

The Role of Marketing Strategies for Improving Retail Coverage in West Bandung

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Abstract

Retail coverage refers to the distribution range of retail products to various outlets or stores within a specific geographical area according to the determined target market. Retail coverage is a crucial aspect for companies to ensure their products are available in numerous stores and easily accessible to consumers. The objective of this research is to explain the role of marketing strategies in improving retail coverage in the West Bandung area. The impact of marketing strategies on retail coverage is evident through significant increases in the number of stores and sales. The research object is PT. Borwita Citra Prima's Bandung branch, specifically focusing on the West Bandung region. This study employs a qualitative descriptive research method with a case study approach. Data collection techniques employed in this research include observation, interviews, and documentation, while data analysis methods involve data reduction, data registration, conclusion drawing, and final verification of research validity through credibility tests. The results of this study demonstrate a significant impact on PT. Borwita Citra Prima's Bandung branch, particularly in the West Bandung area. This strategy can be implemented in other regions to improve retail coverage and reduce business burdens on wholesale stores.

Keywords: marketing strategy, distribution, retail coverage, business

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INTRODUCTION

Competition in Indonesia's business landscape has intensified annually since the COVID-19 pandemic. This is clear from the numerous business participants who persist in striving to enhance the creativity and quality of their products to draw the interest of different demographics to fulfill their needs. A type of business that is currently undergoing growth is product distribution. The rise of new companies in the distribution field, often referred to as distributors, is evident. Distributors play a crucial role in connecting manufacturers with consumers, ensuring that a diverse range of products reaches the market efficiently. As competition heats up, these companies are increasingly adopting innovative strategies and technologies to streamline their operations and improve customer satisfaction. The distributor is an official business entity that partners with different products from the principal. As the number of distributors grows in Indonesia, it will undoubtedly positively affect the Indonesian economic landscape, foster healthy competition among distributors for profits, and ultimately enhance the quality of life for the community and increase state revenue.

The current rise in product competition pertains to the business aspects of product distribution, which fulfills a crucial and irreplaceable demand in the community, specifically for FMCG (fast-moving consumer goods). These are items that people require daily, such as toiletries, medications, electronics, food, and beverages in packages. To optimally satisfy the needs of the main products used by the community, services from a reliable distribution company with extensive coverage are essential. This is evident from the numerous official distributors of FMCG (fast-moving consumer goods) products functioning in Indonesia, including PT. Borwita Citra Prima, often referred to as BCP, the authorized distributor of various essential products for the public, serving nearly all regions of Indonesia. Items that have been promoted consist of P&G, Ceres, Nutrifood, Signify, and Reckitt Benckiser.

The offerings delivered by PT. Borwita Citra Prima are undoubtedly anticipated to ensure satisfaction for partners like wholesalers and outlets across the company's operational area, enabling continued collaboration with the firm. Nonetheless, if the

business depends solely on service, it is insufficient. Currently, there is significant competition among distributors in Indonesia that is becoming increasingly intense. Consequently, the firm PT. Borwita Citra Prima emphasizes utilizing the CDMP strategy to deliver exceptional service to consumers and instill confidence in principals who have relied on their products. The idea of CDMP encompasses coverage, distribution, merchandising, and promotion.

Considering the described context, the author is eager to investigate the implementation of marketing strategies at the company PT. Borwita Citra Prima, highlighting the assessment of coverage analysis in the Bandung area of West Java. The author carried out the research and named it "The Impact of Marketing Strategy on Improving Retail Coverage in the West Bandung Area." The idea of retail has existed for hundreds of years. Retail is a segment of the marketing mix and currently holds a significant position in purchasing and selling processes. The term retail refers to a store or business that sells goods, specifically targeting products at the final consumers. To put it differently, items bought from retailers will be utilized for individual consumption or requirements rather than for resale. Frequently, retail includes various other terms, one being retail business. The retail business serves as a marketing intermediary and a link between primary producers or major wholesalers and final consumers. A key concept that must be grasped in the strategy for establishing positioning about reach is articulated by Shambada (2011:4), stating, "Coverage is a work area comprising several outlets that are consistently and permanently frequented." In summary, retail coverage refers to a sector comprised of various stores that sell products directly to final consumers or direct users, with consistent and ongoing visits from marketers.

Regarding the coverage of PT. Borwita Citra Prima, as stated on the company's official website, www.borwita.co.id, it boasts 541,321 active customers across Indonesia. The West Java region is one of the areas with a recorded customer contribution of 23%. Of course! Please provide the text you would like me to paraphrase. Borwita Citra Prima in West Java is segmented into various districts and cities that have recorded customer contributions, which include Cirebon (21%), Subang (11%), Sukabumi (14%), Tasikmalaya (20%), and Bandung (33%). The city of Bandung represents the biggest recorded customer contribution for PT. Borwita Citra Prima at 30%, split into 2 manager coverage regions. The BCP region in Bandung is split into East Bandung and West Bandung sections. The East Bandung region includes Central Bandung City and major sub-districts like Kertasari, Pacet, Ciparay, Majalaya, Ibun, Paseh, Cikancung, Nagreg, Cicalengka, Cileunyi, Cilengkrang, and Cimenyan. Wilayah Bandung Barat mencakup area Kota Cimahi dan kecamatan besar seperti Padalarang, Cikalongwetan, Cililin, Parongpong, Cipatat, Cisarua, Batujajar, Saguling, Ngamprah, Gununghalu, Cipongkor, Cipeundeuy, Lembang, Sindangkerta, Cihampelas, Rongga, Soreang, dan Ciwidey. This research aims to identify the impact of marketing strategies, retail coverage conditions, and the relationship between marketing strategies and retail coverage in West Bandung.

RESEARCH METHODS

The data collection techniques used are as follows:

1. In-depth Interviews

The author conducted in-depth interviews with relevant parties such as the management of distributors, retailers, and end consumers from PT. Borwita Citra Prima. The author conducts this to deeply understand the challenges and opportunities in the distribution channels, as well as gain insights into their perceptions and experiences regarding the existing distribution process. This is important because the author will obtain in-depth information about specific issues that may not be revealed through other methods.

2. Document Review

The author reviews relevant documents such as sales reports, distribution reports, inventory data, and other logistics documents owned by PT. Borwita Citra Prima to obtain historical data and trends related to the distribution and sales of P&G products. This can provide objective and historical data that can be analyzed to see distribution patterns and trends.

3. Field Observations

The author conducts direct observations of the distribution process in the field, including how P&G products are distributed from the warehouse to the end consumer, to directly see how the distribution operations run and identify any potential obstacles or inefficiencies that may occur. The author needs to do this to provide a realistic picture of the actual distribution practices, which may differ from the idealized procedures.

RESULTS AND DISCUSSION

Through the marketing approach employed by PT. Borwita Citra Prima, the retail network belonging to the Bandung branch totals approximately 32,000, distributed across two primary regions, specifically West Bandung and East Bandung. At present, Bandung Barat accounts for over half of the total area of Bandung, specifically 51%, whereas Bandung Timur makes up 49%. Nonetheless, there remain numerous challenges in the retail coverage of West Bandung, such as the quality of retail support, inventory management by the marketing team, and inconsistent distribution of product variants. The standard of retail coverage, which is a significant problem, includes closed stores (bankrupt) or nonexistent stores (fictitious). Bankrupt/closed shops arise from various factors, both external and internal. Internally, the store struggles to compete in financial management, product availability, pricing, and its location being less strategic. Regarding external influences, the repercussions of COVID-19 continue to be strongly experienced in the economy, as the global economic downturn grows more intense.

Multiple reasons have led to the problem of fake stores in West Bandung. Included are errors in store data from the marketing team, unupdated relocations or name changes of stores, and efforts to alter sales data due to targets for the required number of stores that need to be met. Ineffective inventory management can lead to retail stores either running short on stock or, on the other hand, having too much stock, which may diminish the company's profits and have a direct effect on the store's financial status. This leads to a decrease in sales since the items requested by customers are unavailable. Distribution is uneven across different areas of West Bandung, particularly in remote regions or those far from distribution hubs. This may result in certain regions experiencing restricted or possibly no product availability. The business in the West Bandung region contributes significantly to the overall total of the Bandung region. With the current marketing strategy, there is a poor business condition where the trend is experiencing a significant decline.

Table 1: Business Conditions in West Bandung

Store segmentation	contribution	Six months' sales in 2022 (IDR)	Six months' sales in 2023 (IDR)	Index growth
Wholesale	64%	19,455,289,898	16,435,729,475	84%
Retail	36%	9,815,703,805	9,207,504,850	94%
Total	100%	29,270,993,703	25,643,234,326	88%

Source: PT. Borwita Citra Prima, processed by the Author

The condition that occurred is that all store segments experienced a decline in business during the early calendar period of the company's business. Both from the store segmentation that has a large business contribution, namely wholesale, experienced a business decline of up to 16%. And the segment with a very large number of stores in the Bandung Barat area also could not help, instead contributing to the decline with a 6% drop in business. From this, several conclusions can be drawn:

Market Segmentation is Focused on Wholesalers

Where the segmentation strategy still prioritizes stores or customers that contribute the most (wholesale) to revenue or profit. In that condition, the dependence on wholesalers is very high, so the risk of a decline in wholesale sales significantly impacts all store segments.

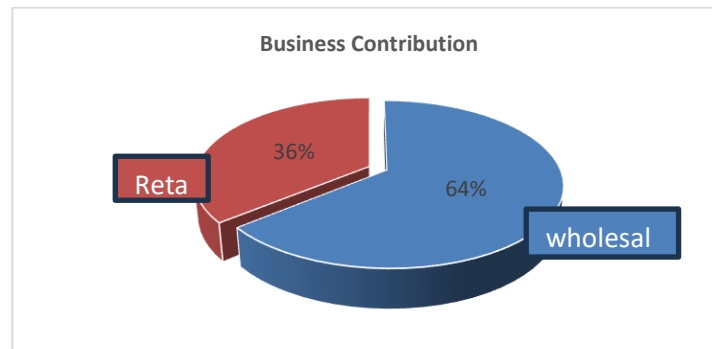


Figure 1: Business Contributions in West Bandung

Source: PT. Borwita Citra Prima, processed by the Author

The business risk is very high if the company focuses on only one store segmentation. Because if there is an external factor that affects the business condition, such as wholesalers, it can cause significant business decline issues that are difficult to anticipate. So by breaking down a large business into smaller business lines, similar to retail, the business risk can also be divided into smaller parts, which will reduce the risk of a sustainable business.

Uncompetitive Price Setting

Because the distribution of marketing is still focused on the wholesale segment, there is still a significant price difference between wholesalers and retailers. Marketers who sell directly to retail stores find it quite difficult because the price is sometimes still cheaper at the wholesaler. For example, one of the prices for a bulk shampoo sold by wholesalers is 9,100 because wholesalers get a discount for large purchases, whereas the marketing team sells it directly at a price of 9,300.

When 56% of the total marketers in the West Bandung area still use the motorized sales or canvassing distribution system. We know that motorized sales have a significant drawback in that the quantity of goods carried by the marketers is very limited, both in terms of total monetary value and the types of goods carried.

Table 2: Sales System Contributions in West Bandung

Sales system	contributions	Number of stores	Number of salesmen
Canvassing	56%	9,215	30
Taking order	44%	7,338	26
Total	100%	16,553	56

Source: PT. Borwita Citra Prima, processed by the Author

Retail coverage conditions at PT. BCP in Bandung Barat can be described in in this figure.

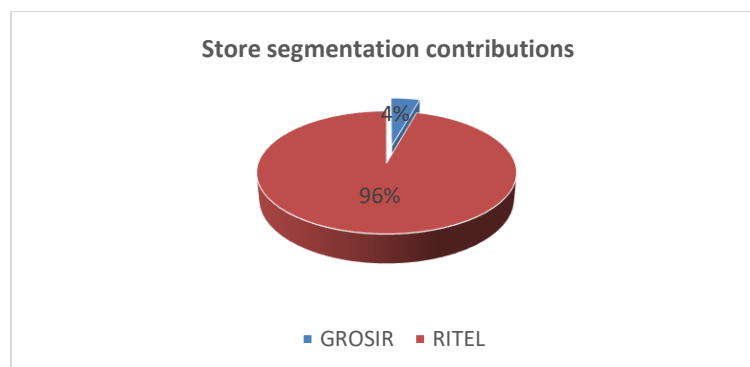


Figure 2: Market Segment Contributions in West Bandung

Source: PT. Borwita Citra Prima, processed by the Author

As we know, the function of segmentation divides a large and heterogeneous market share into smaller and more homogeneous groups based on certain characteristics. In West Bandung itself, market segmentation is divided into 2 categories, namely wholesale and retail. The segmentation of stores in the Bandung Barat area is dominated by retail stores at 96% and wholesale at 4%. With the significant contribution of retail stores in the Bandung Barat area, this can be utilized for the distribution process to the end consumers. So this can break down the contribution of large businesses into smaller units evenly.

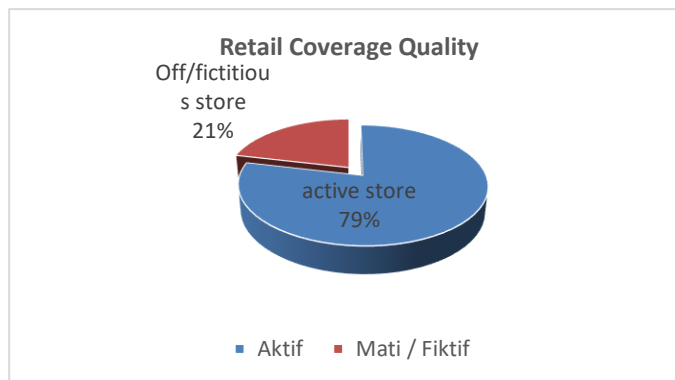


Figure 3: Retail Coverage Quality in West Bandung

Source: PT. Borwita Citra Prima, diolah oleh Penulis

With such a large number of stores, not all of them are necessarily present and suitable as distribution points for marketers. In this condition, the retail coverage in West Bandung has a significant problem where 21% of the stores are indicated as dead (bankrupt) and fictitious (no physical store). The factors causing this situation have been previously outlined both externally and internally.

From the 21% of inactive or fictitious stores, this becomes the basis for the development of business and distribution opportunities. If 21% of unviable stores are replaced by new ones, it will lead to the addition of new businesses and new distribution channels as well. If 21% of those unfit stores can be replaced by new ones, there will be an addition of new business and new distribution channels as well.

The Role of Marketing Strategy and Retail Coverage in West Bandung

Bandung Barat region, and to expand market penetration as well as sales growth. Therefore, improvements will be made in terms of the quality and quantity of stores, the distribution methods of marketers, and the mapping of marketer areas.

Improvements in terms of store quality and quantity are carried out by data collection of new stores, which marketers often refer to as NOO (New Open Outlet). With still so many stores of poor quality, whether they are dead stores or fictitious ones, marketers continue to visit. Therefore, the first and foremost alternative is to replace the dead or fictitious stores with new physical stores that are willing to collaborate with marketers as distribution channels to the end consumers. If, in terms of quantity, the dead and fictitious stores can be completely replaced, it will have a significant impact on business growth. Because the previously dead or fictitious stores did not contribute as expected, they instead became a burden for the marketing team, who still had to visit these unworthy store locations.

The distribution method of marketers still mostly uses the sales canvassing method. If we examine the sales canvassing method, there are still many weaknesses. This also serves as the basis for seeing the potential for great opportunities if all marketing teams are transformed into sales TO (Taking Order). Sales TO itself has many advantages, one of the main ones being the ability to fulfill store order needs with a wider variety of items and an unlimited quantity of goods. With this, the distribution of types of goods can be more optimal and evenly spread across all store segments. It can be concluded that with the current marketing strategy being implemented, there is a significant opportunity to be tapped from utilizing B2C (business-to-consumer) marketing by renewing customers and increasing the number of stores owned by the marketers. The area coverage is still very

extensive and has great potential to significantly impact the declining business condition. By focusing on direct-to-consumer business, it will enhance a strong product image and generate new demand from the lowest store level to wholesalers. If the demand comes from large retail stores, the impact will be felt by wholesalers, who will sell more products and varieties. The hope is that the business can grow from both the wholesale and retail segments without any more imbalances.

As for some alternative solutions to the problem, they are as follows:

- Updating the data of active stores and conducting a survey of new stores, also known as NOO (New Open Outlet). With targets for each marketer varying according to the number of inactive or fictitious stores they currently have. Expansion of new potential areas using supporting facilities such as My Maps provided by Google.
- Maximizing and explaining the promotion to retail stores in detail, focusing on the total profit before and after sales. The marketing team brings promotional tools to facilitate communication with the stores.
- Making changes to the marketing system from the previous method, which still had 50% of marketers using the motorbike sales or canvassing method, to sales taking orders, also known as TO.

With the alternative to the above problem, the author took direct action, and here is the presentation of the results of the strategy that has been implemented.

- Renewal and data collection of new stores (NOO).
With a focused strategy to replace dead or fictitious stores through the NOO (New Open Outlet) process from February 2024 to June 2024, here are the results of the number of new stores achieved.



Figure 4: New Retail Coverage in West Bandung

Source: PT. Borwita Citra Prima, processed by the Author

The implementation of the new store data collection strategy, or NOO (New Open Outlet), in the first 5 months resulted in 3,067 new stores that are truly active and have physical locations. The addition of results from the NOO increased the total retail coverage to 19,596, a 16% increase from the previous 16,553 stores.

The next step taken is to clean up the retail coverage that has already been indicated as dead or fictitious by 21% initially, before the introduction of NOO. The continuity that the marketing team will implement is to continue developing NOO in the short term to replace the remaining 5% of dead and fictitious stores and, in the long term, to increase the total retail coverage to 25,000 stores.

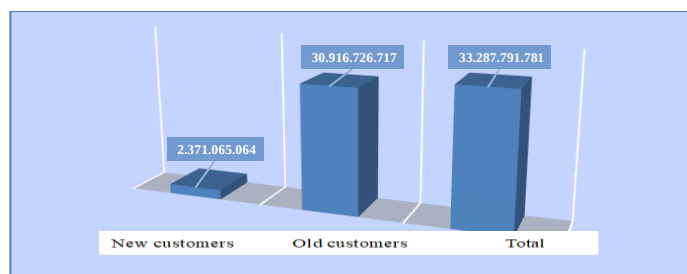


Figure 5: New Outlet Sales NOO (New Open Outlet) in West Bandung

Source: PT. Borwita Citra Prima, processed by the Author

The new business obtained from the NOO (New Open Outlet) is very large, amounting to 2.3 billion. Here, it is very evident how great the potential of new stores that have not yet been registered by the marketing team in the West Bandung area is. This

serves as the basis for the further development of new store data collection in the next period. The above directly impacts the overall business of the store segmentation, which previously experienced a decline of up to 12%, to a significant increase of 109%.

Table 3: Store Segmentation Contributions and New Sales Growth in West Bandung

Store segmentation	Contribution	Six months' sales in 2022 (IDR)	Six months' sales in 2023 (IDR)	Index growth
Wholesale	61%	19,521,883,665	20,359,301,715	104%
Retail	39%	11,999,898,154	12,928,490,066	118%
Total	100%	29,270,993,703	33,287,791,781	109%

Source: PT. Borwita Citra Prima, processed by the Author

After the updates and data collection of new stores, the growth of the retail segment business experienced a very rapid increase to 118%, with a strengthening of 20% from the previous period, which was at 98%. The indirect impact of the improved distribution down to the end consumer level has created new demand in the larger segment, namely wholesale, which has also experienced quite good growth of 104%.

In in-store segmentation, there are also changes, although they are not yet significantly evident. The contribution burden from the wholesale segment has started to decrease from the previous 64% to 61%, increasing the contribution of the retail store segment, which strengthened to 39%. If this is consistently implemented, the burden from the wholesale business will continue to decrease, allowing the two segments to approach a balance at 50%:50%.

- a) Maximizing and explaining promotions to retail stores in detail, and marketers bringing promotional tools to facilitate communication with the stores.

It seems that there is no text provided for translation. Please provide the text you would like me to translate. One of the reasons for the significant business burden in the wholesale store segment is the considerable price disparity between retail and wholesale. However, the price disparity occurs not because there are no promotions provided by the company. However, the promotions provided by the company as one of the supports to the stores were not effectively communicated by the marketing team. So many stores claim that there has never been any promotion provided, and the marketing team also did not explain in detail the benefits or prices obtained by the store owners. That condition has led many stores to believe that buying products at wholesale is cheaper than buying directly from the marketers. It can be concluded that important information regarding promotions is not conveyed fully until it reaches the understanding of the stores.

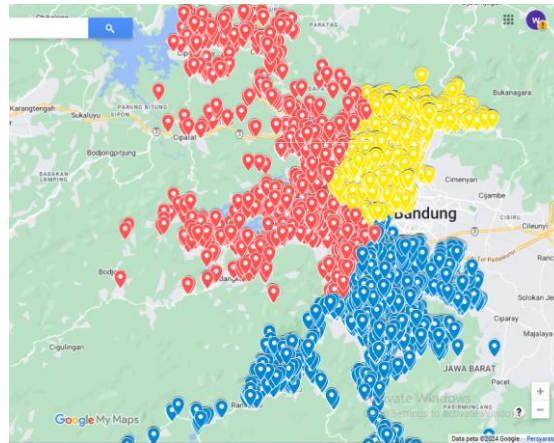
It can be concluded that important information regarding promotions was not fully conveyed to the understanding of store. The reason for this lack of communication about the promotions is the absence of physical promotional materials used by marketers to explain to the store. The reason this promotional information was not conveyed is due to the absence of physical promotional materials used by marketers to explain it to the store representatives. Therefore, to make this communication issue easier and more effective, a promotional sheet detailing the benefits and final price obtained by the store should be created.

- b) Making changes to the marketing system from the previous 50% of marketers using the motorized sales or canvassing method to sales taking orders, also known as TO. One of the reasons for the hindered growth of distribution and sales is the prevalence of marketers using motorized sales methods or canvassing. There are 30 motorized marketers, equivalent to 56% of the total 56 marketers. This presents an opportunity to increase distribution and sales if the change to TO (Taking Order) sales is implemented. After this change plan was communicated to the relevant functions, such as delivery operations and the principal party, there was approval that 30 motorized marketers would be converted to TO with the support of a special delivery team. Running 5 months after the change from the motor model to TO, here are the sales results generated.

Table 4: The Business Result from Canvassing to TO in West Barat

Marketing method	Number of salesmen	Number of stores	Business period 2023	Business period 2024	Growth	Growth contribution
Canvassing to TO	30	12,541	5,192,122,004	6,705,989,536	129%	55%
Taking order (old)	26	7,055	25,330,659,819	26,581,802,245	105%	45%
Total	56	19,596	30,522,781,819	33,287,791,781	109%	100%

Source: PT. Borwita Citra Prima, processed by the Author

**Figure 6: Area Mapping of Retail Coverage in West Bandung**

Source: Author

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Based on the research results and discussion in the previous chapter, the author can draw conclusions that answer the research problem formulation as follows:

1. The issues of retail coverage in West Bandung, including the quality of retail coverage with many inactive and fictitious stores, stock inventory management by the marketing team, and uneven distribution of product types, the author concludes that there is a good basis for improvement in retail coverage and business.
2. The role of marketing strategy for improving retail coverage in the Bandung Barat area at PT. Borwita Citra Prima is an effective strategy used to enhance both the quality and quantity of stores as well as the direct business impact. Because the implementation of this strategy truly prioritizes detailed value. The company's previously implemented strategy, management already understands market conditions, and has coverage that serves as the marketing area.
3. The influence of marketing strategies for improving retail coverage in the West Bandung area at PT. Borwita Citra Prima has a significant contribution to the increase in sales performance and sales. The addition of new stores with good quality and physical presence amounts to 3,043 stores. Providing a new business addition of 2,371,065,064 and contributing to business growth by 55%. The business condition that previously experienced a significant decline can be improved with this strategy.
4. The main factor for the success of this research is the implementation of store quality improvements with NOO (New Open Outlet) and the transition from motorbike sales to TO (Taking Order), which maximizes work effectiveness because sales are not hindered by carrying and preparing goods directly.
5. Some factors hinder the implementation of this retail coverage improvement strategy. The difficulty in the process of requesting the removal of dead or fictitious stores that are still on the master list of stores visited by sales, thus significantly hindering the number of visits each day.
6. The company needs to provide promotional materials in the form of physical media, such as posters, every month for the sales team to explain promotions, making them

more informative and efficient compared to other competitors.

7. Given the high volume of activities in the marketing division, it would be advisable to add a special delivery fleet for sub-district areas that have a considerable distance range to maximize product distribution.

Seeing the high volume of activities in the marketing division, it would be advisable to add a special delivery fleet for sub-district areas that have a considerable distance range to ensure optimal product distribution.

RECOMMENDATIONS

The following recommendations can be made by the researcher in relation to this study's findings: The recommendations that can be provided by the researcher in relation to the results of this study are as follows:

1. The application of a business-focused strategy to the wholesale segment is not better because it poses a significant risk, and the business improvement is not substantial. With the research results, the author's strategy that has been implemented focuses on improving retail coverage and can be executed in all branches within the coverage area of PT. Borwita Citra Prima.
2. The quality of retail coverage over certain periods has the potential to decline, either due to store closures because of bankruptcy or a decrease in purchasing power for products. Therefore, it is necessary to continuously conduct evaluations for the improvement of retail coverage through NOO (New Open Outlet) so that in case of unexpected business conditions in the company's wholesale segment, the risk can be mitigated by dividing it into smaller parts of retail stores.
3. The improvement of services provided to the stores must be enhanced through the marketing team. This is one of the factors that will maintain customer loyalty and ensure they consistently purchase the offered products.

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