

# Segmentation, Targeting, Positioning Strategy at PT. Kumala Motor Sejahtera Abadi Kendari (Case Study on The Hino Brand)

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## ABSTRACT

*This study aims to determine the Strategy for Implementing Segmentation, Targeting, Positioning at PT. Kumala Motor Sejahtera Abadi Kendari (Case Study on the Hino Brand). Data for analysis needs were obtained from interviews, observation, and documentation. Interviews were conducted with the leadership and employees of PT. Kumala Motor Sejahtera Abadi Kendari, and this the researchers used as informants in this study. The results showed that the application of segmentation carried out by PT. Kumala Motor Sejahtera Abadi Kendari uses several bases, including demographic segmentation with regard to age, gender and income as well as behavioral segmentation where this segment is more directed at the response of consumers or buyers whether they are happy or not with Hino products. The application of targeting determines the strategy for selecting the target market or target market using a Concentrated Targeting strategy where this strategy only focuses its marketing efforts on one group of buyers, namely consumers with middle to upper economic levels such as mining entrepreneurs and construction industry contractors. In the application of positioning, there are two, namely positioning according to price and quality where the price offered is higher but the quality offered is number one.*

**Keywords:** Implementation Strategy, Segmentation Targeting Positioning

## I. INTRODUCTION

In the current era of globalization, competition in the business world is getting tougher, sector changes, such as the economic, technological and cultural, industrial, political and other sectors are important things for a producer to consider to keep the company afloat and with the company's goals. In the midst of very tight product competition, every company offers the best product, so the key to success lies in its marketing strategy. Marketing activities must be supported by a clear marketing strategy. So a company really needs a marketing strategy in dealing with all changes and weaknesses both internal and external to a company. In marketing science, before carrying out various kinds of promotions or other marketing approaches, companies must first aim at segmenting, targeting and positioning clearly.

The right marketing strategy is not only limited to promoting the product, but compiling segmentation, namely dividing product marketing based on customer targets, and targeting the intended market, as well as the positioning desired by the company in the minds of consumers so that consumers always remember the products that are offered. sold by a company. The marketing strategy functions to obtain a very broad segmenting, targeting and positioning to strengthen consumer loyalty to the products offered by the company. This marketing activity requires time and a good strategy to promote its products so that marketing can be carried out effectively, because a good marketing strategy can avoid losses in a company due to ineffective and efficient promotions.

A marketing according to Assauri (1999) is basically plans that are comprehensive, integrated and unified in the field of marketing which provide a guideline of activities to be carried out to be able to achieve the goals of a company in other words marketing strategy is a series of objectives and suggestions, policies and provide direction on the business which includes promotion, production, distribution and price. Marketing is one of the important aspects to pay attention to the survival of companies that face competition. One of the causes of marketing failure is that marketers do not

understand STP (Segmenting, Targeting, Positioning). promises that confuse consumers and promises that are doubted by consumers (Durianto, et al., 2001).

Market segmentation is basically dividing market potential into certain parts such as demographic division based on economic class and education or also based on lifestyle (psychographics). After the product segmentation has been determined, the next step is to target or target the selected target market in market segmentation analysis. Next is product positioning, which means creating a unique product position in the minds or perceptions of potential customers to be targeted.

STP preparation should be able to facilitate the company in compiling marketing activity programs. Related to this, activities in marketing involve four types of actions, namely regarding product, price, distribution and promotion. Of the four types of action, it is necessary to think about strategies related to these four activities, both individually and as a whole. The combination of product, price, distribution and promotion strategies in achieving marketing objectives is called the marketing mix (Rismiyati and Suratno, 2001).

Without ruling out the other three strategies in the elements of the marketing mix, the pricing strategy needs to get great attention from the company. Every company always pursues profits for the continuity of production. The price of a product or service is also determined by the amount of sacrifice made to produce the service and the expected profit or profit. Therefore, determining the price of a company's products is an important issue, because it can affect the life and death of the company's profits.

The era of globalization has resulted in increasingly fierce competition in all fields of business. Facing this, companies must focus more on marketing/marketing oriented, where all company activities are directed to fulfill consumer desires so that satisfaction is created and companies do not need to be afraid of losing consumers even in the midst of many competitors. One example of a business sector that shows intense competition is the automotive business, PT. Kumala Motor Sejaterera Abadi Kendari which is one of the official dealers in the city of Kendari is a research object which is.

## II. LITERATURE REVIEW

### 2.1 1. Marketing Strategy

#### 2.1.1 Definition Marketing Strategy

Strategy is defined as a process of determining the plan of the top leaders who focus on the long-term goals of the organization, accompanied something drafting, method or effort How so that objective can be achieved (Stephanie K. Marrus). According to Chandler (1962), strategy is objective period long from something company, as well as utilization and allocation all source Power Which important to achieve that goal. Meanwhile, according to Glueck and Jauch (1989), strategy is plan Which put together, wide and integrate Which connect superiority strategic company with challenge environment, namely designed to ensure that the main purpose of company can be achieved through proper implementation by the organization. So that it can be concluded that the definition of strategy in general and specifically, that is:

- 1) General understanding: Strategy is the process of determining the plan of the top leaders who focus on the long term of the organization, accompanied by the preparation of a method or effort how to achieve the goal the can achieved.
- 2) Understanding special: Strategy is action Which characteristic incremental (always increase) And continuously, as well as based on what is expected by para customer in future.

From the description above it is known that the strategy has several characteristics, that is, unite whole parts in organization (unified / unified), covers whole aspect organization (comprehensive/comprehensive), And whole strategy will appropriate fit whole part organization (integral/ integrated)

#### 2.1.2 Implementation Strategy

According to Ismail Yusanto quoting Thomas V. Bonoma, there is four possibilities that occur during the formulation and implementation strategy. The four possibilities are success, trouble, roulette, and failure

### 2.2 Segmentation Strategy, Targeting, Positioning

#### 2.2.1 Segmentation Strategy (Market Segmentation)

##### 1) Understanding Segmentation Market

According to Mohammed Zabir Zainuddin (2019:34-35) Segmentation market is the process of sorting the market into several segments Which characteristic not enough more homogeneous and possible given different value proposition. The market segmentation process can be broken down broken become a number of rare, that is:

##### 2) Identification type business

It is important for companies to determine the type of business with oriented to customer. Determination type business with customer orientation allows companies to penetrate segmentation process market.

##### 3) Identification variables segmentation related

Lots variable Which can used for do segmentation customer. Variable For market consumer can classified in attributes as following:

- Attribute demographic covers age, gender, employment status, size family, circumstances cycle life family, status marriage, education last, income family, religion, origin suggestion ethnic, And nationality
- Attribute geographical includes country, region, city, zip code, And environment place stay.

- Attribute psychographics covers style life and personality.
- 4) Assessment mark segments and election target segment customers to serve. From this market segmentation process will a number of alternative target markets emerged. Therefore, it is necessary estimated value each segment

### 2.2.2 Strategy Targeting

#### 1) Understanding Target Market

The definition of targeting according to Keegan & Green (2008) is a process evaluating segmentation and focusing marketing strategy on A country, province, or bunch person Which own potency for give response. According to Tjiptono and Chandra (2012: 162), understanding target market is a process evaluate and choose one or several segment market Which rated most interesting for served with program marketing Specific company. Meanwhile, according to Daryanto (2011: 42), targeting is a process evaluate the attractiveness of market segments and select one or several to enter. The target market can also be interpreted as an activity contains and assesses and selects one or more market segments Which will entered by something company. Based on third understanding on, so can concluded that. Targeting or target market is activity Where companychoose segment market for entered And Then company can determine more market specific Which will aim.

#### 2) Pattern Determination Target Market

Determining the target market is important to do because the company No can serve all consumers or buyer Which There is in market. Buyer Which There is too Lots with need and diverse or varied desires, so the company must identify which part of the market it will serve as target market. According to Tjiptono and Chandra (2012: 154) there are five alternatives in choose target market namely:

- a) Single - Segment Concentration
  - b) Selective Specializations
  - c) Market Specializations
  - d) Product Specializations
  - e) Full Market coverage
- #### 3) Market Targeting Strategy

In compile plan achievement target market, company must execute the right strategy in framework avoid Lots competitors. In framework implementation of the target market strategy, there are 3 alternative target market strategies that can be applied company, that is as following:

- a) Undifferentiated Targeting Strategy
- b) Differentiated Targeting Strategy
- c) Concentrated Targeting Strategy

### 2.2.3 Determination Position

#### 1) Understanding Determination Position

According to Rhenald Kasali (2006: 86) positioning is strategy communication for enter the brain window consumer, because product/ brand/name can reflect superiority to product That Alone. Whereas according to Kotler and Armstrongs (2008: 247) Positioning is how the company will create value differentiated for segment target and position What Which want to occupied inside company segment That.

#### 2) Strategy Determination Position Market

Company \_ need do determination position the offer. For get superiority competitive, company need develop a product positioning strategy to the target market Which aim. With thereby determination position product more focus on What product That, like What product That, And How customer must evaluate it. Company must know the perceptions and preferences of buyers regarding the product offered. Product positioning concerns the position of a brand in the minds of consumers in such a way that it is perceived as unique and superior to competing brands in terms of product attributes and benefits. The company must try to make its product stand out from competitors' products and make it more attractive to buyers. To carry out a good market positioning strategy, the company must decide on the special characteristics and features that differentiate the products offered by competitors to the target market.

## III. RESEARCH METHODS

The informants in this study are the leaders of PT. Kumala Motor Sejahtera Abadi Kendari and Sales Marketing PT. Kumala Motor Prosperous Eternal Kendari. In this study the researcher wanted to examine all the elements in the research area. The type of research used is qualitative research and the data source used is primary data including data related to respondents' statements which were carried out through in-depth interviews by researchers from the Leaders and Sales Marketing of PT. Kumala Motor Sejahtera Abadi Kendari regarding the strategy for implementing segmentation, targeting, positioning at PT. kumala motor sejahtera eternal Kendari. In addition, it is supported by secondary data, namely data collection through documents that are relevant to this research study sourced from PT. Kumala Motor Sejahtera Abadi Kendari, annual sales targets, annual sales results, profiles, and other relevant documentation data. Methods of data collection using the method:

#### 1) The documentation

Method is a data collection method used to trace historical data. The document method referred to in this study are books, notes, magazines, newspapers, internet, newspapers, and data transcripts that are directly related to the research

in this task, namely the strategy for implementing segmenting, targeting, positioning at PT. Kumala Motor Prosperous Eternal Kendari. The tool used in this documentation is a camera. The purpose of using the documentation method is to be able to make research results from observations and interviews more reliable according to the evidence either in writing, recordings or pictures.

## 2) Interview

Interview is a data collection technique through a verbal question and answer process which takes place in one direction, meaning that the main questions are interviewed and the answers are given by the Management and Marketing of PT. Kumala Motor Prosperous Eternal Kendari. In conducting interviews, researchers brought interview guidelines and equipment. This is so that the interview can be structured and get results that can be accounted for. Each subject is given some of the same questions and some are different. The interview process was then recorded and the validity of the research was recorded. The recording results are included in the research transcript.

## 3) Observation

Observation is a technique that is carried out through direct observation. The researcher made on-site observations of the research object to be observed using the five senses. Researchers are positioned as observers or outsiders, in this research is to pay close attention and observe events related to how the strategy of segmenting, targeting, marketing positioning at PT. Kumala Motor Prosperous Eternal Kendari.

In this study the research method used is method study qualitative. Research methods qualitative can interpreted as method study Which aim for understand reality social or research on research that is descriptive in nature and tends to use data analysis which is a very important research stage which done for investigate, transform, as well as reveal return patterns symptom social Which obtained in study, and according to the research method taken. The purpose of data analysis is, to reveal data Which Still searching for, question What Which need answered, method What Which used for obtain information new and error What Which need repaired. By Because That, analysis data need stages as following:

## 1) Data reduction

Data reduction is a selection process, focusing attention on simplifying and transforming raw data that emerges from written records in the field. Data reduction starts from the time data collection is carried out by making summaries, coding, tracing themes, making clusters, writing memos and so on with the intention of eliminating irrelevant data and information. Data obtained from the field will be selected and sorted according to the object under study so that the data obtained is relevant.

## 2) Data Presentation

Presentation of data or display is a description of a set of structured information that provides the possibility of drawing conclusions and taking action. Presentation of qualitative data is presented in the form of narrative text.

## 3) Conclusion Drawing

Drawing conclusions or verification is the final activity of data analysis. Drawing conclusions in the form of interpretation, namely finding the meaning of the data that has been presented. The data collected from the results of observations, interviews and documentation obtained is reduced to choose which one is appropriate and appropriate to present. The data selection process will be focused on data that leads to problem solving, meaning or to answer research questions

# IV. RESEARCH RESULTS AND DISCUSSION

## 4.1 Overview \_ object Study

PT. Kumala Motor Sejahtera Abadi Kendari was formed on June 11 2012, which is located in the Southeast Sulawesi region to be precise at Jalan Ahmad Yani No.85, Kel. Bonggoya, Kec. Wua-Wua, Kendari City is a subsidiary of 9 branches of the Kumala Motor Group. This company is an official HINO truck dealer for the Southeast Sulawesi region, with the 3S (Sales, Service, Spare Parts) principle. The principle that aims to provide the best service to customers and customers makes PT. Kumala Motor Sejahtera Abadi Kendari is committed to educating and preparing human resources so that company goals can be achieved.

Vision:

- Become the best Group Company in Indonesia with mark plus
- best for customer through combination of Price, Quality and Satisfaction

Mission:

- Increasing the company's growth on an ongoing basis to achieve the best results.
- Mark. Providing solutions to customer needs and creating good relationships to achieve customer satisfaction.
- Experience. Grow together with our Stakeholders (Employees & Customers).

## Hino Dutro Car Sales Data



No	Type	Year		
		2019	2020	2021
1.	Hino 500 FM	102	98	188
2.	Hino 500 Rangers	100	76	90
3.	Hino 260 JD	97	71	74
	Rangers Mixers 285 JM	81	53	62
Total		380 units	298 units	414 units

Source : Data PT. Kumala Motorcycle Prosperous Eternal Kendal , 2022

Based on the table above, it can be seen that in 2020 there was a decline in sales for all types of PT. Kumala Motor Sejahtera Abadi Kendari, this very significant decrease in sales was due to the outbreak or entry of the corona virus (Covid-19) in Indonesia at the beginning of 2020 and this impact cannot be separated from the city of Kendari. The impact of Covid-19 made the government implement large-scale social restrictions (PSBB) in all regions in Indonesia related to the spread of the corona virus outbreak (Covid-19), this is what caused a significant decrease in sales at PT. Kumala Motor Sejahtera Abadi Kendari and also has an impact on the national car industry.

#### 4.2 Discussion of Research Results

##### • Segmentation

Based on the results of the information with the informant Ardiansyah as Sales Marketing PT. Kumala Motor Sejahtera Abadi (Hino Kendari), the first researcher to dig up information about the segmentation strategy that was carried out like what? Then the informant on behalf of Ardiansyah as Sales Marketing gave the following response: *"The segmentation we are doing is starting from demographic and behavioral segmentation"*. (interview 23 June 2022).

The reason for choosing the two segments was conveyed "Because the two segments are very representative. For example: demographic segmentation, based on income, namely people with middle to upper economic levels. HINO products are currently more suitable for marketing and use for fleet (corporate) consumers in large companies engaged in mining/quarry construction services. When it comes to gender, everything can be no exception. Likewise with the age of course mature age. And behavioral segmentation, we are more directed at consumer responses whether consumers are happy with the product, both products that are already on the market and products that are just about to be put on the market" (interview 23 June 2022).

Of the many markets touched , p the compared straight with sale each month , as Mr. Randa said \_ Wula S.Pi as Sales Supervisor "Alhamdulillah so far This activity marketing that we do incessantly in each segment compared straight with many sales , because the marketing or the programs we offer customized with in which segment we perform marketing , and every marketing program that we offer always responded both by the market, and the response from that market all we can serve " ( interview 23 June 2022).

##### • Targeting

In determine the target market of PT. Kumala Motor Sejahtera Abadi Kendari of course choose from segment that has determined previously as said by Mr. Ardiansyah as Sales Marketing PT. Kumala Motor Sejahtera Abadi Kendari as follows: *" As I said earlier, the target we are aiming for is people whose economic level is middle to upper level such as mining entrepreneurs and contractors. construction industry because it offers competitive prices and practical use in operational areas "* (interview 23 June 2022). As Mr Ardiansyah said \_ as Sales Marketing PT. Kumala Motor Sejahtera Abadi Kendari as following: *"As I said earlier, our target aim ie those that level middle- level economy to on like businessman mining, and construction industry contractors Because offer competitive price and practicality use in operational areas"* (interview 23 June 2022)

##### • Positioning

Positioning carried out by PT. Kumala Motor Sejahtera Abadi Kendari, where company the must make image brand so remembered in mind consumer. PT. Kumala Motor Sejahtera Abadi Kendari himself position the product as product automotive with performance tough in everything terrain, dynamic and futuristic aero design. HINO products more prioritize comfort and safety in drive. this \_ in accordance with the brand name HINO-medium duty which has been attached in society, which is expecting. For become the market leader in the field automotive especially in the Sulawesi region.

- Positioning according price and quality, one superiority from PT. Kumala Motor Sejahtera Abadi Kendari lies in price and quality from product That alone. Although price offered moret all from competitors however, the quality offered is the number one. this \_ proven with the features offered start from the aero dynamic & futuristic design, tough performance in every way Medan until to level sufficient comfort & safety high.
- Positioning according competitor, besides use variable price and quality, PT. Kumala Motor Sejahtera Abadi Kendari also uses positioning variable according to competitors. The amount competitor from HINO like mitsubtsi sue HINO for provide as well as offer capable product \_ compete Good from facet price, quality nor features from product That alone. In promote PT. Kumala Motor Sejahtera Abadi Kendari makes use of good variety of media it's print media as well as social media. Through print media, eg letter newspapers, magazines and brochures as promotional media. Whereas through social media HINO promotes its products through websites such as kumalagroup.id, facebook, and others. Besides that, PT. Kumala Motor Sejahtera Abadi Kendari also participated

follow as well as in exhibitions automotive such thing support opinion from (Kotler and Armstrong, 2008: 58) which states that “company decide which customers will served (segmentation and targeting) and how method company serve it (differentiation and positioning). The company recognizes the whole market, then split it become more segments small, choose the most promising and concentrated segments attention to service and satisfaction customer in segment this.

Wijaya and Hani Siren (2016) who stated that preparation of appropriate segmentation, targeting and positioning strategies will make it easy company in develop a program of activities marketing. As for activities intended marketing concerns four type action, that is action about product, price, distribution and promotion

## V. CONCLUSIONS

### 6.1. Conclusion

Based on the results of the research as stated in the previous chapter with reference to the problem formulation, it can be concluded that the implementation of segmentation, targeting, positioning strategies at PT. Kumala Motor Sejahtera Abadi Kendari is as follows:

- 1) The application of segmentation carried out by PT. Kumala Motor Prosperous Eternal Kendari. In determining segmentation using several bases, including demographic segmentation with regard to age, gender and income as well as behavioral segmentation where this segment is more directed at the response of consumers or buyers whether they are happy or not with Hino products.
- 2) The application of targeting carried out by PT. Kumala Motor Prosperous Eternal Kendari. In determining the strategy for selecting the target market or target market PT. Kumala Motor Sejahtera Abadi Kendari uses a Concentrated Targeting Strategy where this strategy only focuses its marketing efforts on one group of buyers, namely consumers with middle to upper economic levels such as mining entrepreneurs and construction industry contractors .
- 3) Positioning implementation carried out by PT. Kumala Motor Prosperous Eternal Kendari. In determining the positioning carried out by PT. There are two Kumala Motor Sejahtera Abadi Kendari, namely positioning according to price and quality where the price offered is higher but the quality offered is number one. In addition, PT. Kumala Motor Sejahtera Abadi Kendari also performs positioning according to competitors. With so many competitors from Hino, it requires companies to offer products that can compete with other similar products.

From the results of research conducted at PT. Kumala Motor Sejahtera Abadi Kendari, it can be seen that sales of all Hino vehicle units in 2020 experienced a very significant decline in sales, this was due to the outbreak of the corona virus (Covid-19) in Indonesia at the beginning of 2020 and the city of Kendari was inseparable. The impact of Covid-19 made the government implement large-scale social restrictions (PSBB), this also stopped community activities, which initially had plans to buy or add more vehicles.

### 6.2. Suggestion

Based on the conclusions above, there are several suggestions that the author conveys, including:

- 1) For PT. Kumala Motor Sejahtera Abadi Kendari

In the segmenting strategy, targeting and positioning are very good, but to further increase sales targets, the researchers suggest that the company further expand the segments and target markets it is targeting. And to get target consumers that are in line with company goals, companies must continue to motivate and improve sales marketing performance by holding training or seminars.

- 2) For Further Researchers

It is hoped that the research will be wider in scope at PT. Kumala Motor Sejahtera Abadi Kendari still has a lot to explore more deeply, so that it can be read as a reference, reference and as a comparison between companies with different products.

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