

The Influence Of External Environmental Forces And Competitive Strategies On Business Performance West Java Snack Food MSMEs

Pengaruh Kekuatan Lingkungan Eksternal Dan Strategi Bersaing Terhadap Kinerja Bisnis Ukm Makanan Ringan Jawa Barat

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ABSTRACT

This study aims to determine how much the Influence of the External Environment and Competitive Strategy on Business Performance in MSMEs Typical West Java Snacks. The method used in this study is the Explanatory Method (Survey Explanatory Method), which is a research method with the aim of testing hypotheses that have been formulated previously (testing research). In this method there is still a descriptive explanation, but still the focus lies on explaining the relationships between variables (associative). Sample distribution of 107 MSMEs Typical West Java Snacks. using the Tabachnick and Fidell formulas. Research analysis using multiple linear regression s is used to find out variables that have a Influence of the External Environment and Competitive Strategy on Business Performance in MSMEs Typical West Java Snacks Meanwhile, perceived usefulness has a greater influence of external environmental forces than competitive strategies on the business performance of MSMEs Typical West Java Snacks.

Keywords: External Environment, Competitive Strategy Business Performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui seberapa besar Pengaruh Lingkungan Eksternal dan Strategi Bersaing terhadap Kinerja Usaha pada UMKM Makanan Ringan Khas Jawa Barat. Metode yang digunakan dalam penelitian ini adalah Metode Eksplanatori (Survey Explanatory Method), yaitu metode penelitian dengan tujuan untuk menguji hipotesis yang telah dirumuskan sebelumnya (testing research). Dalam metode ini masih terdapat penjelasan secara deskriptif, namun tetap saja fokusnya terletak pada penjelasan hubungan-hubungan antar variabel (asosiatif). Penyebaran sampel sebanyak 107 UMKM Makanan Ringan Khas Jawa Barat. dengan menggunakan rumus Tabachnick dan Fidell. Analisis penelitian menggunakan regresi linier berganda digunakan untuk mengetahui variabel yang memiliki Pengaruh Lingkungan Eksternal dan Strategi Bersaing terhadap Kinerja Bisnis UMKM Jajanan Khas Jawa Barat. Sementara itu, perceived usefulness memiliki pengaruh yang lebih besar dari kekuatan lingkungan eksternal dibandingkan strategi bersaing terhadap kinerja bisnis UMKM Jajanan Khas Jawa Barat.

Kata Kunci: Lingkungan Eksternal, Strategi Bersaing, Kinerja Bisnis

1. Introduction

Snack food selling businesses, or what we can summarize as Micro, Small and Medium Enterprises (Food Product U) which operate in the culinary sector, are one of those who commercialize their culinary products. Food Product MSMEs in the culinary sector cannot be underestimated because their development and future potential is very large. As reported in his interview with the Minister of Cooperatives and Micro, Small and Medium Enterprises (MSMEs for Food Products), Puspa Yoga assesses that the culinary sector has the potential to become one of the largest contributors to national income from the creative economy sector. Even more than that, the Deputy for Tourism Institutional Development at the Ministry of Tourism, M Ahman Sya, stated that Indonesian culinary contributed income of IDR 200 trillion, greater than the fashion sector and handicraft business. This development is not only due to

the development of culinary potential, but is also supported by the information and communication technology sector which has recently begun to develop. Starting from marketing which can be done at low prices using social media, even for free via Facebook, Instagram, Whatsapp. Plus support from businesses engaged in food delivery such as Go-Food, Grab food, and other online-based food delivery services. Through assistance from the information and communication technology sector which is increasingly developing in Indonesia, Food Product MSMEs in the culinary sector can develop their business more quickly and it is easier to spread their food widely for promotional purposes. In the past, to promote a restaurant or food products provided by MSMEs, culinary food products required a relatively long time when viewed from a marketing perspective, which generally relied on word of mouth promotion.

According to the Central Statistics Agency (BPS) report, Indonesia had 3.9 million Micro and Small Enterprises (UMK) in the food and beverage sector in 2019. West Java is the province that has the largest number of food and beverage MSEs with a total of 791,435 MSEs. East Java followed in second place with the number of food and beverage MSEs of 746,732 MSEs. Then, in third position, Central Java was 569,896 MSEs. The fourth and fifth positions are occupied by North Sumatra and Banten with 222,832 MSEs and 167,155 MSEs respectively. To save MSEs during the industry, the West Java Province Cooperatives and Small Business Service has taken various steps, such as providing industrial assistance and forming a Regional Public Service Agency (BLUD) to facilitate financing and marketing. The Regional Government of West Java Province has also launched a marketplace called borongdong.id to increase sales of MSMEs and creative economy (ekraf) players in West Java. For information, a micro business is a business that has a turnover of up to IDR 50 million (excluding buildings and business premises) and a maximum annual turnover of IDR 300 million. Meanwhile, small businesses have assets of IDR 50 million - IDR 500 million with a turnover of more than IDR 300 million - IDR 2.5 billion.

Currently, all aspects of people's lives in the world have an impact on the increasingly high level of competition in the economic industry and the business world climate. This requires business people to continue to improve their capabilities and resilience by optimizing all existing potential in order to win the competition. The service industry is one of the business industries that has a competitive level of business competition. The service sector of the economy is experiencing a period of revolutionary change. This growth in the service industry occurs because existing services are increasingly developing, followed by the growth of new types of services in line with demands and technological developments. This development is ultimately able to provide strong pressure for changes in regulations, especially in terms of the use of new technology, which will directly impact on strengthening competition in the industry. This condition directly confronts business actors with the problem of increasingly high business competition.



Figure 1. Snack Food Competitors.

Today's consumers tend to be more astute, like to choose, are more demanding, study the products or services offered well, have a low level of loyalty, care a lot about price, and seek the highest value. This is influenced by various factors, namely psychological factors and other external factors that direct consumers to choose and use the products or services they want. According to Tambunan, (2012:22) Micro, Small and Medium Enterprises MSMEs are

independent productive business units, which are carried out by individuals or business entities in all economic sectors. Culinary is everything related to cooking. According to the Big Indonesian Dictionary, cooking is a verb used to describe an activity of processing food ingredients so that they can be consumed. According to Seogiarto (2018), culinary is cooking in the sense that it is the result of the cooking process. On the other hand, culinary is not only an activity to make food that can be consumed. Nowadays, culinary can also be considered a lifestyle, apart from its main function of satisfying food needs.

From the past until now, culinary things have been dynamic or continuously developing. Because culinary arts are things that can be developed and do not have certain benchmarks for this to be possible. As civilization advances, culinary civilization also develops along with it. Starting from the same ingredient but can produce different dishes with different spices and different processing methods. Producing a delicious taste is one of the main goals of cooking, but not many people can produce food with that taste. But for those who can produce delicious tasting food, it is not uncommon for them to take the opportunity to commercialize their culinary delights

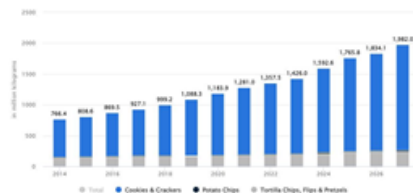
One of the service industries that faces high competition is the Food Products MSME sector. The condition of food product MSMEs in Indonesia is currently increasingly developing and showing an increasingly competitive level. MSMES Snacks Typical of West Java Snacks with the Instagram name MSMES Snacks Typical of West Java "Homemade snacks with 631 followers on Instagram social media which sells (dry skin spring rolls, stick noodles, dry vermicelli, wet aci crackers) MSMES Snacks Khas West Java also sells on the Shopee platform under the name MSMES Homemade Typical West Java Snack Foods." Is one of the companies operating in the MSME sector of Indonesian Food Products.

In the midst of turbulent economic conditions and challenges facing global risks as well as increasingly tight competition in the world of Food Product MSMEs, West Java Typical Snack Food MSMEs "Snack Foods are making efforts to remain competitive in a healthy manner in order to gain market share through the company's market share approach, while simultaneously improving function intermediation. West Java Typical Snack Food MSMES Snack Food has a vision "To become the 10 largest and best performing food product MSMEs in Indonesia". In an effort to realize this vision, one of the business strategies carried out by West Java Typical Snack Food MSMEs is to create good business performance.

The efforts of West Java Typical Snack Food MSMEs to create good business performance is to design a Competitive Strategy when compared with other countries. According to Barney (2010), Competitive Strategy can be formed through differentiation strategy and leadership strategy. Where West Java Typical Snack Food MSMEs indicate that it is still difficult to create product innovations that are difficult for competitors to imitate, the company is weak in anticipating changes in the external environment and has not yet created product prices that are more competitive when compared to competitors' products. Competitiveness of product prices compared to products from MSME Food Products. In fact, according to Wheelen et al (2015: 203), competitive strategy is aimed at answering the question: should companies compete on the basis of the lowest interest rates, or should companies differentiate their products and services beyond cost, such as quality or service? Or should the company compete directly with major competitors to become the largest but most sought after on the market, or should the company focus on a market niche that can satisfy a small but profitable market segment? Where the competitive strategy is aimed at outperforming other companies in the MSME Food Products business.

Growth Trends in the Snack Food Industry in Indonesia Ketertarikan konsumen Indonesia terhadap makanan ringan masih terus bertumbuh. Hal ini didukung dengan pertumbuhan kinerja industri makanan dan minuman yang signifikan dalam beberapa tahun terakhir ini. Dikutip dari www.dataindustri.com, pada kuartal 1 2022, kinerja industri makanan

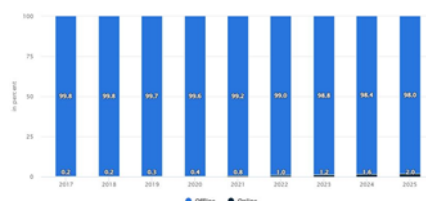
dan minuman mengalami pertumbuhan per kuartal (q on q) yang positif sebesar 2,56 persen. Sedangkan untuk pertumbuhan tahunan sektor industri makanan dan minuman kuartal 1 2022 (year on year) sebesar 3,75 persen. Kinerja pertumbuhan yang positif ini melanjutkan kinerja tahun-tahun sebelumnya yang juga selalu positif. Tren Makanan Ringan Industri makanan ringan di Indonesia sendiri juga menunjukkan tren pertumbuhan yang positif. Pada 2021, volume distribusi makanan ringan di Indonesia sebesar 1.281 juta kilogram, tumbuh 8% dari tahun 2020 dengan volume distribusi sebesar 1.183 juta kilogram. Pada akhir 2022 nanti diprediksi volume distribusi makanan ringan sebesar 1.357 juta kilogram atau naik sekitar 6%.



Sumber: www.statista.com



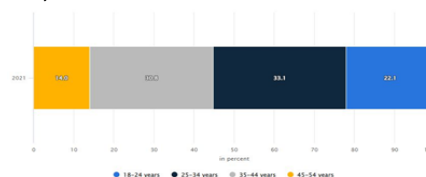
Revenue from online sales media is also predicted to continue to increase for the next 5 years. Even though the percentage of revenue from online sales is still below 2% of the total revenue, the annual increase is quite high, namely an average of 25% per year from 2021 to 2025. Graph of Prediction of Snack Food Revenue Sources According to Sales Medium



Sumber: www.statista.com

Graph of demographics of snack food consumers in Indonesia in 2022

The demographics of snack food consumers in Indonesia in 2022 will still be dominated by millennials and Gen Z with a percentage reaching 55%. The details are 33% of consumers with an age range of 25-34 years, and 22% of consumers with an age range of 18-24 years.



Sumber: www.statista.com

From the statistics above, it is predicted that the snack industry in Indonesia will continue to grow. The biggest consumers of the snack food industry in Indonesia are the millennial generation and generation Z, where they are a generation that tends to want to try new things. That's why many snack variants have emerged with unique new flavors, the result

of innovation to attract millennials and Gen Z to become their consumers. According to the Central Statistics Agency (BPS) report, Indonesia will have 3.9 million Micro and Small Enterprises (UMK) in the food and beverage sector in 2022. West Java is the province that has the largest number of food and beverage MSEs with a total of 791,435 MSEs. East Java followed in second place with the number of food and beverage MSEs of 746,732 MSEs. Then, in third position, Central Java was 569,896 MSEs. The fourth and fifth positions are occupied by North Sumatra and Banten with 222,832 MSEs and 167,155 MSEs respectively. To save MSEs during the pandemic, the West Java Province Cooperatives and Small Business Service has taken various steps, such as providing social assistance and forming a Regional Public Service Agency (BLUD) to facilitate financing and marketing. The Regional Government of West Java Province has also launched a marketplace called borongdong.id to increase sales of MSMEs and creative economy (ekraf) players in West Java. For information, a micro business is a business that has assets of up to IDR 50 million (excluding buildings and business premises) and a maximum annual turnover of IDR 300 million. Meanwhile, small businesses have assets of IDR 50 million - IDR 500 million with a turnover of more than IDR 300 million - IDR 2.5 m

No	Nama	Nilai / UMK
1	Jawa Barat	791.435
2	Jawa Timur	746.732
3	Jawa Tengah	569.896
4	Sumatera Utara	222.832
5	Banten	167.155
6	Sumatera Barat	104.544
7	Riau	92.973
8	Lampung	87.692
9	Sumatera Selatan	87.021
10	Kalimantan Selatan	79.603

West Java Typical Snack Food MSMEs Snacks are one of the private food product MSMEs which are role models for other food product MSMEs in terms of service and solutions to consumers. When talking about the power of adapting to the external environment, there is no need to doubt it, because it can be seen from the performance of its employees who are enthusiastic in helping every consumer need. However, even great employees definitely have saturation points and shortcomings in several aspects, regardless of being social creatures. No matter how great a person is at providing service, there must be a side where he or she also has shortcomings, especially as consumers of MSME snacks typical of West Java snacks are consumers who are classified as elite and have very high education. Consumers have very high hopes for West Java Typical Snack Food MSMEs and everything that consumers need and want is fulfilled, but not everything that consumers ask for and want always gets what they want. If consumers are not satisfied they will usually look for what they want elsewhere or in other MSME Food Products. This problem is a common thing that we often encounter in the field. Looking at the existing obstacles, we can minimize them in various ways and with different treatments.

Based on the above phenomenon, the researcher was interested in conducting research which was carried out in the form of a thesis with the title MSMES Snacks Typical of West Java Snacks were very good and disciplined, but as time went by competitors outside MSMES Snacks Typical of West Java Snacks saw good performance and strategies. This is a mecca and is slowly being followed by all Food Product MSMEs in Indonesia. So that many

consumers or customers who are hesitant in choosing services will automatically reduce the number of consumers in West Java Typical Snack Food MSMEs and have to compete healthily with other Food Product MSMEs. From this, we must continue to move forward and develop various competitive strategies in order to remain superior in accordance with the Vision and Mission of West Java Typical Snack Food MSMEs.

2. Literature

The sustainability of the industry cannot be separated from management's understanding of adapting and anticipating external environmental forces, where basically the external environmental forces of the textile industry are divided into the external environment and the internal environment. The external environment is also known as opportunity and threat factors. Basically, macro strengths include aspects; economic, political, social and cultural as well as demographics and environment. Meanwhile, industrial competition consists of; competitors, substitute goods, buyers and suppliers. While technological strengths consist of; adapting new technology, future technological trends, and technological threats to the company's internal affairs. Meanwhile, the internal environment is an aspect of the company's internal strengths and weaknesses, such as optimal resource ownership, where the company's resources are a collection of assets in the form of tangible assets and intangible assets. Tangible assets include land, physical facilities and equipment, while intangible assets include human resources, company reputation, and mastery of information and technology.

Competitive Strategy focuses on developing the competitive position of business units operating in both goods and services. At the same time, Competitive Strategy is integration and coordination in designing commitments and actions to win the competition so as to create a sustainable increase in company performance. Based on the explanation above, the competitive strategy in this research is industrial competition by developing cost leadership strategy, differentiation strategy and speed based strategy. Where the dimensions of cost leadership include determining more efficient operational costs, determining prices/tariffs below competitors' prices, and determining the attractiveness of costs (monetary, time, energy, psychological)/product tariffs. Meanwhile, differentiation strategy includes creating product advantages that other companies do not have, creating product variations that are better than competitors, as well as creating convenience for customers in owning products. The dimensions of a faster strategy include the company's speed in anticipating shifts in market demands, anticipating the latest technological trends, and the ability to anticipate competitors' movements.

Formulating the right competitive strategy and supported by the right strategic partnerships is expected to support business performance. Strategic partnerships are an effort to collaborate with stakeholders, where strategic alliances are used by many competing companies throughout the world. Several aspects were created to enhance strategic partnerships with other companies. The effects of these efforts can provide opportunities to increase value for customers. A company undertakes a business partnership aimed at (1) Technology transfer, (2) Market Access, (3) Cost reduction, (4) Risk reduction, (5) Change in industrial structure. This collaboration is based on mutual trust, openness to various risks and benefits in improving Competitive Strategy to produce better performance than if we did not collaborate.

This is in line with research by Berte, Rodrigues, Almeida (2010) which identified company characteristics and strategy formulation which was carried out by analyzing and diagnosing the company's environment. In terms of internal aspects, critical success factors are identified through close contact with customers and competitor evaluation. In terms of environmental analysis, small companies are financially limited in obtaining information about competitors. In the environmental analysis it was also found that the factors listed were

personal (quality of life), human resources (labor costs, workforce qualifications and workforce qualification capacity in the region), market (location of customers, suppliers, proximity to other technology companies, and the formation of cooperation networks), legal benefits (tax/fiscal), infrastructure (restaurants, public transportation, MSMEs and others), and/institutional (good union relations, easy access to political non-governmental organizations).

The concept of external environmental forces in this research includes the macro environment, industrial environment and technological environment. The definition of strategic partnerships in this research includes vertical relationships consisting of relationships with suppliers and customers (customers) as well as horizontal relationships consisting of lateral and internal partnerships. Where the dimensions of internal partnerships include: creating synergy between departments within the company through cross-functional strategies, collaboration between departments in carrying out product marketing activities, as well as collaboration between departments to complement each other in solving problems. Meanwhile, partnerships with suppliers include collaboration with suppliers in terms of providing expert staff in the IT field, providing software, as well as providing hardware. Meanwhile, partnerships with customers include collaboration with customers in customer gathering program activities and developing customer loyalty programs. Lastly is partnerships with lateral parties which include partnerships with related companies and with intermediation institutions.

Ting Chi (2010) took a strategic approach to analyze how US textile companies technically managed their business operations and to determine whether there were differences in competitive priorities between high-performing and low-performing companies. Likewise, research by Schoemakerke and Jonker (2004) revealed that organizations/companies today are different from those of the twentieth century. The company's current task is to provide services, and organize based on competency, as well as information technology. Modern organizations depend on competence and ownership of assets to create distinctive differences between the organization and its competitors.

Ahmad (2012) investigated the influence of external environmental factors on health service strategies carried out by hospital managers. The environment studied includes economic, political, social, cultural and technological factors. The research results confirm the existence of significant differences in the influence of external environmental factors on health service strategies. Shigang Yan (2011) integrates the external environmental management perspective and the strategic choice approach, this research has confirmed the importance of understanding the external environment to achieve competitive advantage which has implications for improving company performance. These findings may be useful for management practitioners involved in business development in China.

Based on an understanding of the concept and previous research, business performance in the research is defined as sales results in the form of the value of products sold and the level of profit obtained by the company with dimensions including sales growth, profitability and percentage of market share.

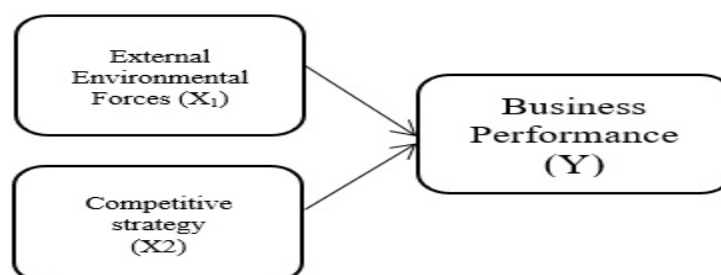


Figure 1. Research Paradigm

3. Research Methods

This research method in this study is a research the descriptive verification. Analysis method which is used to test whether Influence of the External Environment and Competitive Strategy on Business Performance in MSMES Coffee Shop Bandung City and to test the hypothesis is accepted or rejected. Multiple linear regression hypothesis test. Research on data collection techniques for field research, questionnaires, and library research. The number of samples is 99 respondents with non-probability sampling technique. In regression analysis, apart from measuring the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variable. The relationship between a dependent variable and an independent variable in this study is written in the following linear equation. Partial Hypothesis Test (t Test)

4. Research Result

Uji Validitas

Nilai validitas masing-masing butir pernyataan dapat dilihat pada nilai *Corrected Item-Total Correlation* masing-masing butir pernyataan. Berdasarkan data perhitungan SPSS koefisien korelasi (r) diketahui bahwa seluruh korelasi item variabel X lebih besar dari r tabel atau 0,1975, maka instrumen dinyatakan valid.

Validity Test Results Regarding the Strength of the External Environment

Pernyataan	R hitung	R tabel
VAR0000	.51	0,1975
VAR0000	,57	0,1975
VAR0000	,49	0,1975
VAR0000	,72	0,1975
VAR0000	,55	0,1975
VAR0000	,61	0,1975
VAR0000	,41	0,1975
VAR0000	,36	0,1975
VAR0000	,61	0,1975
VAR0001	,36	0,1975
VAR0001	,45	0,1975
VAR0001	,44	0,1975

Validity Test Results Regarding Competitive Strategy

Pernyataan	R hitung	R tabel
VAR0001	.50	0,1975
VAR0001	,58	0,1975
VAR0001	,52	0,1975
VAR0001	,62	0,1975
VAR0001	,36	0,1975
VAR0001	,47	0,1975
VAR0001	,36	0,1975
VAR0002	,31	0,1975
VAR0002	,54	0,1975

Validity Test Results Regarding Business Performance

Pernyataan	R hitung	R tabel
VAR00022	.42	0,1975
VAR00023	,36	0,1975
VAR00024	,55	0,1975

The results of data analysis with the help of computer processing based on SPSS version 26.0 calculations obtained a multiple regression equation based on the following output.

Model	Unstandardized Coefficients		Standardized Coefficients Beta		T	Sig.
	B	Std. Error				
1	(Constant)	1.201	.306		3.919	.000
	X1	.253	.148	.283	2.111	.041
	X2	.290	.141	.295	2.092	.043

The correlation coefficient value between external environmental strength (X1) and competitive strategy (X2) with business performance (Y) is 0.682, indicating a moderate relationship because it is between 0.400 – 0.699. To determine the influence of external environmental forces (X1) and competitive strategy (X2) on business performance (Y), seen from the multiple correlation coefficient or coefficient of determination of 0.476 or 47.6%, which means business performance determined by external environmental forces (X1) and competitive strategy (X2) amounting to 47.6% while the remaining 52.4% is influenced by other factors not researched. From the statistical calculation of the t test above, tcount for external environmental strength = 2.1111 is greater than ttable = 1.985, so Ha is accepted and Ho is rejected. This means that there is a positive influence between external environmental forces on business performance.

5. Conclusion

External Environmental Strength = 2.070 Greater than Ttable = 1.985, this means that there is a positive influence between external environmental strength on the business performance of West Java. Snack Food MSME. Competitive Strategy Calculated T Value = 2.051. This means that the competitive strategy hypothesis has a positive influence on the business performance of West Java. Snack Food MSMES. With a calculated F value = 25.689 it is in the Ha reception area. This means that the simultaneous hypothesis is that the strength of the external environment and competitive strategies influence the business performance of West Java. Snack Food MSMES

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