



Marketing mix strategy through SWOT analysis method at PT. Toyo Maitso Surabaya

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ABSTRACT

The company must act effectively and efficiently so that the business is able to survive and compete in any condition. In this case, the company needs to plan carefully, all long-term plans must focus on the survival of the company. A good and correct strategy is also required to ensure continuity and can help the company achieve its goals. The purpose of this study was to determine and analyze the marketing mix strategy using the SWOT analysis method in increasing sales volume implemented by PT Toyo Maitso Surabaya. This study uses a descriptive qualitative research method. Data collection techniques in this study were carried out by means of in-depth interviews, distribution of questionnaires, and observation. The informants in this study were the owners, employees and consumers of PT Toyo Maitso Surabaya. The data that has been collected, then analyzed using descriptive analysis methods and SWOT analysis. The results showed that PT Toyo Maitso used the 7P marketing mix consisting of product, price, promotion, place, process, people and physical evidence. Based on the calculation results of the IFAS matrix table and EFAS matrix table, it is known that the IFAS value is 2.79 and the EFAS result value is 2.77, with the results of the analysis showing that PT Toyo Maitso is in quadrant 1. It can be concluded that the main strategy of PT Toyo Maitso is a strategy that supports policy aggressive growth (growth oriented strategy).

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INTRODUCTION

Business activities has an important role in connecting various countries in the world and encouraging the economic development of a country (Harjanti et al., 2019; Lin et al., 2021). This can be seen from the number of companies with similar products, which trigger competition to attract and fight for consumers and market share (Chahine et al., 2019; Zarantonello et al., 2020; Zhu et al., 2020). Because of this competitive situation, it encourages companies to create new innovations that are expected to attract the customer interest in the goods or services offered (Janiesch & Matzner, 2019; Vyhovska et al., 2020). The company must act effectively and efficiently so that the business is able to survive and compete in any condition. In this case, the company needs to plan

carefully, all long-term plans must focus on the survival of the company (Shtal et al., 2018). A good and correct strategy is also required to ensure continuity and can help the company achieve its goals (Lanzolla & Markides, 2021).

If applied properly and appropriately, the suitable strategies can anticipate problems and provide the ability for companies in the future to face competition and rapid business changes, companies will be able to adapt to a dynamic business environment (Lanzolla & Markides, 2021; Tang et al., 2021). SWOT is one of the analytical methods that can be used to formulate business strategies. SWOT analysis is one of the analytical methods used with the aim of determining the Strengths, can be used to formulate the right business strategy to improve and develop future sales results (Namugenyi et al., 2019).

In marketing strategy, there is a term of *marketing mix* (Lahtinen et al., 2020; Wichmann et al., 2022). This plays an important role in influencing customers to buy the products or services offered by the company. Therefore, the marketing mix is a benchmark for the marketing success rate of a company (Lim, 2021; Xavier et al., 2020). A marketing activity certainly has several goals that will be achieved, namely short-term and long-term goals (Abedian et al., 2022; Išoraitė, 2016; Ravangard et al., 2020). The short-term goals marketing aims to attract consumer purchasing power, especially for newly released products, while the long-term goals marketing activities aims to maintain the business and existing products to be able to compete with other products (Abdullah et al., 2015; Lahtinen et al., 2020; Madeira, 2019).

PT. Toyo Maitso is a tools and hardware distributor company, which sells technical tools such as hammers, cable ties, trowels, measurings, and padlocks. PT. Toyo Maitso was established in 2016 and was founded by several people, including Mr. Tiong Chen Lie, Mrs. Kurniawati Lie, and Mr. Amrin Tinambunan. PT. Toyo Maitso located on Jl. Sidotopo Kidul No.78, Sidotopo, Kec. Semampir, Surabaya City is one of the distributors of the products from outside the city to outside the island in Indonesia. Among the many competitions in the technical equipment industry, PT. Toyo Maitso is required to be able to survive. This results in companies having to find and implement business strategies that they consider appropriate so that their business can last a long time and consumers prefer to make purchases at the business. Company services to consumers, affordable prices, guaranteed product quality and quality are the things that consumers concern in selecting a suitable company.

Target market of PT. Toyo Maitso is a building store, technical store, and supermarket building materials. The price for each product offered is very competitive. Besides, there are also bonuses with a certain minimum purchase. This company is also able to survive with a variety of products and has good quality as well as quality products and services. If a business is able to know and implement appropriate business strategies, the level of business sustainability and its ability to face competition in the same industry will increase.

In 2022, PT Toyo Maitso Surabaya in its sales had experienced fluctuations as in March, April, and May, sales volume decreased for three consecutive months. In January, the sales proceeds amounted to Rp. 120.900.000, because at the beginning of each year, stock-taking or stock checks were carried out by warehouse admins, head of warehouse, warehouse employees, and new sales at the beginning of the third week in January. In February, the sales amounted to Rp. 375.400.000, and subsequently for three consecutive months the sales volume continued to decrease. In March, it decreased with total sales of Rp. 350.000.000, April with total sales of Rp. 170.500.000, and May of Rp. 125.000.000. In June, the sales volume experienced a significant increase, with total sales of Rp. 310.000.000. The increase and decrease in sales volume is caused by the large number of empty goods (items) in the warehouse.

According to this data, it can be seen that there are fluctuations in sales at PT. Toyo Maitso every month. According to the statement of the owner and sales admin, this is natural considering that the products offered are long service life (durable goods) products. Therefore, the researcher is

interested in conducting research at PT. Toyo Maitso Surabaya to know the marketing strategies carried out so that they can attract consumers. Based on this explanation, this study aims to recognize the marketing mix strategy through the SWOT analysis method at PT Toyo Maitso.

RESEARCH METHOD

This research used descriptive type of qualitative research (Sugiyono, 2018, 2019). Research was conducted on Jl. Sidotopo Kidul no.78, Surabaya which is the business location of PT Toyo Maitso. The object in this research was PT. Toyo Maitso Surabaya. Research informants involved owners, employees, and consumers of PT Toyo Maitso Surabaya. Data collection techniques were through in-depth interviews, questionnaires filled out by consumers, and observation. Data analysis techniques employed descriptive and SWOT analysis. The researcher analyzed data from information or narratives generated from in-depth interviews with informants. The in-depth interview was closely related to the marketing strategy conducted by PT Toyo Maitso, namely in the field of marketing mix of 7P Product, Price, Place, Promotion, People, Process, and Physical Evidence (physical environment). After identifying a company's internal strategic factors, an EFAS (External Strategic Factors Analysis Summary) table was established.

RESULTS AND DISCUSSIONS

PT Toyo Maitso offers technical tools, such as hammers, padlocks, and cable ties. Each type of product has several types, for example from Padlock products, PT Toyo Maitso has a luggage padlock, solid padlock, and brass padlock. These products are imported from Japan and China.

Import purchases by PT Toyo Maitso are made every 3-4 months and these purchases are adjusted to the stock level of goods in the warehouse. Product prices determined by PT Toyo Maitso have been based on adjustments between the purchase price from suppliers and operational costs incurred. The price of goods varies according to the type and type of goods, starting from the price of Rp. 7.000.00 to the range of Rp. 170.000.00. Regarding to the price offered by PT Toyo Maitso, it is relatively cheap, because there is still a price reduction from the discount provided.

PT Toyo Maitso is located in a warehousing area and also close to residential areas. PT Toyo Maitso has a spacious and strategic warehouse. There are 2 (two) warehouses in one location, namely one warehouse intended for goods that have just arrived from suppliers and one warehouse for ready goods (goods that are ready to be distributed to consumers).

A promotional activity serves to convey information to the public, especially PT Toyo Maitso consumers about the products offered by PT Toyo Maitso. The promotion strategy implemented by PT Toyo Maitso with the help of promotion staff (sales) aims to find permanent marketers, both on the islands of Java, Sumatra, Sulawesi, and Papua. PT Toyo Maitso also provides discounts and provides bonuses with a certain minimum purchase. In addition, PT Toyo Maitso also collaborates with consumers in the Building Material Supermarkets field by displaying products from PT Toyo Maitso.

From the results of interviews with several informants, it can be seen that Strength, Weakness, Opportunities, and Threats at PT Toyo Maitso are as follows:

1. Strengths
 - a. Products from PT Toyo Maitso have high quality because they go through selected suppliers imported directly from China and Japan.
 - b. The price of each product is relatively cheap and below the market price, so consumers who resell their products can still take the appropriate margin.
 - c. There are discounts and bonuses with a certain minimum purchase.

- d. Short distribution channel, from PT Toyo Maitso to marketers/building materials stores/building materials supermarkets. The process is fast because it already has regular marketers in every area.
 - e. Has several types of products in several types, namely Hammer, Padlock, Cable Ties, Wall Plug, and Trowel.
2. Weakness
 - a. Because the products are imported directly from abroad, if the stock of goods sold out it won't be easy to restock it again in a short time.
 - b. There is no showroom or offline store itself, so it only reaches consumers who buy with the retail system.
 - c. The products are durable goods (products that are used with the long term) so the frequency of purchases is relatively high.
 3. Opportunity
 - a. PT Toyo Maitso has been established long enough so that its products are well known by the public, with a distribution range of Java, Sumatra, Sulawesi, and Papua.
 - b. There is still a need for competitors in the Surabaya area that have similar business.
 - c. Having good relationships with building material supermarket companies in various regions, thus making the business run smoothly.
 - d. The development of information technology that can be utilized to carry out a wide range of promotions.
 4. Threats
 - a. There are fluctuations in product prices from suppliers, so owners must consider selling prices periodically.
 - b. It does not have suppliers from within the country, so if the products sold out, it must rely on suppliers from abroad which takes a relatively long time.
 - c. Lack of innovation in the implementation of marketing strategies so that the possibility arises that the strategy can be imitated by competitors.
 - d. People's unstable purchasing power

1) IFAS and EFAS Matrix Factor Analysis Phase

Table 1. IFAS Results

| No | Internal Strategy Factors | Weight | Rating | Weight X Rating |
|----|---|--------|--------|-----------------|
| A. | Strengths | | | |
| 1. | Products from PT Toyo Maitso have high quality because they go through selected suppliers imported directly from China and Japan. | 0.15 | 4 | 0.60 |
| 2. | The price of each product is relatively cheap and below the market price, so consumers who resell their products can still take the appropriate margin. | 0.12 | 4 | 0.48 |
| 3. | There are discounts and bonuses with a certain minimum purchase. | 0.10 | 4 | 0.40 |

| | | | | |
|---------------|---|------|---|------|
| 4. | Short distribution channel, from PT Toyo Maitso to marketers/building materials stores/building materials supermarkets. The process is fast because it already has regular marketers in every area. | 0.13 | 4 | 0.33 |
| 5. | Has several types of products in several types, namely Hammer, Padlock, Cable Ties, Wall Plug, and Trowel. | 0.08 | 2 | 0.13 |
| Total | | 0.58 | | 1.94 |
| B. Weaknesses | | | | |
| 1. | Products are imported directly from abroad, if <i>the stock</i> of goods sold out, it won't be easy to restock it again in a short time. | 0.12 | 2 | 0.24 |
| 2. | There is no showroom or offline store itself, so it only reaches consumers who buy with the retail system. | 0.15 | 3 | 0.45 |
| 3. | The products are durable goods (products that are used with the long term) so the frequency of purchases is relatively high. | 0.08 | 2 | 0.16 |
| Total | | 0.35 | | 0.85 |

Based on the results of the analysis that have been carried out on the internal environment or IFAS in accordance with the table above, it shows that the strength factor has a total score of 1.94 and the weakness factor has a score of 0.85.

Table 2. EFAS Results

| No | External Strategy Factors | Weight | Rating | Weight X Rating |
|------------------|---|--------|--------|-----------------|
| A. Opportunities | | | | |
| 1. | PT Toyo Maitso has been established long enough so that its products are well known by the public, with a distribution range of Java, Sumatra, Sulawesi, and Papua. | 0.12 | 4 | 0.48 |
| 2. | There is still a need for competitors in the Surabaya area that have similar business. | 0.16 | 4 | 0.64 |
| 3. | Having good relationships with building material supermarket companies in various regions, thus making the business run smoothly | 0.15 | 2 | 0.30 |
| 4. | The development of information technology that can be utilized to carry out a wide range of promotions. | 0.13 | 2 | 0.26 |
| Total | | 0.56 | | 1.68 |
| B. Threats | | | | |
| 1. | There are fluctuations in product prices from suppliers, so owners must consider selling prices periodically. | 0.11 | 2 | 0.21 |

| | | | | |
|-------|---|------|---|------|
| 2. | It does not have suppliers from within the country, so if the merchandise sold out, it must rely on suppliers from abroad which takes a relatively long time. | 0.12 | 3 | 0.36 |
| 3. | Lack of innovation in the implementation of marketing strategies so that the possibility arises that the strategy can be imitated by competitors. | 0.10 | 3 | 0.30 |
| 4. | People's unstable purchasing power. | 0.11 | 2 | 0.22 |
| Total | | 0.44 | | 1.09 |

Source: Results of data processing by the researcher (2023)

From the results of the analysis in table 4.3 EFAS, the opportunity factor has a value of 1.68 while the threat factor has a total value of 1.09.

2) SWOT Diagram

Based on the results of the analysis of the internal and external environments that have been carried out by the researcher, it can be concluded that the value of strength is higher than the value of weakness with a difference of +1.09 and the value of opportunities is higher than the value of threat) with a difference of +0.59 values. The result has been illustrated in the results of the SWOT diagram above and from the SWOT results, it shows that PT Toyo Maitso is in quadrant 1 (one), that is the Aggressive strategy. This is very beneficial for PT Toyo Maitso because it has opportunities and strengths that can be utilized to increase sales volume by implementing aggressive marketing strategies.

SWOT matrix is a tool used to compile strategic factors of a company that clearly describe how the external opportunities and threats faced by a company that can be adjusted to the strengths and weaknesses of the company. The SWOT matrix produces four alternative strategies, as follows:

Table 3. SWOT Matrix Results

| IFAS | Strengths (W) | Weaknesses (W) |
|---|--|---|
| | Highly quality products Relatively cheap price Discounts and bonuses with a certain minimum purchase Short distribution channels, Several types of products in several kinds | The difficulty of availability of goods, if the product is sold out. Due to import Lack in reaching consumers who purchase with a retail system Durable goods products and the frequency of purchases is not too often |
| EFAS | SO Strategy | WO Strategy |
| Opportunities (O) PT Toyo Maitso is well known by the public There is still a lack of competitors in the Surabaya area Have a good relationship with building material supermarket companies The development of information technology that can be utilized to carry out a wide range of promotions | Ensuring the quality of products from suppliers is maintained Expanding network marketing Short distribution channels make products reach consumers faster | Utilizing technological developments in the field of marketing Participate in building material exhibitions and participate in tenders |

| Threats (T) | ST Strategy | WT Strategy |
|--|---|---|
| There are fluctuations in product prices from suppliers so that owners must consider selling prices periodically | Always conduct surveys about product innovation and ensure that products are able to be produced by suppliers | Promote optimally both through print media and digital media |
| Do not have suppliers from within the country | Seek and improve cooperation with other suppliers to avoid dependence | Consider creating outlets outside the warehouse to be able to reach more consumers |
| Lack of innovation in the implementation of marketing strategies | | Participate in exhibitions of technical and building materials in order to reach more consumers |
| People's unstable purchasing power | | |

Source: Results of data processing by the researcher (2023)

From the SWOT matrix analysis results, PT Toyo Maitso can be determined by a combination of internal and external factors. The combination of internal factors and external factors is shown from the results of the SWOT diagram, as follows:

1. SO Strategy

This strategy was used with the aim of utilizing all the strengths to take advantage of opportunities in the maximum possible way. The SO strategy at PT Toyo Maitso is:

- a. Ensuring the products quality from suppliers is maintained
- b. Expanding network marketing
- c. Short distribution channels make products reach consumers faster

2. WO Strategy

This strategy was used with the aim of overcoming weaknesses by taking advantage of existing opportunities. WO strategies that can be carried out by PT Toyo Maitso are:

- a. Utilizing technological developments in the field of marketing
- b. Participating in building material exhibitions and tenders

3. ST Strategy

This strategy used power to address existing threats. Strategies that can be done by PT Toyo Maitso are:

- a. Always conducting surveys about product innovation, and ensure that products are able to be produced by suppliers
- b. Finding and improving cooperation with other suppliers to avoid dependence

4. WT Strategy

This strategy was carried out to minimize weaknesses and avoid threats, WT strategies that can be done by PT Toyo Maitso are:

- a. Promoting optimally both through print media and digital media
- b. Considering to create outlets outside the warehouse to be able to reach more consumers
- c. Participating in exhibitions of technical and building materials in order to reach more consumers

Based on the four (4) alternative strategies, the most appropriate internal and external strategies used by PT Toyo Maitso to increase its sales volume are the SO strategy, which is a strategy using the strengths and opportunities owned by PT Toyo Maitso.

From the results of SWOT analysis that researchers at PT Toyo Maitso have conducted, the company has strengths to be used as much as possible and maximize existing opportunities at the same time, in order to minimize weaknesses and threats.

a. Product Strategy

PT Toyo Maitso offers technical tools, such as cable ties, measuring, hammers, padlocks, and trowels. Each type of product offered has several different types or sizes. Cable ties range in size from the smallest 2.5 x 100 mm to the largest size 4.8 x 500 mm. This cable ties also has two color variants, namely black and white.

Padlocks offered by PT Toyo Maitso consist of several types and variants, there are luggage padlocks from 20mm to 60mm, with yellow and purple colors. Solid padlock consists of sizes 40mm, 50mm, and 60 mm. Nickel padlocks consisting of sizes 30mm to 60mm.

PT Toyo Maitso also sells meter products, consisting of 3 (three) sizes, that are 3 m x 16 mm, 5 m x 19 mm and the longest size is 7.5 m x 25 mm. In addition, PT Toyo Maitso also sells various types of hammers consisting of wooden hammers with sizes of 8 oz, 12 oz, and 16 oz, fiberglass hammers (hammer with fiberglass handle) with sizes of 8 oz, 16 oz and 16 oz, hammer with tubular steel handle with sizes of 8 oz and 16 oz, bodem hammer (sledge hammer) with sizes of 2LB, 3 LB and 4 LB.

The products offered by PT Toyo Maitso are very diverse and consist of several types. These products are also obtained from suppliers. Suppliers are selected directly by PT Toyo Maitso selectively with the criteria of being able to supply products with large quantities and high quality's goods. In order to survive and continue to grow, PT Toyo Maitso is expected to maintain product variations and add more technical tools so that value and sales volume continue to increase.

Determining the price of each product from PT Toyo Maitso Surabaya is based on the purchase price from suppliers and other operational costs. The following are attached the prices of goods offered by PT Toyo Maitso Surabaya. From the price of the product attached below, there is still a discount given to consumers of 30% and an additional 3% discount if consumers make purchases in cash. During these seven years, the price of products offered by PT Toyo Maitso has experienced 3 price increases, in 2017, 2020, and 2022. This price increase was due to the price of products from suppliers rising and high costs.

The promotional strategy is very useful for PT Toyo Maitso to introduce the products offers for potential customers and consumers. The promotional strategy carried out by PT Toyo Maitso uses promoter staff or also called sales who reach the islands of Java, Sumatra, Sulawesi, NTT, and Papua. PT Toyo Maitso also carries out a promotional strategy by providing bonuses for certain minimum purchases and providing additional discounts.

PT Toyo Maitso is located in the warehousing area precisely on Jalan Sidotopo Kidul No.78, Sidotopo, Kec. Semampir, Surabaya City, so access to delivery of consumer ordered goods is quite easy. The warehouse area owned by PT Toyo Maitso is also large enough to arrange merchandise according to their respective types. The location chosen by PT Toyo Maitso is very strategic because it is close to warehousing areas and residential areas. In its human resource strategy, PT Toyo Maitso Surabaya pays great attention to qualifications in accordance with its field of work. In procuring resources, there are several tests that need to be undergone to become an employee at PT Toyo Maitso Surabaya.

PT Toyo Maitso holds a performance evaluation every six months. From the performance evaluation activities, the company hopes to discover things that need improvement from employee performance. Besides, PT Toyo Maitso awards employees with good ethos and performance once a year. With the holding of the award program, PT Toyo Maitso hopes that employees will be able to improve the quality of their performance.

PT Toyo Maitso is a company engaged as a distributor of technical equipment. PT Toyo Maitso obtains merchandise through imports from China and Japan. For goods requests, the directors will visit the supplier's factory to see firsthand the condition and quality of raw materials to be used for their products. After selecting raw materials that are in accordance with the criteria for the goods, the directors and suppliers enter into an MOU agreement, regarding prices, raw materials, quality of goods, production estimates, until the goods arrive in Indonesia.

After the merchandise arrives in Indonesia, the tax and finance admin will do its duties to complete the documents needed at customs, until the goods arrive at the warehouse. The next process is checking the condition of the goods by warehouse staff. Then, the report from checking the item, submitted to the admin so that the item can be entered into the system as stock, and can

be sold. PT Toyo Maitso needs a display/showroom used to market its products directly. PT Toyo Maitso installed its display in cooperation with a building materials supermarket. The display is installed and filled by goods from PT Toyo Maitso company.

CONCLUSION

In this study, PT Toyo Maitso used a 7P marketing mix of products offering technical tools such as Hammers, Padlocks, Trowels, Cable Ties, and Meters. The price offered is relatively cheap, so consumers from PT Toyo Maitso can resell these goods according to the margin they determine. Promotion carried out by PT Toyo Maitso uses sales employees' help. The place owned by PT Toyo Maitso is quite spacious and strategic. Human Resources (people), consisting of well-qualified employees, as well as performance evaluations every six months and the best employee awards once a year. The process starts from selecting raw materials directly from suppliers in China, followed by signing an MOU, regarding the raw materials used, prices, quantities, and estimates of making up to the goods arriving in Indonesia. Physical Evidence (physical environment) of PT Toyo Maitso does not have a showroom to display in its warehouse, only installs displays in cooperation with building materials supermarkets. The results of the calculation of the IFAS matrix table and EFAS matrix table can be found that the IFAS value is 2.79 and the EFAS result value is 2.77. Based on each factor, internal factors consist of strengths with a value of 1.97, weakness factors with a value of 1.12, while external factors consist of opportunities with a value of 1.68 and threat factors with a value of 1.09. Based on the results of IFAS and EFAS analysis along with SWOT analysis diagrams, it shows that PT Toyo Maitso is in quadrant 1 and it can be concluded that PT Toyo Maitso's main strategy is a strategy that supports aggressive growth policies (growth-oriented strategy). The results of this research are expected that PT Toyo Maitso can add and increase cooperation with wider building material supermarkets and promote by utilizing technological developments through social media and e-commerce platforms. Future research is expected to be able to conduct quantitative research on strategy that supports aggressive growth policies.

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