

# Influence of the Differentiation of Products and Customer Value Against Competing Superiority, on Business Franchise in the City of Makassar

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**Abstract:-** This research aims to analyze and describe the influence of product differentiation, customer value against competing superiority. This research is explanatory research, sample research as many as 130 people on business customers food and beverage franchises in the city of Makassar, the method used is the analysis of Structural Equation Modeling (SEM). The results showed that the differentiation of the product of the positive and significant effect against the competitive advantage, customer value positive and significant effect against competing superiority.

**Keyword:-** Product Differentiation, customer value, and competitive advantage.

## I. INTRODUCTION

Under the conditions of global competition that is super tight nowadays, companies that still think to gain business advantage by relying on Competition-based strategy is no longer relevant (Slater and Narver, 1994). The real competition in the 21st century this was rivalry in terms of delivery of superior customer value (Superior Customer Value Delivery) not on the price, the staff feels jerking and invite a lot of attention so that the value of customers It seems very interesting to be examined more thoroughly in the context of business in Indonesia.

In the middle of the development of increasingly demanding customers, the more intelligent, increasing purchasing power and backed by the increasingly sophisticated technology and coupled with the increasing intensity of global competition, the company continuously attempting to search for a new marketing strategy in order to gain advantage and sustainable business success. Previously, many companies make an effort management internally so that the re-engineering effort emerged, down-sizing, restructuring, and a variety of other efforts (Jensen, 2001), re-engineering efforts However, down-sizing, structuring and various other efforts above are likely to be only able to improve business

processes at the moment and just plain effect on short term company success (short – term survival). Therefore, in the last few decades many expert management, especially management expert strategy and marketing gurus encourage companies to change the paradigm of thinking and change the direction of its business to be more oriented towards exit (outward).

Focus orientation out (outward) is a high concern towards customers (customer centric) individually. Customer centric approach means that every business decision to put the customer as the central point. The company had to build long-lasting relationship, making every customer feel happy (happy), feel valued (appreciated) and even feel loved (loved) which by the Temporal and Lee (2001) referred to as romancing the customers. Companies need to hear feedback (feedback) carefully from the customers as well as conveying a message and talk with customers in different ways for different customers. Companies need to build friendship, romance, trust, loyalty and commitment emphasize superior customer value (Jaworsky and Kohli, 1993; Slater 1997). Woodruff (1997) even added and expressed the conviction, while reminding the academics and practitioners, that customer value is the primary resource to achieve competitive advantage in the future (the next source of competitive advantage).

In addition to the need to focus on customer value, companies should also focus more on the ability of a superior customer value handed compared to what owned competitors out there. Anderson (1998) States that there are three things to note the company to submit a superior customer value: value benefits, value difference and value focus. How important the surrender value customers superior so Slater (1997) concluded that indeed the superior performance of the acquired company is the result of superior customer value submission. In line with this view then the paradigm of doing business must be changed from the competition-based strategy collar company's ability to use any resource that exists to consistently superior customer value submit (Barney,1991).

While increasingly shortness of market conditions then the prospects for profitability and growth will be reduced, sued the ability companies have a competitive advantage to have a superior customer value is definitively determine the success of the venture is run (Miles and Darroch, 2006) which in the end will be able to create a superior financial success. Day and Wensley (1998), Slater, Stanley F (2007), and Woodruff (1997) points out that the company may be resources or skill to present value the customers unique and difficult to emulate. Hill and Jones added that the company is continuously doing innovation efficiently in submitting a superior customer value would gain a great advantage, while perusahaan are not efficient as well as submit the value of customers the inferior would be having a hard time financially.

Other prominent characters of the value of a proactive attitude towards customers is to market changes as well as the ability to anticipate any change in demand (Collinson and Shaw, 2001) with the approach of the value customers are committed to understanding, anticipate and respond to changes in the market that is constantly changing. In this context, the company's ability to obtain market information at any time is a must where necessary interaction, feedback, relationships between companies with customers should fit with what's on offer the company and reverse what company provided properly should be the same as what is required of the customer.

Community interest in Indonesia against the franchise business opportunity is relatively high. Franchise business in Indonesia starting in 1970, which was marked by the emergence of some fast food restaurants. Fast-food restaurant is one of the world's industry developed rapidly, especially in urban areas, in response to the modern lifestyle with an ever increasing flexibility. With a lifestyle change as well as the receipt of the fast-food restaurant by the community, then the rivalry between fast-food restaurant outlets to quality of products and services will be more prominent in the future.

Although the development of the franchise business in Indonesia is quite rapidly, but there are still many among the still-skeptical with the certainty of the law. Current legal certainty for trying to run a business or franchise is already much better than before the year 1997. At least, this can be seen from the publication has a number of legal umbrella to protect the perpetrators of the franchise business. Seen in terms of its business sectors, business franchise growth in Indonesia is especially visible in the field of food or fast food. This development is supported by the system which applied the implement of the system or systems of cells of a pyramid. Through this system, the businessmen as the recipient of the franchise (the franchisee) is indeed required to expand through master franchise received by searching or designate the recipients of the franchise. With this kind of model, the network in the franchise business will continue to be expanded continuously.

In the rules of business franchise in Indonesia provides an umbrella law against the sustainability of the business franchises, the Government has issued a number of regulations. One of the rules in the REGULATION No. 42 Year 2007 Chapter V article 10 paragraph 1 mentions the requirements of business franchise. It is said that if you want to get an STW (letter Sign Franchise), then the franchisor or franchise owners must register its franchise prospectus.

Franchise prospectus is a detailed description about the sense of business franchise and a variety of its aspects that run the franchisor. If we are interested and intend to buy a franchise, then we must ask and learn them through detailed information in this prospectus. If you've done an analysis of the market, the next step should you do when going to buy a franchise is to ask the franchisor to documents about its business, namely in the form of a franchise prospectus. So also is a form of prospectus disclosure information from the franchisor or franchise owners in providing access to information to franchisees or prospective buyers to learn about and observe the franchise business. So expect a franchise business in Indonesia grew by a healthy.

In Indonesia the term franchise started in legislation in Indonesia since the promulgation of Act No. 9 of the year 1995 concerning small businesses, which in article 27 manage that partnership effort implemented by core pattern: plasma, sub-contracting, the common trademark, franchise, agency and in other forms. To follow up on these provisions, then the Government issued REGULATION No. 16 the year 1997 on the franchise, which was followed by the promulgation of the decision of the Minister of industry and trade no. 259/MPP/KEP/1997 on provisions and Ordinances The Implementation Of Registration Business Franchise. In the legislation confirmed that the franchise is an Alliance in which one party is given the right to utilize and or use of intellectual property or invention or typical business owned by other parties with a reward based on the requirements set out in the framework of the other party and the provision or sale of goods and services.

The development of franchise in Indonesia was a foreign franchise, the first entry is the Kentucky Fried Chicken (KFC) in 1979 in the auspices of PT Indonesia Fast Food, led by Dick Galael. Now it's been quite a lot of companies are doing this business, both the giver of franchising foreign and national companies from year to year.

National franchise 2000-2004 years experienced rapid growth of up to 60%. While the growth of the foreign franchises in the same period reached 27.3%, decrease in the number in 2003. This shows that the enthusiasm towards the national franchise is more prominent in the growth of this industry in Indonesia. National franchise that is able to compete and be able to develop its franchise to a position that is quite well established, i.e., California Fried Chicken, Papa Ron's, Mister Baso, Country Donuts, Es Teller 77, Noodle

Japos, RM Wong Solo roasted chicken, Kebab Turi Baba Rafi, and simple.

The franchise has on differentiation is very important for a franchise business. Because of the uniqueness is also the lifeblood or characteristic of a brand. Without having a uniqueness, a franchise business is not going to be successful. Why? Because of the uniqueness is a requirement for a brand to franchise business. In PP RI No. 42 Year 2007 article 3 clearly stated criteria regarding a franchise business can, among them: has the hallmark of business, proven already gives a profit, have a standard over the service and the goods/or services offered are made in writing, easily taught and applied, the existence of continuous support and intellectual property that has been registered. Have a characteristic means that the venture must have advantages or differences that are not replicable in comparison with other similar efforts and make the consumers are always looking for the characteristic in question. This characteristic can be a management system, sales and service, or Setup, or distribution of which is the particular characteristics of the giver of the franchise. Excellence and this differentiation can be formed by creating something unique, something that does not exist or has not been done on other similar efforts. Uniqueness is an advantage that is not owned by a competitor. For example for business meals, could make a differentiation in terms of flavor, color, size, shape and price.

Another question from a uniqueness of effort after effort has a uniqueness, is how to keep the uniqueness. Uniqueness in business franchise needs to be guarded because the uniqueness could be lost and damaged by a range of factors being the cause. If uniqueness is lost of course will give you a great impact to the development of a franchise, the franchise will be minimal loss of loyalty from its customers. According to data from AFI (Franchise Alliance Indonesia), the condition of the franchise from the aspect of product differentiation excellence is still considered less by looking at the data and need to get attention for the development of the product so that it is able to provide value advantages to customers.

The condition of the success rate of a franchise business can last less than 1 year of 47.5%, businesses are able to survive 2 to 5 tahun only. 50% and only 2.5% of businesses that are able to survive more than 5 years. Judging from the comparison between the number of franchises that grows with the level of failure or bankruptcy business franchise in the city of Makassar. Indicates that the number of business failures in the franchise is high enough for that SME entrepreneurs need to improve professionalism to its success in managing the franchise. Economic development assessed quite rapidly and the intense competition makes the manufacturer of an item must think carefully in maintaining its existence. Thought not only on the scope of the development of the method of production of goods but also the distribution, so that advantages can be achieved to the maximum. In this case it takes a vast network to introduce such products and

strengthening the existence of such products in the market economy.

#### A. Problem

The issue of how the influence of product differentiation and customer value against competitive advantage business food and beverage franchises in Makassar.

## II. THE STUDY OF THEORY AND HYPOTHESIS

Influence of the differentiation of the product an advantage Against Competing Product Differentiation according to Kotler, Philip and Kevin Lane Keller, (2007) States of differentiation is the Act of designing a set of meaningful differences in the company's bid. The offer has to be perceived by consumers as a different thing, but it should be completely different in terms of content, modify the product so that the activity is more interesting. This differentiation requires market research that is serious enough to be really different, required knowledge about the products of competitors.

Product differentiation is usually only change a little bit the characteristics of the product, including packaging and promotional theme without changing product specifications, although it is allowed. This is related to the company's efforts help the consumer perceives the company's offer in a way different from the bids of competitors a competitive edge is the root of the Organization's performance and as a source of competitive advantage sustainable has been a major area of study in the field of strategic management (Porter, 1985, 1991; Barney, 1991). Global competition has brought technological change where customers demand for superior quality product/service with a lower price.

Moreover, global competition has brought a reduction in the product life cycle. This has led to much emphasis on the competence of the Organization and the creation of competitive advantage that would give them advantages over other competitors. Although there are many goals to be achieved but the main thing is to achieve a position of competitive advantage, and enhance organizational performance in relation to their competitors (Raduan, Jegak, Haslinda, and Alimin 2009). Therefore, the required business organizations better understand the relationship between internal strengths and weaknesses of the Organization, as well as a potential competitive advantage for their organizations. It is also necessary that the Organization make a choice about what kind of competitive advantage and strive to achieve excellence.

Generic strategies developed by Porter (1980; To achieve a competitive advantage by positioning of the Organization are: differentiation of product and cost leadership. Product differentiation is the most commonly used one of two strategic typologies (Spencer, Joiner, and Salmon, 2009). A strategy of differentiation of the company creates a product/service, which is considered unique in some

aspects so that customers are satisfied, a number of manufacturing organization viewed as a means of differentiation strategy is more important and different for achieve a competitive advantage in low-cost strategy to constrict (Kotha and Orne, 1989; Baines and Langfield-Smith, 2004).

According to Barney (1991), when a company implements the strategy of value creation is not simultaneously executed by competitors, such companies have a competitive advantage. In addition, the competitive edge was described as an enterprise advantage against competitors. In other words, a competitive advantage occurs when a firm is able to provide the same benefit as competitors but at a cost (cost-benefit), or provides benefits that exceed those of the competing products ( advantages of differentiation). A source of business advantage can be something peculiar and difficult to emulate, also known as core competencies (Prahalad and Hamel, 1990). Competitive advantage is the heart of the company's performance in a competitive market. This means that, the competitive advantage of having low-cost, profit differentiation, or focal strategy a success.

That competitive advantage growing fundamentally from a company capable of creating value for the purchasers exceed the cost the company to create it (Porter, 1986). The argument reflects the General strength of the Porter, weaknesses, opportunities and threats (SWOT) framework for assessing competitive advantage. Competitive advantage comes from the company's ability to harness the power of internal to external environment to respond to the opportunities while avoiding the threat of external and internal weaknesses Mooney, Ann (2007). Porter (1996) saw a competitive advantage has three variables (types), benefits costs, profit differentiation and focus the profits. Morgan, Kaleka & Katsikeas, (2004) the competence of the measured product (differentiation advantage) by: the level of product quality, packaging, design and style. In addition, Chenhall and Langfield-Smith (1998) the strategy of product differentiation using five variables: provide high-quality products, providing fast delivery, make changes in the design, introducing new products and features a unique product.

Global competition has brought technological change where customers demand for superior quality product/service with a lower price. Moreover, global competition has brought a reduction in the product life cycle. This has led to much emphasis on the competence of the Organization and the creation of competitive advantage that would give them advantages over other competitors. Although there are many goals to be achieved but the main thing is to achieve a position of competitive advantage, and enhance organizational performance in relation to their competitors (Raduan, Jegak, Haslinda, and Alimin 2009). Therefore, the required business organizations better understand the relationship between internal strengths and weaknesses of the Organization, as well as a potential competitive advantage for their organizations. It is also necessary that the Organization make a choice about

what kind of competitive advantage and strive to achieve excellence (Prahalad and Hamel, 1990).

Competitive advantage is the heart of the company's performance in a competitive market. This means that, the competitive advantage of having low-cost, profit differentiation, or focal strategy a success. According to Kim and Mauborgne (2005) says that in market competition there are two oceans that is red ocean (Red Ocean) and ocean blue (Blue Ocean). Red Ocean is a market space that is already known limitations in the industry and rules of competition is already known. Ocean Blue is the creation of the space market in the absence of competitors, so the competition or competition is irrelevant because the rules of the game established (Riyono and persistent Erlik Budiharja, 2016).

The quality of the product can have a big effect on demand and consumer welfare. Not only has the quality of products has been recognized as a priority strategy of the Organization, it is also an important element of competition in many markets and industries. Strategic focus on quality has been widely regarded as a fundamental aspect of manufacturing strategy in many companies.

Based on the fact that the empirical, then it put forward the following hypothesis:

H1: the influence of the differentiation of products against competing superiority

- *The Influence of Customer Value Against Competing Superiority*

The importance of the value of the customers began to appear on the surface of the year 1990's (Simova, 2009) and has attracted the attention of academics and practitioners of marketing in General. The creation of value for customers by the company has long been recognized as a central concept of marketing and is the main base of the entire marketing activities. The opinions of these experts clarify the importance of customer value in the business. The ability of the companies provide superior customer value to its customers is regarded as one of the important strategies to gain a competitive advantage and become an important aspect in most of the models of business strategies (Ravald and Gronroos, 1996) where the concept of customer value is an important factor In attracting and retaining customers. (Woodruff, 1997) says that the value of a customer as a central concept in marketing and is a source of competitive advantage in the future will be. The creation of the value customers are also recognised as the primary purpose of the Organization (Slater, 1997) and can be one of the key strategies in the exercise of positioning (Smith and Colgate, 2007). Next Woodruff (1997) and (Fernades and Inieste-Bonilo 2009) says that the value of customers is one of several important factors in the success or failure of an organization and expressed as one of the essential resources to create competitive advantage.



(Smith and Colgate 2007) said that research on the development of the product indicates that the product offers a superior customer value is more successful than a product that offers Limited Value or present value has been performed by the product or other competitors. This required continuous innovation as well as reading the value of a customer and a move made by the competitors to create and submit the value to the customer.

Such an importance value of customers for marketers then it is not surprising against various the meaning of the about the value of a customer and it depends on the context and methodology as well as measurements over such research. The following expressed some opinions of experts related to the value of the customer. (Woodruff, 1997) interpret that the "Customer value is a perceived preference for customer's and evaluation of those product attributes, attribute performances, and consequences arising from the use of the facilitate (or block) achieving the goals and customer's purposes in use situations. The perception of the value of customers is a dynamic evaluations that can occur before (pre), at the time (during), tau after (post) carried out a purchase (purchase).

(Jensen, 2001) said that based on the length of subscription customers i.e. where customers tend to move from first-time Customer into a short-term customer, and further into a long-term customer. Thus the criteria of assessment of the value of customer will be constantly changing on every customer every time. (Arnold and Reynolds, 2003) divides the characters into a character that is both customer social and personal. Character that is personal i.e. role-playing, diversion, self-gratification, learning about new products, and others. The characters are such social:

Social experiences, communication, peer group with other attractions, status and authority, and others. Shopping activity thus arise when customer needs against certain items encourage customers to allocate time, effort and money to come shopping.

Covin and Miles (1999) that the ultimate purpose of entrepreneurial marketing is to create, submit and maintain superior customer value on an ongoing basis. The relationship between customers and companies that are reciprocal and causality are supported and reinforced by the opinions of Ravald and Gronroos (1996) that between customers and company relations are relational, rather than transactional. This is in line with the paradigm of active marketing to build, maintain and enhance the good relationship in determining the value of the customer.

Based on the fact that empirik, then it put forward the following hypothesis:

H2: Customer Value against the influence of competitive advantage.

**III. RESEARCH METHODS**

*A. Model Research*

The thinking that underlies this study substantially is that differentiation of products and customer value will affect competitive advantage business franchise food and drinks. A customer get differentiation products and the value of the customer in making a purchase it will be high competitive advantage in shopping. This research model can be described as follows:

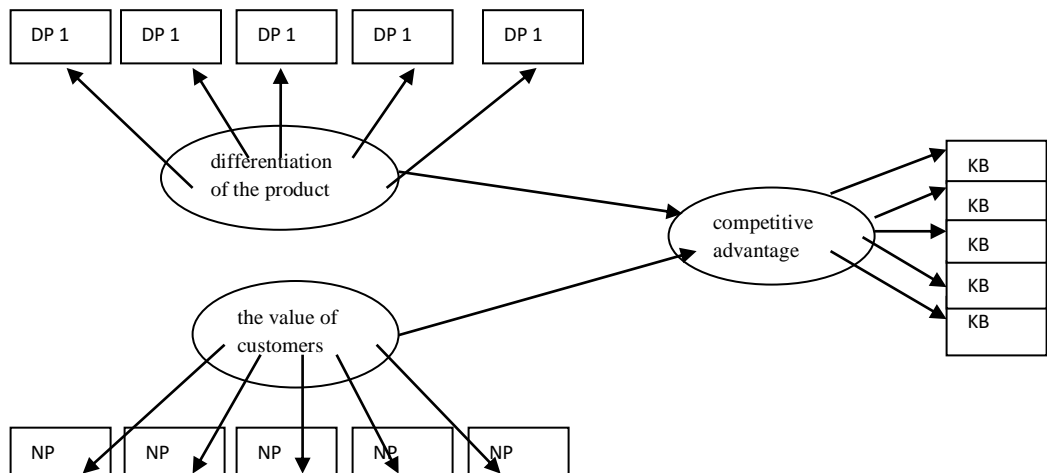


Fig 1:- A Conceptual Framework For Research

The above figure 1 describes the relationship of differentiation of products and customer value against competing superiority.

*B. Samples, Data and Data analysis*

Techniques in the study Population by as much as 130 Warabala food and beverage customers in the city of Makassar. Sample research using Non Probability Sampling with a sampling of Saturated so that the whole Population as well as a sample. Data analysis techniques using analysis of Structural equation modeling (SEM) using Partial Least Square.

*C. Measurement Variables*

The variables in this research is a competitive advantage as the dependent variable and the differentiation of products and customer value of the independent variable. The variables beforehand operational so that measurements can be made.

Product differentiation is, States of differentiation is the Act of designing a set of meaningful differences in the company's bid. The offer has to be perceived by consumers as a different thing, but it should be completely different in terms of content, content is the dimension of differentiation which shows the value offered to customers (Kotler, Kartajaya, and Liu Huan, 2003)

The value of customers is two-way communication between consumers with the market it will strengthen the market and attracts many potential customers. The value of the customer with the consumer perception of the entire benefit

received is compared to the entire sacrifice issued to benefit. Dimensions and variable indicator value customers, adapted from opinion (Sweeny and Soutar, 2001), namely: the value of functional, emotional value, customer perceptions of sacrifice competitive advantage is the product which is the long term direction and scope organizations to obtain customer satisfaction. Dimension and indicator variable competitive advantage, adapted from opinion (Hayes and, 2000 Bobr) IE: Price, quality, differentiation products, flexibility products and product flexibility.

**IV. THE RESULTS OF THE RESEARCH AND THE DISCUSSION**

The analysis by the method PLS analysis in this section is done through the line diagrams have been designed on the analysis of the influence of the variable of differentiation of products and customer value against competing superiority of food and beverage franchises. The first step in modeling the model specification is PLS on research that will be done. There are two kinds of model specification i.e. designing the inner and outer models. Inner model is a structural model that connects between the latent variables on substantive theory, i.e. the variable X (exogenous) against the variable Y (endogenous). Exogenous variables (X) in this study consists of: Product Differentiation and value to customers. Endogenous variable (Y) in this study are the hallmarks of competing franchises food and drinks. Diagram of the path of the data processing results with the help of Smart software-PLS (Partial Least Square) can be seen in Figure 2 below.

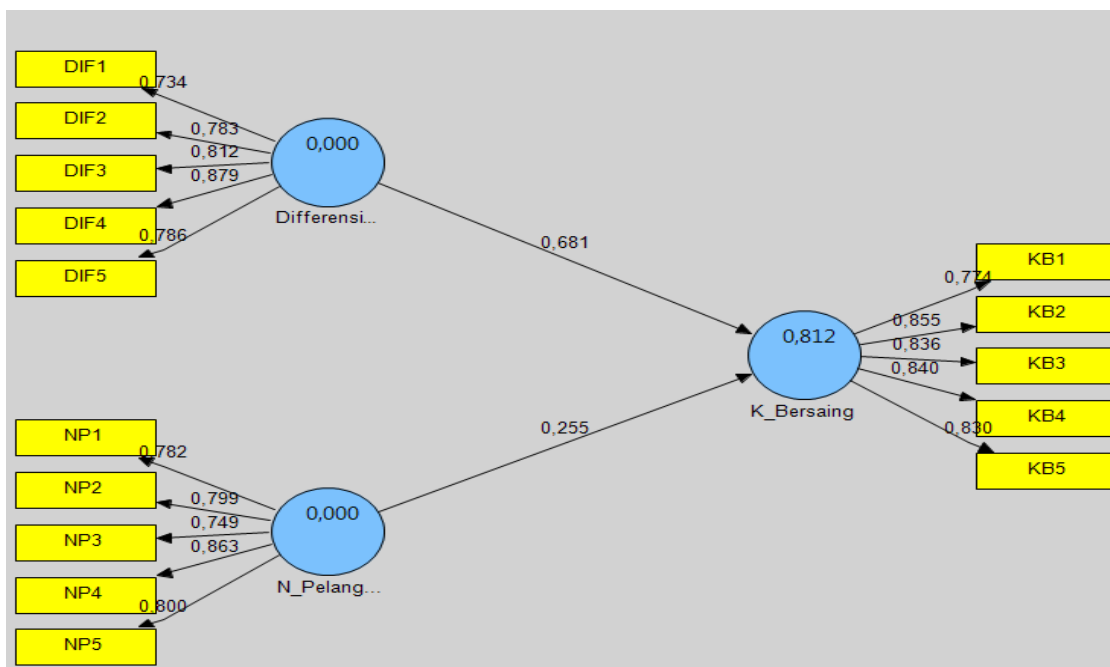


Fig 2:- Path Coefficient Estimation: results of the relationship of Product Differentiation (X 1) and the value of customers (X 2) against Competing Superiority (Y)

From the results of analysis modeling PLS in Figure 2 above, all indicators have been meet rule of thumb of the convergent validity, which has a value of loading factor brought 0.5.

#### Evaluation criteria for Goodness of fit

The results of the evaluation of the Goodness of fit of the model is the Outer

Evaluation of the Goodness of fit on the outer model with reflective indicators evaluated with convergent validity, discriminant validity, and composite reliability with the following results:

#### Convergent validity

Convergent validity in PLS with reflective indicators based on the views of loading factor (correlation between the score of an item/component score with a score of invalid constructs).

Convergent validity output results can be seen in table 1.

## V. CONCLUSION

The findings in this study stated that the differentiation of the product and the value of the influential customers competitive advantage significantly to food and beverage franchises. When the customer gets the product differentiation and value customers may increase the kunggulan compete.

Theoretically these findings provide an understanding of the importance of product differentiation and customer value against competing superiority of food and beverage franchises in Makassar. Nevertheless there are still some limitations in this study i.e. research sampling has not been evenly distributed, because the questionnaire is not yet reach all customers food and beverage franchises existing in the city of Makassar and assessment excellence compete used is either a self assessment (self appraisal).

Based on the findings and conclusions of this research the results of which have been described previously, then in an attempt to increase competitive advantage food and beverage franchises, the advice given in this study are as follows:

1. Product Differentiation gives influence or real impact against a competitive advantage. This State should be maintained and enhanced by the company. And as a follow-up effort, company party should constantly improve product differentiation power.

2. Give Customers Value the influence or real impact against the excellence compete. This State should be maintained and further improved again and in the follow-up efforts made by superior customer value through the actual performance of the product.

3. From the results of research show that to enhance competitive advantage is highly dependent on the differentiation of products and value to customers.

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