


Analysis of Marketing Strategy of PT Sucofindo (Persero) Tbk in Increasing the Market Share of Calibration Services in Indonesia

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Article Info	ABSTRACT
<p>Keywords: Marketing Strategy, Calibration Services, SWOT Analysis.</p>	<p>This study aims to analyze the marketing strategy of PT Sucofindo (Persero) Tbk in increasing the market share of calibration services in Indonesia. As a state-owned enterprise operating in testing, inspection, and certification, Sucofindo must adapt to competitive market dynamics while maintaining service quality and institutional credibility. The research employs a qualitative-descriptive method supported by SWOT analysis and the Internal and External Factor Evaluation (IFE-EFE) matrices. The findings indicate that the company possesses significant internal strengths, such as nationally accredited services, competent human resources, and broad service coverage. Externally, the growing need for ISO-compliant calibration creates favorable opportunities. The IFE-EFE results show that Sucofindo is in a strong strategic position to expand its market. However, weaknesses such as limited digital marketing and the absence of loyalty programs need to be addressed. The study concludes that strategic alignment with market trends, coupled with continuous innovation, is essential to sustaining competitive advantage.</p>
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INTRODUCTION

In the increasingly dynamic industrial landscape, companies offering calibration services face growing pressure to remain competitive, especially as the demand for precision and compliance in measurement tools intensifies. Calibration, as a critical support service, ensures that instruments used across sectors such as manufacturing, energy, and healthcare maintain their accuracy and reliability. The effectiveness of calibration directly affects the quality of production processes and the safety of operations. Therefore, calibration service providers must continuously innovate and adapt their marketing strategies to expand their reach and customer base.

PT Sucofindo (Persero) Tbk is a state-owned enterprise that plays a significant role in providing testing, inspection, and calibration services in Indonesia. Despite its long-standing presence and broad service scope, the company faces challenges in increasing its market

share, particularly due to emerging private competitors who offer similar services at lower costs and with more aggressive marketing efforts. These conditions demand a strategic reevaluation of Sucofindo's marketing practices in order to remain relevant and preferred in a competitive marketplace.

As Kotler and Keller (2016) assert, marketing strategies must be designed to reflect both customer needs and competitive responses. This means companies like PT Sucofindo must go beyond standard promotional efforts and undertake a comprehensive evaluation of their product offerings, service quality, pricing models, distribution channels, and brand positioning. According to Alma (2018), integrated marketing strategies help companies to navigate competition by aligning internal resources with external opportunities.

The need for adaptive strategy is further reinforced by Sugiyanto (2020), who explains that comparing a company's product attributes, including quality, packaging, pricing, and distribution channels, with those of competitors is fundamental to creating a competitive edge. In the case of PT Sucofindo, strategies aimed at improving service visibility, emphasizing certification and accreditation, and enhancing customer relationship management can help retain existing clients and attract new ones.

An insightful study by Hiola (2023) on CV. Sarana Mandiri Sejahtera, a smaller calibration service provider, illustrates how internal and external factors significantly affect marketing performance. Through SWOT analysis, the study identified that the company had greater strengths than weaknesses, positioning it in the "Grow and Build" quadrant of the Internal-External Matrix. Such analysis proved useful in crafting strategies involving market penetration, product development, and forward integration.

SWOT analysis remains a robust framework to assess an organization's strategic readiness. It helps identify Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T), offering a foundation for developing strategic options that align with business conditions (Rangkuti, 2016). By systematically evaluating these four elements, organizations can formulate SO, WO, ST, and WT strategies to guide their marketing direction. For Sucofindo, such strategic mapping is crucial in responding to regulatory, technological, and market changes.

Additionally, Kotler and Armstrong (2015) emphasize the role of the marketing mix (7Ps) as a practical framework to operationalize strategy. The 7Ps, Product, Price, Place, Promotion, People, Process, and Physical Evidence, allow service companies to structure their marketing efforts across multiple dimensions. Sucofindo can utilize this framework to refine its services, streamline processes, enhance staff competency, and improve promotional effectiveness to align with customer expectations.

David (2018) further underscores the importance of evaluating both internal capabilities and external industry dynamics to shape effective strategies. For PT Sucofindo, internal capabilities such as technical expertise, infrastructure, and institutional reputation can serve as leverage points. However, failure to address external threats, such as aggressive competitors or shifting client expectations, could erode market share and weaken the company's competitive position.

The rapid technological advancement and the digitization of business services also require that PT Sucofindo adapt its promotional strategies. As Suryana (2017) notes, digital marketing, customer relationship management (CRM), and service innovation are key to sustaining long-term engagement and loyalty in service industries. Embracing these strategies not only enhances visibility but also enables greater customer interaction and trust-building.

In light of these challenges and opportunities, this study seeks to analyze the marketing strategy of PT Sucofindo (Persero) Tbk in increasing the market share of its calibration services in Indonesia. By applying SWOT analysis and integrating insights from the marketing mix, the study aims to generate practical recommendations to support the company's strategic goals. The results are expected to contribute to the development of marketing strategy frameworks for state-owned enterprises engaged in service delivery, particularly in the context of a competitive and evolving industrial services market.

METHODS

This study employed a qualitative descriptive research design to explore and analyze the marketing strategy of PT Sucofindo (Persero) Tbk in increasing the market share of its calibration services. The qualitative approach was selected because it allows for a deeper understanding of internal and external strategic factors, and provides flexibility in capturing expert insights, opinions, and marketing practices that may not be fully represented through quantitative data alone (Sugiyono, 2016).

The research focused on PT Sucofindo's calibration service division, with marketing activities and strategic decision-making processes as the main units of analysis. Data collection involved both primary and secondary sources. Primary data were gathered through in-depth interviews with key informants, including senior managers, marketing personnel, and technical staff involved in the calibration services. Secondary data were obtained from company reports, official websites, industry publications, and prior academic research relevant to marketing strategy, SWOT analysis, and calibration services in Indonesia.

To ensure data accuracy and contextual understanding, the research applied a purposive sampling technique. This method allowed the researcher to select informants who possess specific knowledge and experience related to Sucofindo's marketing strategy. The selected participants included a marketing manager, two calibration specialists, and a business development officer. The sampling was designed to achieve data triangulation and gain a well-rounded perspective on the internal and external factors influencing the company's marketing performance.

Data collection was carried out using a combination of structured interviews, direct observations, and document analysis. Interviews were conducted face-to-face and followed a semi-structured guide to explore the strategic positioning, market segmentation, customer relationships, promotional methods, and pricing practices. Observations were conducted at Sucofindo's calibration facilities to understand service delivery processes and customer

interactions. In addition, the researcher reviewed corporate strategy documents and competitor benchmarking data for comparative analysis.

To analyze the data, the study employed SWOT analysis as the primary analytical framework. SWOT (Strengths, Weaknesses, Opportunities, Threats) was used to evaluate internal capabilities and external conditions that impact Sucofindo's ability to compete in the calibration market (Rangkuti, 2016). Internal strategic factors were assessed using the Internal Factor Evaluation (IFE) Matrix, while external factors were analyzed using the External Factor Evaluation (EFE) Matrix (David, 2018). The combination of these matrices allowed the researcher to determine the company's strategic position within the Internal-External (IE) Matrix and identify appropriate marketing strategies.

To validate the research findings, source triangulation was applied. According to Moleong (2016), triangulation of sources ensures the credibility and reliability of qualitative data by comparing information obtained from different informants and data collection methods. In this study, triangulation involved cross-checking interview responses with internal documents and observations. The integration of qualitative data analysis and strategic frameworks enabled the formulation of practical and evidence-based recommendations for enhancing Sucofindo's marketing strategy in the calibration services sector.

RESULTS AND DISCUSSION

Internal and External Environment Analysis of PT Sucofindo (Persero) Tbk

Internal Environment

The internal environment of PT Sucofindo (Persero) Tbk consists of elements that directly influence daily operations and organizational strategies, including human resources, financial management, and marketing. These components play a vital role in determining the company's ability to implement competitive strategies.

In terms of human resources, Sucofindo benefits from a highly trained technical team and experienced marketing staff who support service delivery and client relations. From the financial perspective, Sucofindo's performance is bolstered by a solid revenue base generated through calibration service transactions across diverse industrial clients. Regarding marketing, the company engages in service promotion and value communication; however, efforts in digital outreach and event-based campaigns remain limited and could be further optimized.

External Environment

The external environment includes macroeconomic, sociocultural, and technological factors that shape the company's strategic posture. From an economic standpoint, growth in national GDP, inflation trends, and industrial expansion offer favorable conditions for increasing demand in certified calibration services. Sucofindo is positioned to benefit from rising investment in quality control and compliance, particularly in regulated industries.

Sociocultural factors such as workforce demographics, customer expectations, and health and safety awareness influence service demand and employee performance. The growing emphasis on quality assurance across industries creates opportunities for Sucofindo,

though it also requires the company to maintain strong work ethics and responsive service culture.

Technological developments have enabled faster information access, improved operational efficiency, and expanded market reach. Sucofindo can further leverage digital platforms for customer engagement, automate scheduling systems, and reduce marketing costs through targeted online advertising campaigns (e.g., Google Ads, LinkedIn promotions). These innovations also support better monitoring of customer feedback and service quality.

IFE Matrix and EFE Matrix

The IFE and EFE matrices were utilized to map the strengths, weaknesses, opportunities, and threats of PT Sucofindo (Persero) Tbk by assigning weights and ratings based on responses provided by selected informants.

Table 1. Results of the Internal Factor Evaluation (IFE) Matrix

No	Internal Factors	Weight	Rating	Weighted Score
1	High-quality calibration products offered	0.17	4	0.60
2	Pricing aligns with product quality	0.19	4	0.74
3	Strategic location of service facilities	0.17	4	0.66
4	Promotional efforts through event marketing	0.18	4	0.74
5	Occasional mismatch between service specifications and expectations	0.07	2	0.12
6	No discount program for loyal customers	0.07	2	0.12
7	Limited accessibility to some client segments	0.07	2	0.12
8	Promotional activities not yet fully optimized	0.07	1	0.09
	Total	1.00		3.20

The results of the IFE matrix for PT Sucofindo (Persero) Tbk demonstrate a strong internal strategic position, with a total weighted score of 3.20, exceeding the benchmark average of 2.50. This result indicates that the company possesses significant internal strengths that can be leveraged to enhance competitiveness and expand its calibration service market share. Among the most dominant strengths is the high quality of calibration services offered, with a rating of 4 and a weighted score of 0.60. Sucofindo's adherence to national and international standards, as well as its use of certified and periodically maintained equipment, contributes to client trust and long-term service contracts. Furthermore, the alignment of pricing with service quality (weighted score 0.74) signals that clients perceive the value they receive to be commensurate with the fees charged, reinforcing Sucofindo's brand reputation for reliability and professionalism.

The company's strategic service facility locations (score of 0.66) and active participation in industrial events and exhibitions (score of 0.74) also serve as strong pillars in its marketing approach. Event-based promotions not only enhance visibility but also create engagement opportunities with targeted industrial stakeholders, supporting brand reinforcement and lead generation.

Despite these strengths, several internal weaknesses were identified. Firstly, the lack of discount programs for loyal customers and the infrequent personalization of service offers may hinder customer retention in an increasingly competitive market. Each of these factors received a rating of 2, with weighted scores of 0.12, indicating room for improvement in client-centric marketing practices. Additionally, some limitations in service accessibility, such as inadequate parking facilities or limited service coverage in remote industrial zones, were noted as weaknesses (score: 0.12), which could reduce convenience for prospective clients. Most significantly, promotional efforts are still not fully optimized (rating: 1, score: 0.09), suggesting that Sucofindo may not yet be maximizing the potential of digital platforms or integrated marketing campaigns in communicating its service value.

These findings imply that while PT Sucofindo has a solid internal foundation, it must address specific marketing and operational inefficiencies to sustain its strategic advantage. Enhancing digital promotion, expanding customer loyalty initiatives, and improving service accessibility are essential strategic actions that can increase competitiveness and align the company more closely with evolving customer expectations.

Table 2. Results of the External Factor Evaluation (EFE) Matrix

No	External Factors	Weight	Rating	Weighted Score
1	Strong customer loyalty	0.18	4	0.73
2	Positive company-client relationships	0.18	4	0.74
3	Excellent corporate image in the eyes of customers	0.19	4	0.74
4	Responsiveness in handling customer complaints	0.18	4	0.73
5	Strong existing competitors	0.07	2	0.14
6	Emergence of new competitors in the same market segment	0.05	2	0.11
7	High and volatile instrumentation costs	0.06	2	0.13
8	High customer switching potential due to dissatisfaction with service	0.07	2	0.15
	Total	1.00		3.47

The External Factor Evaluation (EFE) matrix provides a comprehensive overview of PT Sucofindo (Persero) Tbk's external business environment by highlighting the company's ability to capitalize on opportunities and mitigate external threats. The total weighted score of 3.47, which is significantly above the average benchmark of 2.50, reflects a highly favorable external condition. It indicates that the company is well-positioned to benefit from external developments in the calibration services industry.

Several key opportunities have been identified as major contributors to this high score. Among them, customer loyalty, with a weighted score of 0.73, plays a central role in ensuring repeat business and stable revenue streams. This loyalty is closely supported by strong relational capital, including the company's ability to maintain positive relationships with

clients (0.74), as well as an excellent public image (0.74), both of which enhance Sucofindo’s credibility and perceived value in the market.

Another critical opportunity is Sucofindo’s responsiveness in addressing customer complaints (0.73), which serves as an important factor in customer retention and satisfaction. The ability to respond swiftly and effectively to client issues reinforces the company's service orientation and contributes positively to its brand positioning, especially in a service-intensive industry like calibration and inspection.

Despite the abundance of opportunities, the matrix also outlines several external threats that require strategic attention. Strong competition from established players (0.14) and the emergence of new entrants in the same market segment (0.11) represent challenges that could erode market share if not addressed proactively. These competitive pressures necessitate continuous innovation, pricing flexibility, and differentiation in service quality to sustain a competitive advantage.

Additionally, volatile instrumentation costs (0.13) and the risk of customer switching due to dissatisfaction (0.15) are concerns that must be mitigated through cost management strategies and enhanced customer relationship management. The company must ensure consistency in service performance and communication to reduce the likelihood of churn, especially in sectors where clients rely on strict measurement and quality standards.

Overall, the EFE matrix results suggest that PT Sucofindo (Persero) Tbk has considerable strategic leverage in its external environment. However, capitalizing on these opportunities requires a proactive approach to strategic marketing, investment in digital engagement tools, and service innovation. At the same time, the company must monitor market competition and address threats with resilience and agility to sustain its leadership in the calibration services sector.

SWOT Analysis

Table 3. Strengths, Weaknesses, Opportunities, Threats (SWOT) Matrix Results

Internal	Strengths (S)	Weaknesses (W)
	1. Accredited and high-quality calibration services 2. Strong institutional reputation as a state-owned enterprise 3. Strategic nationwide service network 4. Competitive pricing aligned with service quality 5. Professional and certified human resources 6. Strong client loyalty and long-term contracts 7. Active participation in technical and industrial events	1. Limited digital marketing presence and promotional outreach 2. Absence of loyalty programs or pricing incentives 3. Occasional mismatch between client expectations and service delivery 4. Limited accessibility for certain industrial locations 5. Underutilization of CRM and automation in service engagement

<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. Increasing demand for ISO-compliant calibration across industries 2. Rising industrial growth and government quality infrastructure initiatives 3. Higher awareness of safety and compliance standards in manufacturing 4. Digital platforms enabling cost-effective and targeted promotions 5. Client interest in integrated calibration, testing, and certification services 	<p>S–O Strategies (Leveraging Strengths to Seize Opportunities)</p> <ol style="list-style-type: none"> 1. Expand market penetration through certified and high-quality services targeting industries with ISO compliance needs. 2. Utilize Sucofindo’s reputation and national reach to introduce bundled services (calibration + inspection + certification). 3. Intensify digital marketing campaigns based on trusted branding to reach untapped industrial clusters. 	<p>W–O Strategies (Addressing Weaknesses by Seizing Opportunities)</p> <p>Overcome weaknesses by taking advantage of opportunities</p> <ol style="list-style-type: none"> 1. Improve online visibility and service promotion through integrated digital campaigns (e.g., LinkedIn, industry-specific platforms). 2. Develop loyalty programs or volume-based pricing for recurring corporate clients. 3. Adopt CRM systems to automate follow-ups and service satisfaction surveys, enhancing client responsiveness.
<p>Threats (T)</p> <ol style="list-style-type: none"> 1. Growth of agile private competitors with aggressive pricing 2. Volatility in instrumentation costs and supply chain disruptions 3. Customer switching risks due to service dissatisfaction 4. Pressure from multinational competitors with global certification networks 5. Rapid technological shifts requiring service adaptation 	<p>S–T Strategies (Using Strengths to Counter Threats)</p> <ol style="list-style-type: none"> 1. Reinforce customer retention and loyalty through premium service quality and rapid complaint handling to reduce customer churn. 2. Differentiate from private competitors by emphasizing accreditation, technician competence, and institutional backing. 3. Strengthen collaboration with regulatory authorities to maintain preferred-provider status in government contracts. 	<p>W–T Strategy (Minimizing Weaknesses to Avoid Threats)</p> <ol style="list-style-type: none"> 1. Conduct internal training to improve service delivery accuracy and reduce mismatch issues. 2. Invest in logistics and regional accessibility to prevent service delays or coverage gaps. 3. Monitor competitor strategies regularly and benchmark digital practices to stay adaptive and competitive.

The SWOT matrix analysis provides a comprehensive strategic evaluation of PT Sucofindo (Persero) Tbk by integrating internal capabilities with external environmental factors to guide strategic decision-making. The strengths of the company position it as a dominant player in the calibration services sector in Indonesia, while weaknesses, if strategically managed, can be converted into growth areas. Opportunities in the broader industrial landscape further enhance the company’s potential, though several external threats remain.

The Strength–Opportunity (SO) strategy demonstrates how PT Sucofindo can effectively leverage its key strengths, such as its accreditation, professional human resources, and national reputation as a state-owned enterprise, to capture expanding opportunities in compliance-based industries. The growing demand for ISO-aligned calibration services and an increasing emphasis on industrial safety and quality assurance in Indonesia provide a fertile ground for Sucofindo’s expansion. By intensifying its digital outreach and bundling services like inspection and certification, the company can strengthen its market penetration and offer added value to its clients.

In confronting external threats, the Strength–Threat (ST) strategy enables Sucofindo to counter competitive pressures using its established credibility and long-standing customer trust. The emergence of agile private competitors and the entry of multinational firms are significant challenges. However, Sucofindo’s strategic advantage lies in its regulatory connections and established accreditation, which can be further utilized to maintain preferred provider status in governmental and industrial procurement processes. The company must also continue enhancing service responsiveness and complaint handling to retain client loyalty and reduce switching tendencies.

The Weakness–Opportunity (WO) strategy emphasizes the importance of digital transformation and customer-centric initiatives. While Sucofindo currently lacks an aggressive digital marketing framework and loyalty incentives, the availability of cost-effective digital tools and platforms presents an opportunity to revitalize its outreach. Implementing CRM systems and automated engagement tools can improve customer satisfaction and follow-up processes, especially among industries requiring regular calibration cycles. Furthermore, introducing loyalty programs or value-based pricing structures can attract long-term industrial clients who prioritize both compliance and cost-efficiency.

On the other hand, the Weakness–Threat (WT) strategy identifies critical vulnerabilities that must be addressed to prevent strategic erosion. Weak promotional activities, occasional service mismatches, and regional accessibility challenges expose the firm to potential service gaps and client dissatisfaction. These factors, if not mitigated, could be exploited by competitors. PT Sucofindo must invest in operational agility, enhance training to improve service accuracy, and expand its regional logistics to ensure consistency in service delivery. Regular competitor benchmarking and adaptive innovation are also essential to prevent stagnation in a fast-evolving calibration service environment.

Overall, the SWOT analysis indicates that PT Sucofindo (Persero) Tbk holds a strong strategic foundation supported by institutional legitimacy and service excellence. The company must now pursue proactive strategic alignment—capitalizing on growth opportunities, improving internal efficiencies, and addressing weaknesses—to maintain its leadership in Indonesia’s calibration service industry. The strategic responses identified through the SWOT matrix not only align with current market dynamics but also prepare the company for sustained competitiveness in a digital and compliance-driven industrial ecosystem.

CONCLUSION

This study concludes that the marketing strategy implemented by PT Sucofindo (Persero) Tbk in the calibration services sector has been systematically aligned with both internal capabilities and external opportunities. The SWOT analysis reveals that the company's key strengths lie in its accredited service quality, strong institutional reputation, and extensive nationwide operational network. These strengths are effectively utilized to seize opportunities arising from increased demand for calibration services driven by regulatory compliance and industrial growth. The IFE and EFE matrix results indicate a strong internal strategic position

and an external environment that favors expansion, with a total EFE score of 3.47. This suggests that Sucofindo has the strategic capacity to anticipate market dynamics and respond competitively. However, internal weaknesses, such as limited digital promotion and lack of loyalty programs, should be addressed to avoid being overtaken by agile competitors and new entrants. Sucofindo's strategy to enhance market share through a combination of quality assurance, client satisfaction, and responsive service is on the right path. To ensure sustainability, the company must further invest in technological innovation, digital engagement, and value-added services that meet the evolving needs of the calibration industry in Indonesia.

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