017

One of the MSMEs that has not implemented a digital marketing strategy is Sahrul Garment. Sahrul Garment is a UMKM that offers a large number of sewing pants services. Founded by Mr. Sahrul with his wife approximately 5 years ago, namely in 2014. During the establishment of this UMKM, Pak Sahrul only used offline promotional media to attract potential customers so that it was often difficult to compete in this tight market. Therefore, it is important for MSMEs to have online based marketing. One of the e-marketing strategies that can be used is by using a website.

Sahrul Garment, which was established in 2015 and has been running for more than 4 years, is an industry engaged in the garment sector. Products manufactured by Sahrul Garmin have reached 180 to 300 dozen by fixing a service price of Rp 125,000 per dozen and achieving sales turnover of up to Rp 40,000,000 (forty million) per month.

## 2 FRAMEWORK

### 2.1 Resource Advantage Theory of Competition

Resource-Advantage Theory on Competition (hereinafter referred to as R-A Theory) is a general theory of competition that explains the competition process. This theory was first put forward by Hunt and Morgan in 1995. This theory is an interdisciplinary process because it was developed from several different literary disciplines, such as marketing, management, economics, ethics, law, and general business, and refers to and has affinity with many theories others and research traditions, including evolutionary economics, "Austrian" economics, heterogeneous demand theory, differential excellence theory, historical traditions, resource-based traditions, competency-based traditions, competency-based traditions, institutional economics, and economic sociology because they are interdisciplinary. The theory of RA becomes provocative (Hunt, 2001)

In short, RA Theory emphasizes the importance of:

1. market segment,
2. heterogeneous company resources,
3. Comparative advantages / disadvantages in terms of resources,
4. market position of competitive advantages / disadvantages.

vantages.

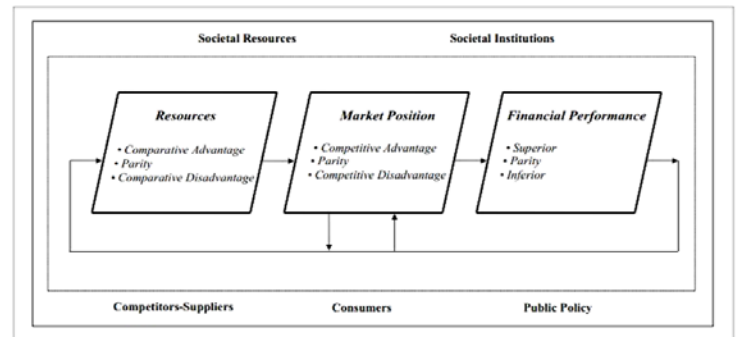


Figure 1.1: Theoretical Scheme of Resource-Advantage of Competition. (Hunt, 2001)

In Figure 1.1 it appears that how the process of the competition goes is influenced by five environmental factors, namely: (Hunt, 2001)

1. the resources of the community in which the company is located,
2. social institutions that form "rules of the game",
3. actions of competitors and suppliers,
4. consumer behavior, and
5. public policy decisions.

Comparative advantage in a company's resources can disappear because of internal and external factors. The three internal factors in question are a) companies fail to reinvest resources, b) companies allow such comparative advantage to fade because managers do not fully understand the relationship between these resources and their competitive advantages in the market, and c) companies fail to modify, sell, or abandon a resource due to environmental changes. While the external factors referred to above are a) changes in tastes and preferences of consumers in the market segment, b) due to government actions, for example changes in laws and regulations that can destroy the effectiveness and efficiency of a resource, and c) the actions of successful competitors neutralize the comparative advantage. (Hunt, 2001)

### 2.2 Porter's Generic Strategies

The framework of Porter (1980) states that companies must choose whether to target a broad or narrow market segment so that the company becomes successful in business. He also argued that companies must determine whether to differentiate their products / services from competitors or offer products / services at low cost to achieve competitive advantage. Based on this reason, Porter claims that companies can follow one or more of three general strategies: cost leadership, differentiation, or market focus. Furthermore, a company follows a cost leadership strategy when trying to become the lowest producer in the industry that offers products that are not different from the lowest costs at standard market prices. With a differentiation strategy, companies strive to differentiate their products / services by providing a better level of service to customers and better product quality at a premium price. In

addition, companies can compete based on market focus strategies by focusing their efforts on specific niches in the market and offering specific products for that niche. Companies can also use the cost leadership approach or differentiation regarding focus strategies. Finally, according to Porter (1980), when a company fails to pursue one or more generic strategies simultaneously, then it is trapped in the middle.

However, the advent of the Internet created new business models and made market rules and mechanisms more complicated. Companies use more electronic commerce to differentiate their products and services from their competitors and focus on specific market segments of potential customers rather than competing through costs and prices.

### 2.2.1 Cost Leadership Strategy

Cost leadership can be a strategic choice for many online businesses. This kind of strategy is pursued by companies that sell standard products and services such as the book industry (Barnersandnobles.com) and the travel industry (Expedia.com). This is also more attractive to price sensitive customers. Online companies achieve a level of customer loyalty to brands which means that companies operating in e-commerce will be forced to compete in prices. The bargaining power of customers increases because they have access to more information about products and services which leads to lower search costs as well. This fact results in increased price competition among sellers. In addition, the fact that companies operating in electronic markets can adjust their prices faster leads to higher price flexibility and price competition based on resources.

On the other hand, many buyers in electronic commerce, which are characterized by brand loyalty, tend to be less price sensitive. The premise that price competition will increase in the electronic market is wrong. It is important to mention that large and well-established companies with higher resources are more likely to follow cost leadership strategies while small companies compete by differentiating their products and services in specific markets.

### 2.2.2 Differentiation Strategy

The differentiation strategy will be more likely to be pursued if the company is based on customized products and services, customer comfort, a customized online experience, or a combination of all these features. For example, trying to reach repeat purchases, Amazon.com lowers customer search costs, encourages trust and provides products, services, and online experiences tailored to customer needs. Differentiation must also be based on elements that are difficult to imitate. Some of them are product features, design, brand image and customer service and transaction security and speed of delivery. The majority of elements used by businesses in traditional markets can also be used in the electronic market. In e-commerce, buyers can get access to more information and compare it more easily. This causes lower switching costs for customers. This fact encourages e-businesses to pursue differentiation strategies.

The advent of the Internet has reduced switching costs for customers, increased the bargaining power of customers and

lowered the barriers to entering the electronic market. So, early users or first movers can lose their superiority very quickly and easily because competitors can learn quickly how to provide the same or even better products and services. In addition, traditional physical companies can easily adopt online channels and compete with online companies.

### 2.2.3 Market Focus Strategy

Following a market focus strategy, companies focus their efforts on certain market segments. They reduce costs or differentiate their products and services from competitors. Such strategies are usually followed by small companies that cannot compete with large established companies. Barriers enter the electronic market such as salespeople, access to channels and the required investment is lower. Thus, targeting smaller segments may be appropriate for small companies to enter in this new market. The internet allows companies to tailor their products and services to specific customer needs.

The internet facilitates market fragmentation and encourages customers towards the right products and services. Based on this reason, pursuing a focus strategy in electronic commerce, companies are able to charge higher prices by adjusting their products to meet buyers' needs. In traditional business, the same level of personalization will be more expensive to offer.

Nevertheless, Kim et al (2004) argue that cost leadership and differentiation strategies will apply to e-business companies in the broadest sense, whereas focus / niche strategies will not be feasible for e-businesses with a business-to-consumer context. Despite these findings, they state that e-businesses that are unable to take advantage of the opportunity to group segments of the Internet will tend to not have a competitive advantage.

According to Porter (1980), leadership strategies and cost differentiation contradict each other because they need different resources. Companies will fail to achieve high performance, if they combine these two competitive strategies. Any disharmony between cost leadership and differentiation strategies may apply in a more consistent environment while an unstable environment requires flexibility and a combination of more than one general strategy. Many online companies have succeeded in using integrated strategies that combine elements of leadership and cost differentiation. Kim et al (2004) also state that integrated strategies that combine elements of cost leadership and differentiation are the most effective strategies for companies operating in e-commerce.

## 3 METHOD

The appropriate research for business coaching is qualitative research. Qualitative research is an unstructured exploratory study based on small samples that provides knowledge and understanding of the location of the problem. The purpose of qualitative research is to describe, discuss, and explain the meaning of patterns or motifs that arise from the results of interviews (Malhotra, 2010).

Data collected in business coaching are primary data and secondary data. Primary data retrieval is taken by direct data

collection methods such as observation and interviews, while secondary data through literature studies obtained from various media to enrich information and insights on business processes and proposed strategies for business coaching. According to Cooper & Schindler (2014), qualitative techniques are used both in data collection and data analysis stages of research projects. At the data collection stage, various techniques including focus groups; individual in-depth interviews (IDIs), case studies, ethnography, grounded theory, action research, and observation.

During the analysis, qualitative researchers use analysis of content from written or recorded material taken from personal expressions by participants, observing behavior, and debriefing observers, as well as studies of artifacts and traces of evidence from the physical environment.

## 4 ANALYSIS

### 4.1 Market Product Development

Product Market Expansion Grid can be used as a tool so that companies can understand the development of their business and shape their marketing strategies so they can help companies grow. In the Product Market Expansion Grid or commonly known as Ansoff Matrix as can be seen in Figure 3.4, there are four quadrants that show growth to determine strategies, namely market penetration, market development, product development, and diversification (Watts, et al., 1998 )

Market penetration strategy is a strategy used when companies try to penetrate existing markets with products that they already have. This strategy can be useful by increasing the volume of purchases from customers, the number of stores, and distribution, to advertising aggressively. Meanwhile, companies that use product development strategies are carried out by innovating their products which include features, packaging, branding, and quality improvement. The goal of product development is to incline customers to new products by adding features needed by customers to their products. Then, the market development strategy is used by companies by exploring new customer segments with product lines that are already owned by the company. By finding new segments to expand with costs that will at least provide new opportunities for the company. Then the diversification strategy is used by companies with diversification to expand the business into new segments and new product lines. Diversification can be dangerous for competitors if there is extreme cash income or the company gets a competitive advantage from diversification itself.

The market development strategy involves increasing sales of the company by selling products already owned to new market segments. The segment was not initially considered by the company as a profitable segment, but with this strategy, the company could increase the number of customers with products currently owned. Market development strategies can be achieved through working on new geographic markets, creating dimensions of packaging for new products, using new distribution channels, or creating new market segments by offering different prices.

### 4.2 Branding

Kotler et al. (2013: 257) stated in their book that brands are more than names and symbols. They represent consumers' perceptions and feelings about the product and its performance, so the brand really exists in the customer's mind. Therefore, a strong and successful brand has high brand equity, which means that the brand has a positive differential effect on the customer. This is also a measure of the brand's ability to capture consumer preferences and loyalty. Thus, the company carefully builds and manages the brand. Companies such as Coca-Cola, Disney, and Gucci have created brands, which are more valuable than the products or services they actually produce. Brands that have the highest market share don't have it because of unique benefits, or only willing services, but because consumers feel that they get some special value through the brand.

Brand strength can be assessed through four dimensions of consumer perception: differentiation: how the brand stands out; knowledge: how many consumers know about brands; self-esteem: how many consumers value the brand; and relevance: how many customers they get through the brand and how to meet their needs. High brand equity gives many competitive advantages for the company. According to Kotler et al. (2013: 257) brands have positive brand equity when consumers react better than other similar products. To be successful in branding, companies must have a good balance between these four dimensions, because very different brands do not always mean that customers will buy them. Emotional imaging is very effective. This means that the company creates a strong emotional bond between customers and products or services. For example, this can be friendship or love of the brand. These emotionally bound customers are the most profitable because they don't need promotions or offers to buy brands. (Armstrong 2012: 239-240)

### 4.3 Logo

Building a strong brand is one of the most important goals of brand and product management. A strong brand will produce higher revenue streams, both short term and long term (Aaker, 1996). Therefore, another goal of strategic brand management is to build a brand that lasts for years and can be used for various product categories and markets (Aaker, 1996).

According to Aaker (1996), brand awareness is the strength of a brand that is in the minds of consumers. Brand awareness describes the ability of consumers to identify a brand in a category with enough detail to buy a product of that brand. A company or organization uses brand names, logos, slogans, and various other brand characteristics to increase brand awareness as part of their external branding. For example, brand logos, promotional materials, and various other media as branding strategies and tactics that are not only used to help companies build a corporate identity and brand persona to distinguish them from competitors, but are also used to build brand loyalty.

One important part of the brand is the logo, where the logo conveys the character of a brand according to a company. The main function of the logo is to remind a brand and ensure that



the brand becomes the top choice in the minds of consumers.

A brand cannot be separated from the existence of a logo. This is because logos are the main element that forms the identity of a company. Logo is a real thing that reflects things that are non-visual from the company, such as personality, attitudes, cultural behavior, which are made in visual form. The logo is a symbol, trademark, information on the type of business in building an image, a sign that is useful to symbolize the identity of a business entity and is a sign or a distinctive feature of the company. Logo is part of brand identity. A good identity can improve and represent the brand's reputation. This can be achieved through the formation of the desired perception. With this perception, it can be a reminder to the minds of the people who are continuously able to convey the meaning they have so that eventually the desired behavior of the company is formed and produces good performance.

According to John Murphy and Michael (1998), the function of the logo, among others, is as a function:

- Identification: people can identify the type of product or type of service produced by the company by looking at the business logo.
- Communication: play a role in providing information about the product or service offered.
- Difference: can dissect business with one another.
- Has legal strength: a registered logo can be a guarantee of products protected by law.

The benefits of this communication will only appear if there is a brand that builds a strong brand must be the main priority of management (Aaker, 1996). To build a strong brand, the right knowledge must be reflected in the minds of consumers so that they respond positively to marketing activities. Marketing communications can play an important role in shaping that knowledge.

#### 4.4 Digital Marketing

After reviewing the principles of marketing this section concentrates on defining digital marketing and exploring its opportunities. The marketing concept has changed with the growth of the Internet. This has diverted consumers from magazines, newspapers and even some cases of television and radio to the Internet. The internet is not only accessed through computers, but also by cellphones, tablets, game consoles, and other portable devices. Because of this, a new era of marketing has a digital form. Digital marketing can be defined as a sub-branch of traditional marketing that uses digital channels to achieve the same goals as traditional marketing, that is, to attract new customers and retain old customers by promising superior value. This is only done by involving customers with brands through social media, blogs, forums, email marketing, cellular applications, website optimization, and online display marketing. Below, figure 9 shows the growth of internet users in Indonesia. Internet users will always increase every year. (Association of Indonesian Internet Service Providers (APJII) 2017)

The web has created a great opportunity to reach niche buyers directly with targeted information that costs a fraction of what large-budget advertising advertising costs. Thus,

smaller companies can even reach their target markets through digital marketing without requiring a large marketing budget. They just have to find the best and more suitable digital marketing tools such as bulletins, social media, online banners, blogs, and pay-per-click marketing. The only problem is that digital marketing requires innovation, because it can reach millions of people with well-planned, or just a little planned marketing. Creative campaigns usually get the most attention and sometimes even have to be a little thick and annoying to the public.

The main priority in digital marketing investments is to increase the trading experience through social marketing, content creation and cellular management and marketing. The main findings also revealed that the success of corporate marketing is very dependent on their website, social marketing, and digital advertising, all of which are part of digital marketing. In addition, savings made using digital marketing can be reinvested elsewhere.

The website is a corporate homebase on the internet. Through the website, consumers can find information about the company such as product information, prices, contacts that can be contacted, etc. In order to influence B2B consumers, websites are the most important thing side by side with word of mouth from other consumers. B2B website is the most important thing compared to other marketing vehicles. The website has the highest value, followed by word of mouth and search engines.

Website creation can be done using 7C's framework. According to Rayport (2003), there are two concepts in framework 7C's that can be used simultaneously, namely fit and reinforcement. First, fit is described about how much influence the 7C elements have on the business model, while reinforcement is the level of consistency of each of these elements. Here are 7 components of this framework:

- Context: describes how users see and feel the use of the website. It is categorized into two, based on functional and aesthetic. Functional focus on information on products or services offered, while aesthetics focuses on the combination of text, graphics, and visuals.
- Content: is information contained in the contents of the website. There are four types of content, namely offering mix, appeal mix, multimedia mix, and timeless mix. Offering mix is information that focuses on information on products and services offered. Appeal mix is the focus of the message from the promotion delivered. Multimedia mix, which is focused on the choice of media to be used, and timeliness mix, which is content that is up to date. There are three types of content, namely dominant information, dominant product, and dominant service.
- Community: Is an interaction between users on the website, namely the interaction of one-to-one and one-to-many. There are three types in Community, namely nonexistent, limited, and strong. Nonexistent is a website that has no community and no interaction between users. Strong that is there are interactive features in the website such as the availability of chat rooms. Limited, namely information on the website is limited to users who can see information and opinions from the community.

- Customization: the ability to design content on a website according to the user. There are three types of customization, namely generic customized where the website has the same appearance for all users, moderately customized where information storage uses the use of cookies, and last highly customized where users can determine what their own website looks like.
- Communication: describes the interaction of the organization with its users. There are three types of communication, namely broadcast where communication is done one way from the company to the user, interactive, namely two-way communication between the company and the user, the last is hybrid, which is combined broadcast with interactive.
- Connection: the level where the website is connected to other websites. There are four types of connections, namely framed links where users can move to a new website, outside links which can move users to another website, pop-up windows, there is a new website while still displaying the main web pages behind it, and outsourced content, users move to the website others and leave the old website.
- Commerce: an additional feature website where there are business or financial transactions with customers. For example e-commerce services, payment methods, etc.

## 5 CONCLUSIONS & RECOMMENDATION

The final stage in the business coaching process is the implementation of business coaching. This stage starts after carrying out various analyzes in the previous stage. The results of the analysis are proposals based on the problems that have been identified. The proposal is expected to solve the problems experienced by Sahrul Garmen.

Based on the theory explained, coach designed a framework that was used to solve the problems experienced by Sahrul Garment. The problem solving framework is based on the Resource-Advantage Theory of Competition.

Resources are assets owned by the company, both tangible and intangible, which can be used to create products or services that are innovative and have value to their customers. The preparation of market development strategies can be a resource to improve innovation performance at Sahrul Garment. The strategy is based on Ansoff Matrix which explains the company's position and the strategies that need to be done to penetrate the market, develop new products or markets, and diversify. Sahrul Garment can do market development through new services. Then, new and existing services are marketed through the website that has been created in the following solutions. Making a website as a marketing channel development in Sahrul Garmen is implemented based on the 7C Framework. The framework is a reference for Sahrul Garment in designing designs and content from the company's website. Based on the 7C Framework, seven essential content from a website are context, content, community, customization, communication, connection, and commerce. Market development strategies, the creation of new logos and names, and the creation of websites are efforts to develop marketing resources.

With the development of marketing resources, companies

can reach a comparative advantage point in the market position. In implementing business coaching through this problem solving framework, time and data limitations become obstacles to being able to measure whether the company has achieved superior financial capabilities. The limits of this business coaching are the creation of content and design of company profiles and websites, as well as market development through new services and websites.

### 5.1 Market Product Development

To be able to work on the new market, there needs to be a tactical marketing program that can be an additional hand in the Sahrul Garmen market development efforts. The tactical program that coach recommends to coachee is divided into two, offline and online. An offline tactical program will include activities in an effort to add customers and develop market segments that are cultivated through traditional activities such as submitting transactions or presentations to prospective customers with the help of branding company names and logos. While online tactical programs will include activities in an effort to add customers and develop market segments that are cultivated through more modern activities by developing digital marketing channels. The development of a digital marketing channel is carried out by creating a website to make it easier for potential customers to get information from service excellence and to use Sahrul Garment services.

### 5.2 Logo

This stage discusses the Sahrul Garment logo, which is redesigning the logo. Logo is an important thing that must be considered by a business. Where according to John Murphy and Michael (1998), the function of the logo is as identification, communication and differentiation. Identification is that people can identify the type of product or type of service produced by the company by looking at the business logo. Communication is where the logo can play a role in providing information about the product or service offered. And the last differentiator is where logos can dissect business with one another.

In addition, the logo is also important as a communication medium because the logo will always be there when the company carries out integrated marketing communication. Either through the website, or other promotional media. By looking at the many functions of the logo, the business coaching process is one of them paying attention to the Sahrul Garment logo. Sahrul Garment for 4 years has not had a company logo. After being discussed, it turned out that Pak Sahrul as the owner of MSMEs had indeed thought about creating a logo but until now it had not been realized. Therefore, the discussion focused around the logo information.

### 5.3 Website

One of the objectives of this business coaching is to implement a digital marketing strategy from Sahrul Garment. In this activity, a discussion on digital marketing is focused on the preparation of websites and the application of search engine optimization on the website. Previously, Sahrul Garmen has not provided access to customers and prospective customers through the internet, by starting the preparation of the

website, customers and prospective customers can access Sahrul Garmen services more easily.

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