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Competitive Strategy Analysis In The Dynamics of The Competition of Cosmetic Products Business

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Abstract: The study was conducted to identify and analyze competitive strategy implemented by PT Siap Kirim Indonesia, In winning cosmetic business rivalries and keeping its customers in the region Jabodetabek and the branch territory PT Siap Kirim Indonesia. The method of research used was qualitative descriptive where the research was at PT Siap Kirim Indonesia. As for the data-gathering techniques through the interviews and direct observations in the field to an expert source. To test the validity of data by using triangulation is to compare the truth of the information obtained through time and different tools. The qualitative study of comparing observations with those of interviews, data presentation, drawing conclusions, and verifying data with written data. The result of corporate studies has adopted a competitive strategy with competitive competitors in order to win business competition from competitors by boosting the company's image and strengthening the positioning, and rebranding of products to boost sales volume.

Keywords: Competitive strategy, business competition, cosmetic products business

INTRODUCTION

The covid-19 pandemic phenomenon has had significant impact on economic and social sectors in Indonesia and even the world. With the covid-19 pandemic, each country will experience a shift in economic conditions and impact on the economy in Indonesia. Indonesia's economy has decreased revenues by 72.6% (source: databoks.katadata.co.id, postingan tanggal 5 Februari 2021). The first effect is a weak purchasing power of households, an economy that grows when it is absorbed or increases in purchasing power. A market that is successful in creating regulation is a market that is able to create high purchasing power, Because buying power regulation affects about 60% of the rise in an economy (sumber: beritasatu.com, postingan tanggal 23 Februari 2021). The second effect is uncertainty and uncertainty as to when it will end. So the field of investment also underpins and implicates an enterprise. The third impact is economic growth, which causes commodity prices to fall. As a result, governments have taken swift action, undertaking various programs, such as: Vaccination programs, national economic recovery programs, BLT, UMKM, etc.

Innovation and increased competitiveness are key words amid economic downturns of the corona virus. Business interests are expected to be more creative and continue to innovate in the face of current business competition. The more motivated entrepreneurs are to innovate, the more competitiveness they have, the better off their community will be. In addition to boosting competitiveness and innovation, entrepreneurs should also be able to look for opportunities and

information that are currently needed. Companies should be able to create high competitiveness to survive and win competition during the covid-19 pandemic.

As the digitisation of the 4.0 era progresses today towards 5.0 and the information technology is growing, so too is competition among companies. So the company strives to continue to improve its ability to withstand increasingly competitive competition. Companies capable of withstanding competition are those that can adjust to the changes in the business world. The development of technology is unavoidable. It has to be made available through the use of the technology in its operation, the use of technology by communicating and promoting and selling goods or services to consumers.

Today, consumers are increasingly selective and critical in choosing products or services offered by the prudential, which leads to consumer demands that companies should be able to fulfil them by creating a more diverse variant of superior products capable of attracting consumer attention to buying and winning. In order to advance and thrive, companies should be able to create a new model to deal with the delicate dynamics of competition, products should be of high quality at low cost that can usurp market share and be accepted by consumers and be facilitated by well-priced services to consumers. Thus companies can become competitive and survive in the midst of intense business competition.

The cosmetics business is a booming business today because of changes in people's life-style and is part of the progress of global economic development. The presence of cosmetic products almost all women and men requires it in support of their activities, whether daily use, the work world, vacations, formal and non-formal events, and so on.

PT Siap Kirim Indonesia It is a cosmetics company with a business as a distributor of cosmetic products and selling services. PT Siap Kirim Indonesia Is committed to producing good, sustained quality of the product and of service to the consumer and its customers. By setting their vision that is "To be the national best cosmetics company in the entire region of the republic of Indonesia" And the mission "is to distribute local brand and import a wide range of local products according to need throughout Indonesia's republic region". The product and services provided to the customer are the best qualities ever given that provide solutions to the needs and wants of the customer. PT Siap Kirim Indonesia The one at street street. Ir H Juanda has stepped in, south tangling and an employee of as many as 200. PT Siap Kirim Indonesia Has branches/distributors in Jakarta, West Java (Bandung), Central Java (Semarang), East Java (Surabaya), Sumatra (Lampung, Medan, Padang, Pekanbaru) And it was a company that marketed and distributed local brand and imported products.

The importance of marketing strategies for PT Siap Kirim Indonesia In winning the competition and keeping customers is by applying a competing strategy management. In the face of intense business competition, companies are required to make marketing strategies precisely according to current competitive conditions, So it is expected PT Siap Kirim Indonesia Able to seize the market, win the competition, and keep its customers..

Workable marketing strategies in winning races result from enhanced corporate image, positioning, and rebranding. The corporate image that represents the way the company, its activities and prudences should maintain its positive image by communicating and publishing to the consumer and customer markets constantly in order to increase customer loyalty, strengthen customer relations between companies, It enhances the performance of products and strengthens the image of corporate business and is famous and engenders the consumer and customer so that the consumer will become an automatic love for its products. Rebranding is also a component of a very important marketing strategy to penetrate the market, changing the company's image from logo, name, symbol, design and product benefit. The packaging design and the combination, more qualified with the aim of creating a new image to stand out in the midst of the rising competitors and make consumers, customers and investors more interested in the products offered. Is based on a corporate positioning to position products and devising (marketing mix) so that a particular impression will always be remembered by the consumer. The research is done to identify and analyze the competing strategies adopted by PT Siap Kirim Indonesia In dealing with the incredibly rigorous dynamics of competition. In this study researchers have sought to investigate the challenges and factors of implementing a corporate strategy to deal with the dynamics of business competition in order to maintain the scarcity of business and retain its customers.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Increasingly intense business competition today requires companies to use the right marketing strategies in marketing products or services. Company managers must think hard and observe the ever-expanding or changing conditions of business competition. The formulation of competing strategies is basically a step-by-step of the answer to the new challenges faced.

Strategy Formulation

In formulating a strategy, there are four things to consider: the mission; Whether it is broad or narrow, goals, strategies, and policies (Hunger and Wheelen, 2001). But according to Wahyudi (1996:99) that the strategy process consists of four elements, namely: identification of strategic problems faced by the organization, the development of existing strategi alternatives by considering generic strategies and their variations, evaluations from each alternative, and strategic determine or chosen from the available alternatives..

The Dynamics of competition

Competitive dynamics in the marketing industry are situations in which companies in the market of certain products and services will show their superiority, with or without certain rules in order to reach out their customers (Kotler, 2002).

According to porter, competition will be expected in some rival groups not only in products or services of the same kind but also in products or substitution services, as well as in upstream and downstream (Porter, 1996).

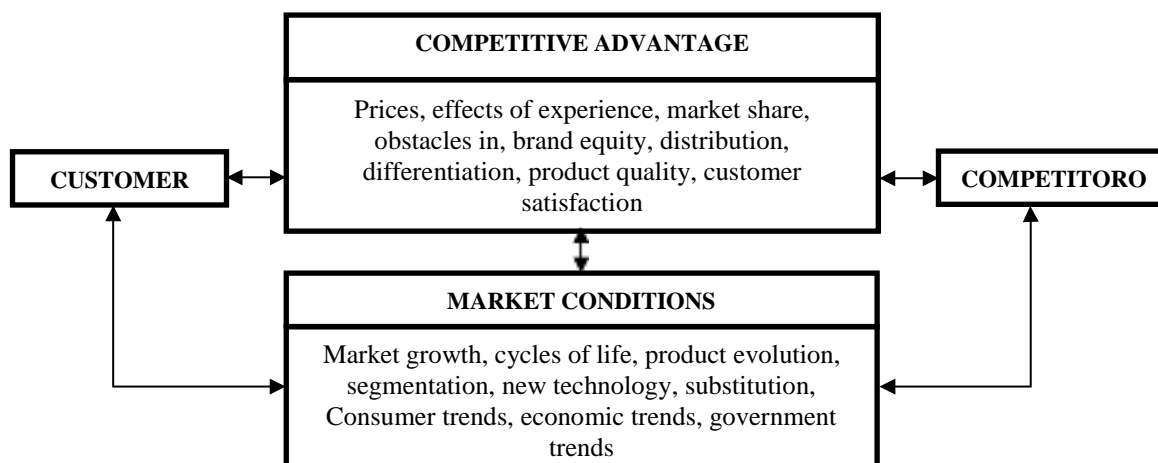
The dynamic itself is changes that occur at a given time (usually years). In the business world of terms competition dynamic means changes that take place in the competition that occurs in companies over customers at a particular period. Therefore companies need to look closely at the dynamics of the competition to be ready to compete so as not to run the competition in the market.

A generic competitive strategy in the industrial market

Generic strategy is a generic strategy about how companies pursue competitive advantages across the market Spaces they choose. It was introduced by Michael porter. A generic strategy approach aims to secure sustained long-term benefits for new products or those in new markets or those already existing. There are three possible strategies options for the company's adoption:

1. Cost excellence (cost leadership); This strategy, the company seeks to achieve the lowest cost and distribution capability, can put a lower product price from competitors and win competition in large market share
2. Diferation strategy (differentiation); This strategy, a company focuses on efforts to create distinctive product traits and in marketing programs, thus winning the competition by creating a distinctive image in consumers
3. Focus strategy (focus); This strategy, the company focuses on serving a small segment of the market rather than on serving the market widely. The business was to identify in detail the intended market and apply the overall cost primacy or differentiation on the small segment.

It is simply for cost lead strategies and diferation strategies, companies employ strategies to exploit broad markets. Whereas, the focus strategy focuses attention on the niche, rather than on the broad market.



Picture 1: Two Sources of Competitive Excellence (Source; Schanaars, 1991)

RESEARCH METHODS

Research types, categorized in qualitative descriptive research. Descriptive research is a method used to describe or analyze a study but is not used to draw broader conclusions. So descriptive research is one that attempts to describe a symptom, an event occurring at present or an actual problem (Sugiyono, 2005).

Analysis conducted by comparing existing theories with data obtained from case studies. In this analysis the writer observed firsthand and gained insight into the company's existing conditions, then analyzed the differences, and determined whether those differences were fundamental. From this analysis it could be deduced about a strategy to compete in the cosmetic product business competition on PT Siap Kirim Indonesia And give appropriate Suggestions on how to implement competing strategies in the company. To analyze the competing strategies in the competition for cosmetic products business, researchers made comparisons between existing corporate conditions and existing theories. The method used to analyze data is a qualitative descriptive analysis method. Because the data retrieved is the result of a naturally occurring study in which the author participates directly in field research.

RESULT AND DISCUSSION

Interview 1 with company owner

The company's background: "beginning with his interest in the world of hairdresser, Ricky wijaya pioneered the career of a hairdresser in some of the most prominent hairdresser to an entrepreneur. Early in 1990 his first salon opened in Jakarta. This was where Ricky wijaya's outstanding career began in the world of hair and beauty. Today Ricky wijaya owns more than 50 branches of saloons in all of Indonesia. Ricky's shop continues to strive to expand its service to customers by creating new products innovation for hair care, which starts only for the use at his shop until it meets the demand for other salons. Back in 2005, I stood CV. The indomakmur jayaraya (production and maklon), produces hair and skin care products. As time went on and to meet the demand of customers in particular salons and cosmetic shops of products produced by CV's. Jayaraya's indomatari then in 2016, stan PT Siap Kirim Indonesia". "It started small scale to distribute the go street products produced by the CV. Jayaraya indomaka. In a very short period of time from its current existence PT Siap Kirim Indonesia The distribution industry is expanding by having branches in Jakarta, West Java (Bandung), Central Java (Semarang), East Java (Surabaya), Sumatra (Lampung, Medan, Padang , Pekanbaru) that have been distributed to salons of over 10,000 salons and 200 cosmetics shops and sales points nationally. To add a corporate portfolio to this period of time, it has been distributed other local brand products and imports. In accordance with the corporate vision to be the national best distribution company in the entire territory of the republic of Indonesia The company's mission to distribute the local brand as well as import the various products to communities according to its needs throughout the republic of Indonesia."

Company strategy: "Through the branches PT. Siap Kirim Indonesia market and distribute nationwide with a fleet of more than 50 vehicles. And each branch is equipped with the right warehouse and logistics system, an experienced and strong marketing team and salesforce".

Promotion strategy: "PT. Siap Kirim Indonesia especially branches have special fields related to marketing, namely promotion strategies, namely through branch heads and sales supervisors Where the sales supervisor is assisted by the general administration manager or GAM and the information technology manager The sales supervisor handles marketing and sales strategies, especially in achieving the company's marketing and sales targets that have been set".

Constraints in carrying out marketing promotion strategies : "In carrying out the marketing promotion strategy there are various obstacles, namely there are limited companies that need products from each region and the existence of exclusive distributors who control the area so that a different approach is needed in promoting the company's products".

Second (2nd) interview with Marketing Manager

Company background: "PT. Siap Kirim Indonesia which was founded in 2016 is a cosmetic distributor company for local brands to meet consumer demand, especially salons and cosmetic shops for products produced by CV. Indomakmur Jayaraya and imported brands". Company marketing strategy : "PT. Siap Kirim Indonesia market and distribute 'Go street' brand products and other local and imported brand products throughout Indonesia.' To the salons, more than 10,000 salons and 200 cosmetic stores as well as sales points nationwide with an intensive distribution strategy used by the company to ensure wide product availability throughout the branch area nationwide to increase sales

and product introductions”.

Promotion strategy: “We are a division assigned to handle marketing and sales at PT. Siap Kirim Indonesia nationally. Constraints in carrying out marketing promotion strategies: “The obstacles faced in carrying out marketing promotion strategies include local distributors in each region who are more dominant in controlling the market, competitor pressures and consumers who always tend to discount products”.

Third (3rd) interview with GM/Senior Manager

Company background: “PT. Siap Kirim Indonesia is a distribution company that markets and distributes Go Streer brand products produced by CV. Indomakmur Jayaraya and other local and imported brand products throughout Indonesia”. The company’s marketing strategy: “Through its branches, PT. Siap Kirim Indonesia markets and distributes nationwide coverage with a fleet of more than 50 vehicles. And each branch is equipped with the right warehouse and logistics system, an experienced and strong marketing team and sales force with an intensive, selective and exclusive distribution strategy the company is able to increase sales, attracting a lot of customer attention. Revenue growth consistently reflects the manifestation of the success of PT. Siap Kirim Indonesia executes its strategy and has strong competitiveness in the distribution business world”. Promotion strategy: “Section for marketing and handling special promotional marketing strategies. Promotion is done by choosing a strategic location and getting to know customers more deeply about their needs, establish good relationships with customers, create trade marketing programs, distributor incentives, inventive salesmen, support listing fees, through local and national mass media, social media, sales through the marketplace during the covid-19 pandemic, endorsements to celebgrams and promotional videos via youtube” .

Constraints in carrying out marketing strategies: Constraints faced are financial limitations due to reduced income due to business activities due to the covid-19 pandemic, shortage of raw material suppliers so that the production of go street products produced by CV. Indomakmur Jayaraya is also limited and the production division workforce limitation determined by the Ministry of Industry is only 50% of the total workforce.”

Discussion

Competitive strategy in the dynamics of cosmetic product business competition

Table 1: Cosmetics Product Sales Revenue

Year	Cosmetic Products	Sales Amount	Total Sales	Average/Month
2018	1. Hair care	13.009.650.000	30.255.000.000	2.521.250.000
	2. Face care	8.168.850.000		
	3. Body care	9.076.500.000		
2019	1. Hair care	14.565.864.000	30.345.550.000	2.528.795.833
	2. Face care	8.193.298.500		
	3. Body care	7.586.387.500		
2020	1. Hair care	3.783.625.000	15.134.500.000	1.261.208.333
	2. Face care	5.448.420.000		
	3. Body care	5.902.455.000		
January - July 2021	1. Hair care	1.838.485.000	8.356.750.000	696.395.833
	2. Face care	3.175.565.000		
	3. Body care	3.342.700.000		

Based on the data above, it shows that the lowest decline in PT Siap Kirim Indonesia income occurred in 2020 with an income value of Rp. 15.134.550.000,- with an average monthly income of Rp. 1,261,208,833,- as a result of the covid-19 pandemic with restrictions on the mobility of production activities, distribution and closing of beauty salons and clinics, where before the covid-19 pandemic in 2019 there was a significant increase in income with an income value of Rp. 30.345.550.000,- with an average monthly income of Rp. 2,528,795,833,- This is due to the addition of new outlets and branches in the Padang and Pekanbaru areas, resulting in an increase. In mid-2021, there was also an increase in revenue for Body Care products, this was due to the addition of product variants.



Figure 2 : Cosmetics Product Group Sales Chart
Source: Sales Data PT. Siap Kirim Indonesia

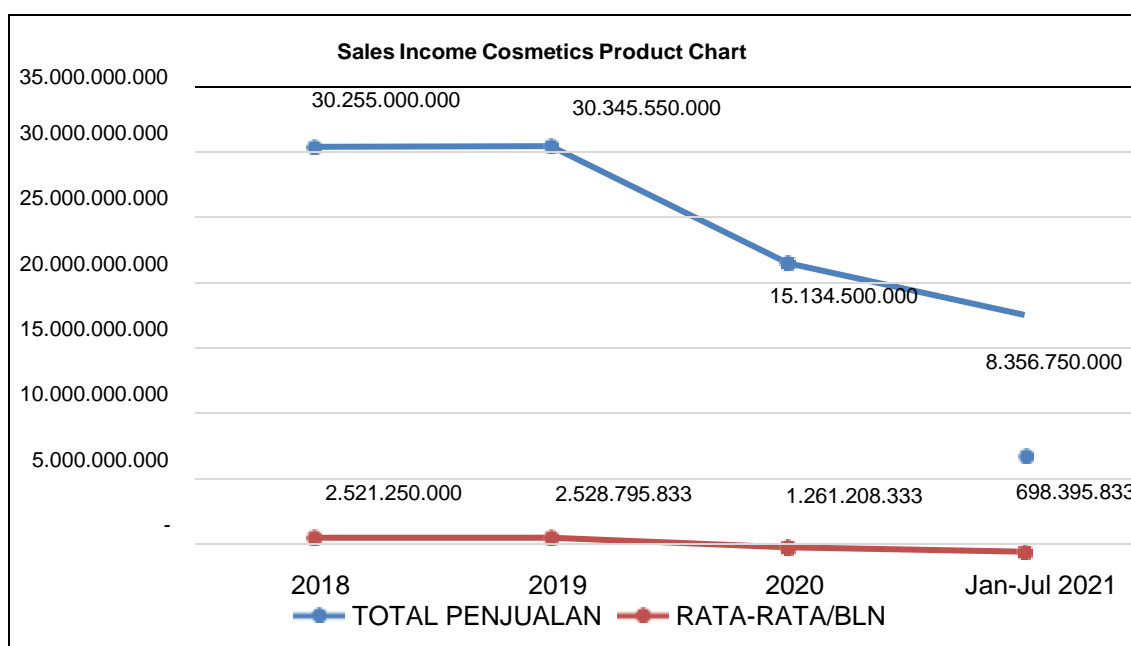


Figure 2 : Sales Income Cosmetics Product Chart
Source: Sales Data PT. Siap Kirim Indonesia

Currently PT Siap Kirim Indonesia has a fairly strong competitor, namely PT. Global Green International, Loreal Indonesia, PT Victoria Care Indonesia Tbk, PT SAI Indonesia by launching similar products, such as: hair care, face care and body care. The companies and products from competitors are the main competitors for cosmetic products and directly affect business revenues. There are several important points related to the business scope of PT. Siap Kirim Indonesia, namely rapid technological advances, selective and critical customer needs that increasingly lead to organizational productivity, and of course the dynamics of competition are so tight and sharp. Technological progress can be seen from the convergence of media which refers to the development between digital communication technology or digitalization-based computer information and office facilities. Then from the customer side, technological advances as well as ways of doing business lead to diverse and increasingly complex customer demands. So that PT Siap Kirim Indonesia is required to continue to improve product quality, adjusting office infrastructure and technological advances by presenting cosmetic products in digitalized form to make them more dynamic and accepted by consumers. This will certainly increase organizational productivity, especially for business processes that are so critical. In terms of competition, it is certain that with the convergence of digital media, it will cause business people in similar business fields to have business competition that is getting tighter, wider and longer.

With the above business scope and with the strategic tools that have been prepared, PT Siap Kirim Indonesia is more ready and established to face the dynamics of the cosmetic business competition and win the competition. As a manifestation of the company's commitment to continue to provide the best service to its customers. This commitment is also a solution in dealing with

technological advances, customer needs, and business competition.

Since starting the cosmetics business which has been in existence for approximately 5.5 years, this cosmetic business has become the lifeblood of the company's business until now and beyond. PT. Siap Kirim Indonesia always observes market developments and the needs of its customers and consumers and continues to develop creativity and product innovation in order to achieve customer satisfaction and company profitability. In other words PT. Siap Kirim Indonesia will always and continue to provide the best convenience and solutions to its customers. The trust of consumers and customers who are loyal to PT. Siap Kirim Indonesia can be seen from the growth of customers and a shared commitment to continue to grow and manage the cosmetics business which is the core business of PT. Siap Kirim Indonesia. Along with the unstable economic conditions where there are many differences in economic growth in several regions and with the current conditions that are not so conducive, but the conditions of competition that occur are still getting tighter, sharper and wider. Basically all business people, especially the cosmetic business, always try to give the best to their customers. Both in terms of low prices, providing the best and more different service, providing solutions quickly and precisely, presenting quality product variants, and so on. As a manifestation of commitment to customers and consumers, PT. Siap Kirim Indonesia focuses on providing the best solution according to what customers need through a VSS (Value Service and Solution) approach. PT. Siap Kirim Indonesia in this case is always ready to answer the product needs that are needed and desired by its customers and consumers. In order to achieve the company's goal to become a market leader in multi-colored cosmetic products.

In an effort to achieve this goal, PT Indonesia through this cosmetic product has improved the company's image, built positioning, and carried out product rebranding, including:

1. Improved corporate image, through the active role of Public Relations as:
 - a. Communicator, who is able to establish good relations with external parties of the company, directly or indirectly, who acts as a spokesperson for the company by bringing a positive image.
 - b. Relationship, The existence of a positive relationship between the company and internal and external parties will make the company stronger. Public training also needs to strive to create a relationship of mutual understanding, trust, cooperation and tolerance between the two parties.
 - c. Good Image Maker, Providing a good image for the company is the main role of a public training who is able to lead public opinion in society
 - d. Back Up Management, carrying out management support from every positive thought will be taken into consideration.
2. Build positioning, that is:
 - a. Build continuous and continuous communication to consumers.
 - b. Creating a unique and superior brand, product or company perception in the minds of consumers. The differentiating dimensions that act as the basis for positioning consist of products, services, personnel/staff, distribution channels, and company image.
 - c. Build a brand image so that cosmetic products remain in the hearts of consumers.
 - d. Take an aggressive approach towards a solution approach, because the biggest strength is direct sales.
 - e. Conduct below the line promotions by diligently educating the market and road shows to several big cities in Indonesia.
 - f. Cooperating in promotion to a number of social media such as Facebook, Instagram, and other digital media by providing market education.
 - g. Strengthening the distribution network (distribution channel) by building a distribution network throughout Indonesia and even abroad.
3. Rebranding cosmetic products, including:
 - a. As a provider of hair care, face care and body care products for shampoos, facial cleansers, bath soaps, hand soaps, germ-killing hand sanitizers, hand sanitizers and handsanitizing sprays that provide added value to maintain the cleanliness and health of hair, skin and body.
 - b. Certified products with Halal Assurance Certificate.
 - c. Making changes and additions in several product lines.
 - d. Change the color of the logo, packaging design, product benefits and tagline.

CONCLUSIONS

PT Siap Kirim Indonesia with the implementation of a competitive strategy is a plan that outlines the company's expectations for the impact of various activities with marketing strategies on the demand for products or product lines in specific target markets. Where the company is required to achieve satisfactory sales targets. Companies that face such tight competition are also required to

continue to innovate and penetrate the market, a competitive strategy to seize the market and win the competition, namely by making breakthroughs in the form of building positioning and brand rebranding of cosmetic products to continue to be trusted and become market leaders.

PT. Siap Kirim Indonesia in an effort to maintain its existence and sales targets that have been set by the company, The company focuses on maintaining trust in its loyal customers or core customers by providing upgrades to new variants of cosmetic products. In addition, the company also carries out intensive promotions and cooperates with business partners through cross selling in the context of promoting and selling products to its customers.

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