

LAMPIRAN

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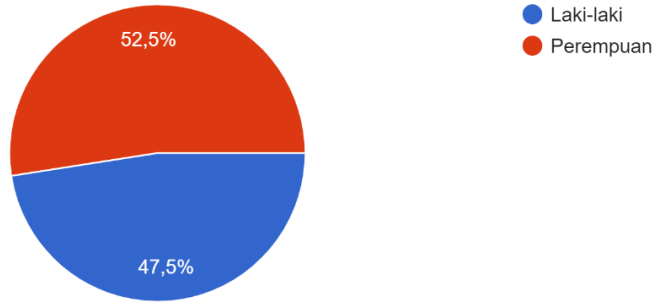
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Lampiran 1 CPM

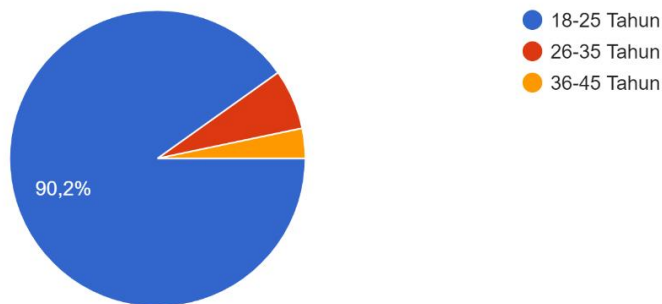
Gender

61 jawaban



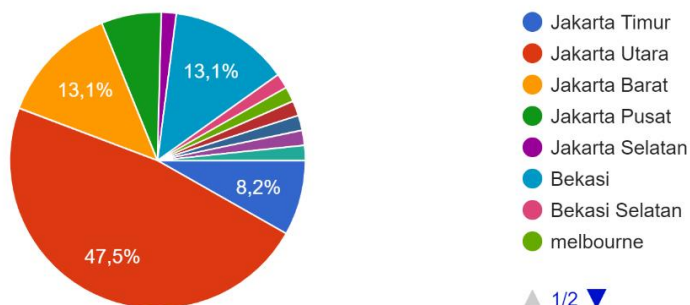
Rentan Usia

61 jawaban



Domisili

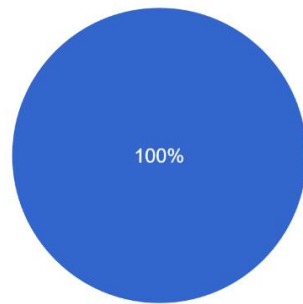
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Apakah anda mengetahui tentang jasa cuci sepatu?

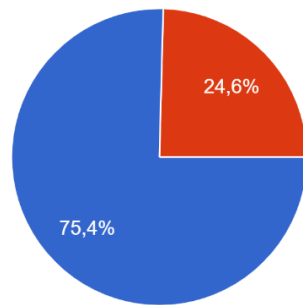
61 jawaban



● Ya, saya tahu
● Saya tidak tahu

Apakah anda lebih memilih menggunakan jasa cuci sepatu dibandingkan mencuci sepatu sendiri?

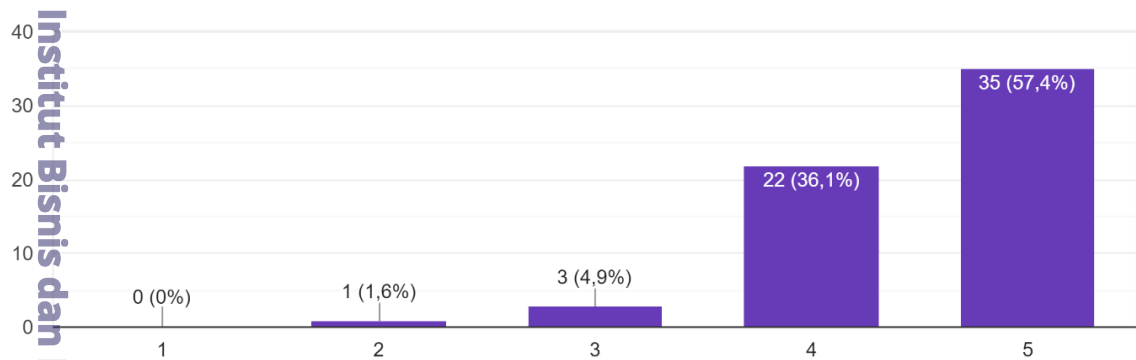
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● Ya
● Tidak

Kebersihan menjadi prioritas utama dalam hidup anda

61 jawaban



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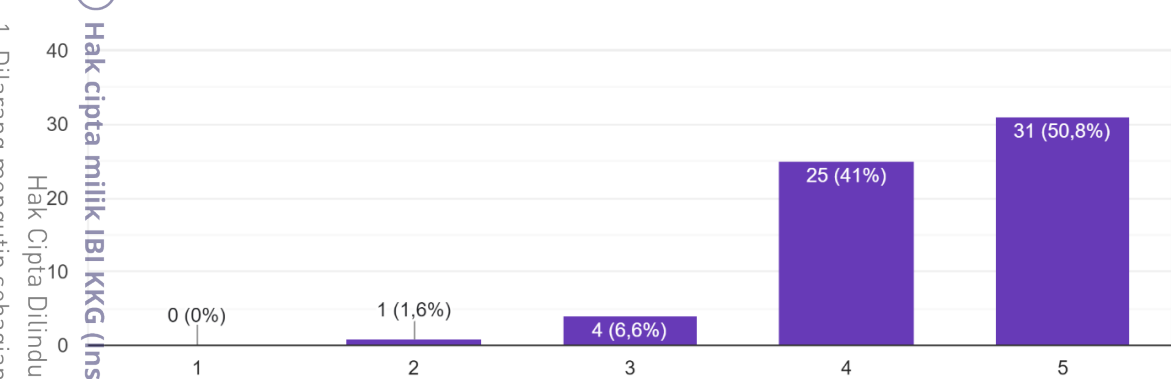
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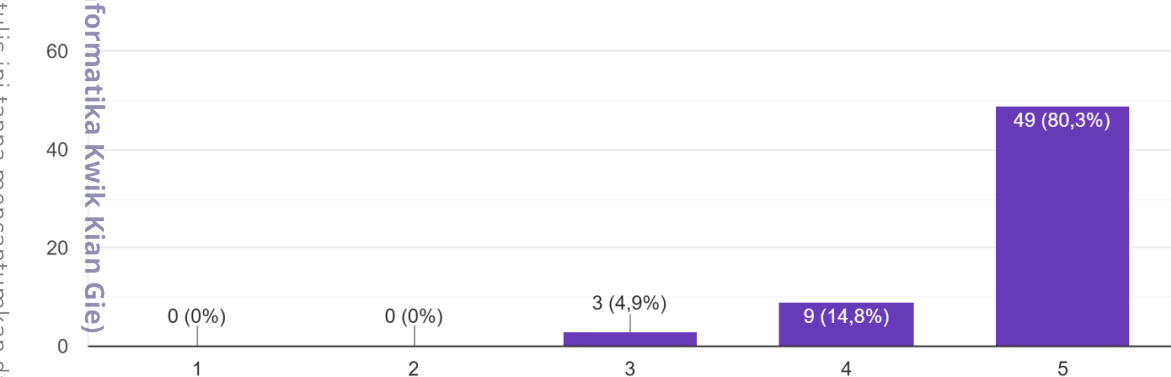
Kebersihan sepatu penting dalam berpenampilan dan meningkatkan kepercayaan diri anda

61 jawaban



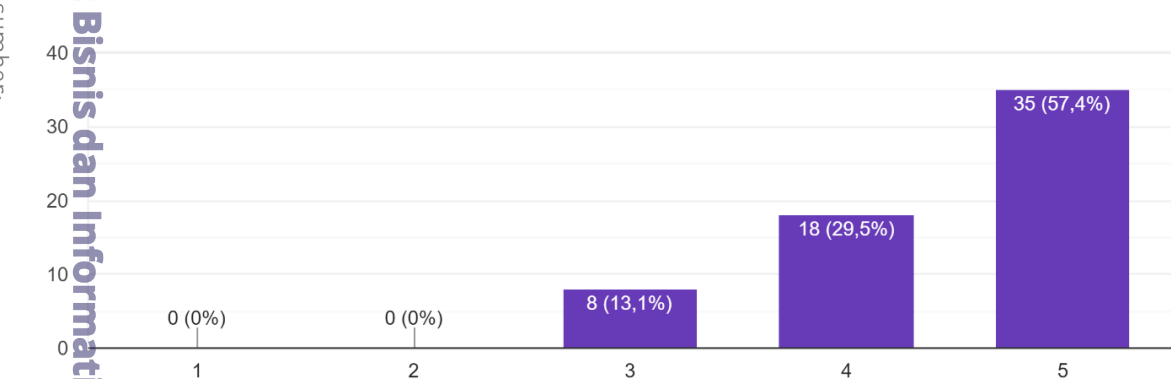
Kualitas hasil mencuci sepatu menjadi pertimbangan dalam memilih tempat yang memberikan jasa cuci sepatu

61 jawaban



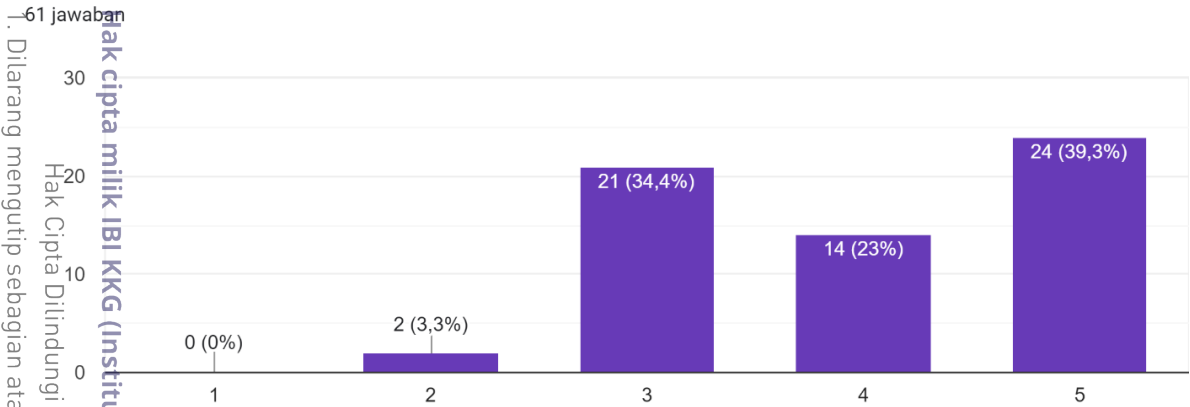
Harga menjadi pertimbangan dalam memilih tempat yang memberikan jasa cuci sepatu

61 jawaban

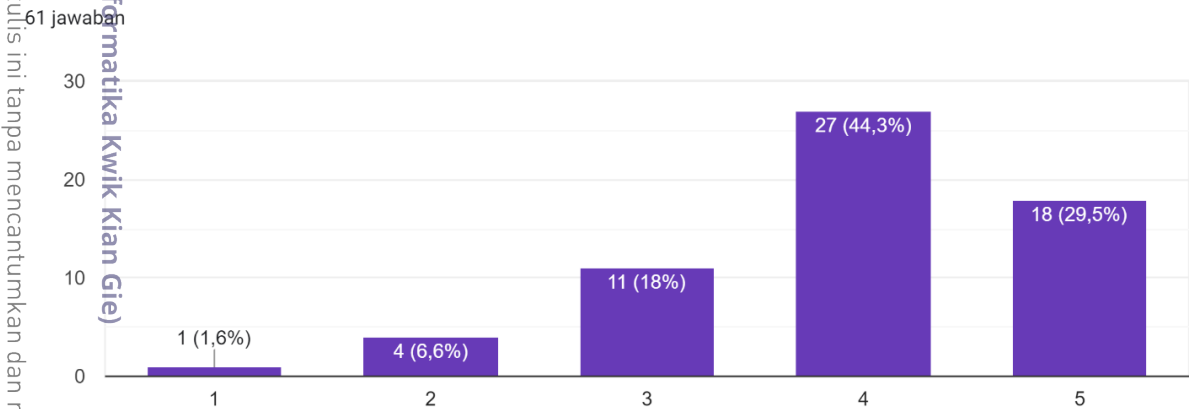




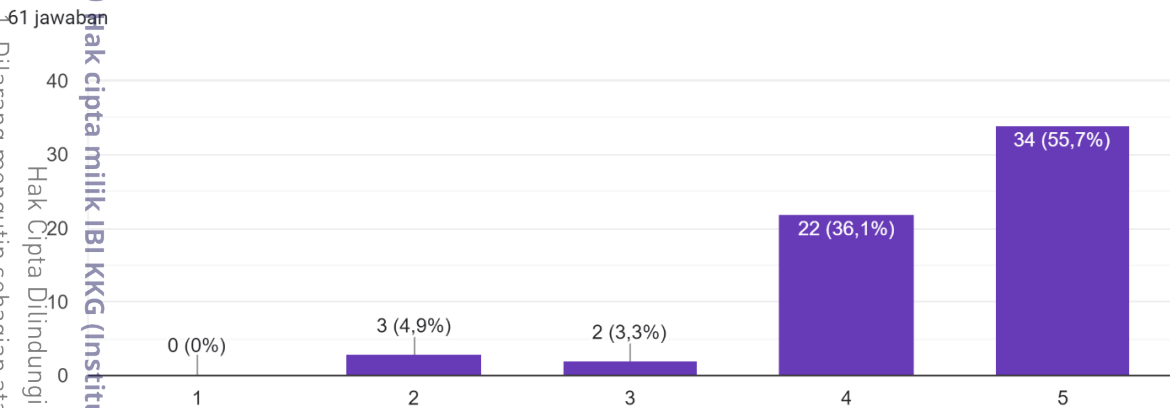
Penggunaan produk khusus cuci sepatu dan import menjadi pertimbangan dalam memilih tempat yang memberikan jasa cuci sepatu



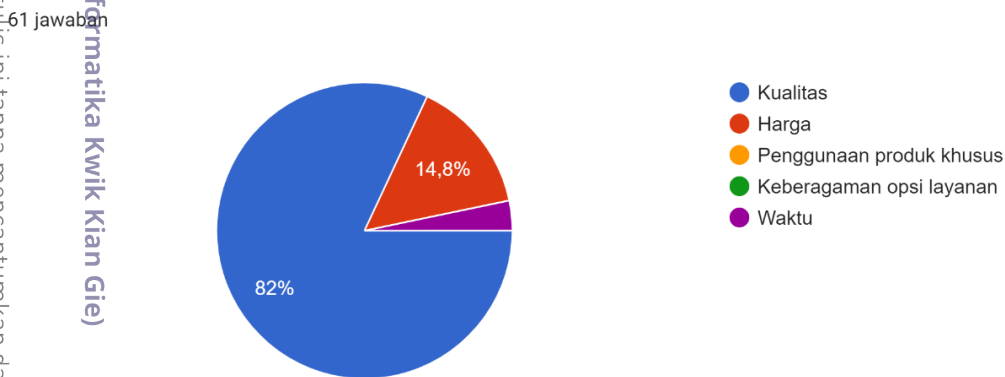
Keberagaman opsi layanan menjadi pertimbangan dalam memilih tempat yang menyediakan jasa cuci sepatu



Waktu pengerjaan / durasi yang cepat menjadi pertimbangan dalam memilih tempat yang menawarkan jasa cuci sepatu



Dari kelima faktor di atas, pilih salah satu faktor yang menjadi hal terpenting dalam memilih tempat yang menawarkan jasa cuci sepatu



Berdasarkan data diatas, penulis mendapatkan 3 faktor penentu, yaitu:

1. **Kualitas** dengan persentase 82%/0.82 (ini akan menjadi weight/bobot pada CPM)
2. **Harga** dengan persentase 14,8%/0.148 (ini akan menjadi weight/bobot pada CPM)
3. **Waktu** dengan persentase 3,3%/0,03 (ini akan menjadi weight/bobot pada CPM)
4. Penggunaan produk khusus dan Keberagaman opsi layanan dengan persentase 0% sehingga tidak dimasukkan dalam weight pada CPM



Lampiran 2 Bab 3.4 Analisis Pesaing: Lima Kekuatan Pesaing Model Porter

process. Special characteristics of a successful CI program include flexibility, usefulness, timeliness, and cross-functional cooperation.

Competitive intelligence is not corporate espionage; after all, 95 percent of the information a company needs to make strategic decisions is available and accessible to the public. Sources of competitive information include trade journals, want ads, newspaper articles, and government filings, as well as customers, suppliers, distributors, competitors themselves, and the Internet. Unethical tactics such as bribery, wiretapping, and computer hacking should never be used to obtain information. All the information a company needs can be collected without resorting to unethical tactics.

Porter's Five-Forces Model

Former chair and CEO of PepsiCo Wayne Calloway said, "Nothing focuses the mind better than the constant sight of a competitor that wants to wipe you off the map." As illustrated in Figure 7-3, **Porter's Five-Forces Model of competitive analysis is a widely used approach for developing strategies in many industries.** The intensity of competition among firms varies widely across industries. Table 7-6 reveals the average gross profit margin and earnings per share (EPS) for firms in different industries. Note the substantial variation among industries. For example, note that industry operating margins range from 4 to 34 percent, whereas industry

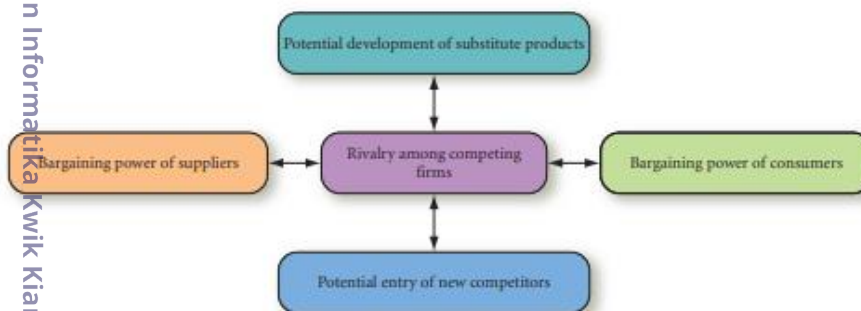


FIGURE 7-3
The Five-Forces Model of Competition

TABLE 7-6 Competitiveness Across a Few Industries (2015 data)

	Operating Margin (%)	EPS (\$)
Pharmaceutical	13.0	0.61
Telecommunications	14.0	1.25
Fragrances/Cosmetics	12.0	2.23
Banking	34.0	1.58
Bookstores	6.0	0.16
Food Manufacturers	4.0	0.63
Oil and Gas	10.0	2.03
Airlines	10.0	0.09
Machinery/Construction	7.0	0.96
Paper Products	5.0	0.27

Source: Based on company data.

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Lampiran 3 Bab 3.5 Analisis Faktor-faktor Kunci Sukses (Competitive Profile Matrix/CPM)



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TABLE 7-9 EFE Matrix for a Local 10-Theater Cinema Complex

Key External Factors	Weight	Rating	Weighted Score
Opportunities			
1. Two new neighborhoods developing within 3 miles	0.09	1	0.09
2. TDB University is expanding 6% annually	0.08	4	0.32
3. Major competitor across town recently closed	0.08	3	0.24
4. Demand for going to cinemas growing 10%	0.07	2	0.14
5. Disposable income among citizens up 5% in prior year	0.06	3	0.18
6. Rowan County is growing 8% annually in population	0.05	3	0.15
7. Unemployment rate in county declined to 3.1%	0.03	2	0.06
Threats			
8. Trend toward healthy eating eroding concession sales	0.12	4	0.48
9. Demand for online movies and DVDs growing 10%	0.06	2	0.12
10. Commercial property adjacent to cinemas for sale	0.06	3	0.18
11. TDB University installing an on-campus movie theater	0.04	3	0.12
12. County and city property taxes increasing 25%	0.08	2	0.16
13. Local religious groups object to R-rated movies	0.04	3	0.12
14. Movies rented at local Red Box's up 12%	0.08	2	0.16
15. Movies rented last quarter from Time Warner up 15%	0.06	1	0.06
TOTAL	1.00		2.58

and avoiding the threats facing the firm. There is definitely room for improvement, though, because the highest total weighted score would be 4.0. As indicated by ratings of 1, this business needs to capitalize more on the "Two new neighborhoods developing [nearby]" opportunity and the "movies rented from ... Time Warner" threat. Notice also that there are many percentage-based factors among the group. Be quantitative to the extent possible! Note, too, that the ratings range from 1 to 4 on both the opportunities and threats.

An actual EFE Matrix for the largest U.S. homebuilder, D. R. Horton, is given in Table 7-10. Note that the most important external threat facing the company, as indicated by a weight of 0.10, deals with labor and supplier costs. The key factors are listed in order beginning with the most important (highest weight). Notice how specific the factors are stated—specificity is essential. Also note that following DRH's EFE Matrix, an "author commentary" is given in Table 7-11, providing the rationale for each factor included.

Author commentary on each factor in the D. R. Horton EFE Matrix is given in Table 7-11 to provide insight on the thinking that needs to support not only inclusion of respective factors but also various weights and ratings assigned. Recall that mathematically, 0.04 is 33 percent more important than 0.03, and a rating of 3 is 50 percent higher than a rating of 2. Small judgments are helpful in moving forward toward larger decisions related to deployment of resources and money across regions and products.

The Competitive Profile Matrix

The Competitive Profile Matrix (CPM) identifies a firm's major competitors and its particular strengths and weaknesses in relation to a sample firm's strategic position. The weights and total weighted scores in both a CPM and an EFE have the same meaning. However, *critical success factors* in a CPM include both internal and external issues; therefore, the ratings refer to strengths and weaknesses, where 4 = major strength, 3 = minor strength, 2 = minor weakness, and 1 = major weakness. The critical success factors in a CPM are not grouped



Lampiran 4 Bab 3.6 Analisis Lingkungan Eksternal dan Internal (SWOT Analysis)



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The Input Stage

Procedures for developing an EFE Matrix, an IFE Matrix, and a CPM were presented in Chapters 6 and 7. Information derived from the EFE Matrix, IFE Matrix, and CPM provides basic input information for the matching and decision stage matrices described in this chapter.

The input tools require strategists to quantify subjectivity during early stages of the strategy-formulation process. Making small decisions in the input matrices regarding the relative importance of external and internal factors allows strategists to more effectively generate, prioritize, evaluate, and select among alternative strategies. Good intuitive judgment is always needed in determining appropriate weights and ratings, but keep in mind that a rating of 3, for example, is mathematically 50 percent more important than with a rating of 2, so small differences matter.

The Matching Stage

Strategy is sometimes defined as the match an organization makes between its internal resources and skills and the opportunities and risks created by its external factors.² The matching stage of the strategy-formulation framework consists of five techniques that can be used in any sequence: the SWOT Matrix, the SPACE Matrix, the BCG Matrix, the IE Matrix, and the Grand Strategy Matrix. These tools rely on information derived from the input stage to match external opportunities and threats with internal strengths and weaknesses. **Matching** external and internal key factors is the essential for effectively generating feasible alternative strategies. For example, a firm with excess working capital (an internal strength) could take advantage of the cell phone industry's 20 percent annual growth rate (an external opportunity) by acquiring Cellfone, Inc. This example portrays simple one-to-one matching. In most situations, external and internal relationships are more complex, and the matching requires multiple alignments for each strategy generated. Successful matching of key external and internal factors depends on those underlying key factors being *specific, actionable, and divisional* to the extent possible. The basic concept of matching is illustrated in Table 8-1.

The Decision Stage

As indicated above, participants could individually rate strategies on a 1-to-4 scale as to desirability, and then sum the ratings from all participants, so that a prioritized list of the best strategies could be achieved. However, the QSPM, described later in this chapter, offers a more robust procedure to determine the relative attractiveness of alternative strategies.

The SWOT Matrix

The **Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix** is an important matching tool that helps managers develop four types of strategies: SO (strengths-opportunities) strategies, WO (weaknesses-opportunities) strategies, ST (strengths-threats) strategies, and WT (weaknesses-threats) strategies.³ Matching key external and internal factors is the most difficult part of developing a SWOT Matrix, as it requires good judgment—and there is no one best set of matches. Note in Table 8-1 that the first, second, third, and fourth strategies are SO, WO, ST, and WT strategies, respectively.

SO strategies use a firm's internal strengths to take advantage of external opportunities. All managers would like their organization to be in a position in which internal strengths can be used to take advantage of external trends and events. Organizations generally will pursue WO, ST,

TABLE 8-1 Matching Key External and Internal Factors to Formulate Alternative Strategies

Key Internal Factor	Key External Factor	Resultant Strategy
Excess working capital (an internal strength)	+ Annual growth of 20 percent in the cell phone industry (an external opportunity)	= Acquire Cellfone, Inc.
Inefficient capacity (an internal weakness)	+ Exit of two major foreign competitors from the industry (an external opportunity)	= Pursue horizontal integration by buying competitors' facilities
Strong research and development expertise (an internal strength)	+ Decreasing numbers of younger adults (an external threat)	= Develop new products for older adults
Low employee morale (an internal weakness)	+ Rising health-care costs (an external threat)	= Develop a new wellness program



Lampiran 5 Bab 4.1 Jasa yang Dihasilkan

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Chapter 3

Designing a Customer Value-Driven Strategy and Mix

Objective Outline

OBJECTIVE 1	Define <i>product</i> and describe the major classifications of products and services. <i>What Is a Product?</i> (pp 256–261)
OBJECTIVE 2	Describe the decisions companies make regarding their individual products and services, product lines, and product mixes. <i>Product and Service Decisions</i> (pp 261–268)
OBJECTIVE 3	Identify the four characteristics that affect the marketing of services and the additional marketing considerations that services require. <i>Services Marketing</i> (pp 268–274)
OBJECTIVE 4	Discuss branding strategy—the decisions companies make in building and managing their brands. <i>Branding Strategy: Building Strong Brands</i> (pp 274–284)

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As the ESPN story shows, in their quest to create customer relationships, marketers must build and manage products and brands that connect with customers. This chapter begins with a deceptively simple question: *What is a product?* After addressing this question, we look at ways to classify products in consumer and business markets. Then we discuss the important decisions that marketers make regarding individual products, product lines, and product mixes. Next, we examine the characteristics and marketing requirements of a special form of product—services. Finally, we look into the critically important issue of how marketers build and manage product and service brands.

Author Comment

As you'll see, this is a deceptively simple question with a very complex answer. For example, think back to the opening ESPN story. What is the ESPN "product"?

What Is a Product?

We define a **product** as anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need. Products include more than just tangible objects, such as cars, computers, or mobile phones. Broadly defined, *products* also include services, events, persons, places, organizations, and ideas, or a mixture of these. Throughout this text, we use the term *product* broadly to include any or all of these entities. Thus, an Apple iPhone, a Toyota Camry, and a Caffé Mocha at Starbucks are products. But so are a trip to Las Vegas, Schwab online investment services, your Facebook page, and advice from your family doctor.

Because of their importance in the world economy, we give special attention to services. **Services** are a form of product that consists of activities, benefits, or satisfactions offered for sale that are essentially intangible and do not result in the ownership of anything. Examples include banking, hotel, airline travel, retail, wireless communication, and home-repair services. We will look at services more closely later in this chapter.

Product

Anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need.



Lampiran 6 Bab 4.1 Jasa yang Dihasilkan

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CHAPTER 8

Products, Services, and Brands: Building Customer Value

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Brand Equity and Brand Value

Brands are more than just names and symbols. They are a key element in the company's relationships with consumers. Brands represent consumers' perceptions and feelings about a product and its performance—everything that the product or the service means to consumers. In the final analysis, brands exist in the heads of consumers. As one well-respected marketer once said, "Products are created in the factory, but brands are created in the mind." Adds Jason Kilar, former CEO of the online video service Hulu, "A brand is what people say about you when you're not in the room."²⁷

A powerful brand has high brand equity. Brand equity is the differential effect that knowing the brand name has on customer response to the product and its marketing. It's a measure of the brand's ability to capture consumer preference and loyalty. A brand has positive brand equity when consumers react more favorably to it than to a generic or unbranded version of the same product. It has negative brand equity if consumers react less favorably than to an unbranded version.

Brands vary in the amount of power and value they hold in the marketplace. Some brands—such as Coca-Cola, Nike, Disney, GE, McDonald's, Harley-Davidson, and others—become larger-than-life icons that maintain their power in the market for years, even generations. Other brands—such as Google, Facebook, Apple, ESPN, and Wikipedia—create fresh consumer excitement and loyalty. These brands win in the marketplace not simply because they deliver unique benefits or reliable service. Rather, they succeed because they forge deep connections with customers. People really do have relationships with brands. For example, to devoted Vespa fans around the world, the brand stands for much more than just a scooter. It stands for "La Vespa Vita," a carefree, stylish lifestyle. Colorful, cute, sleek, nimble, efficient—the Vespa brand represents the

freedom to roam wherever you wish and "live life with passion."²⁸

Ad agency Young & Rubicam's BrandAsset Valuator measures brand strength along four consumer perception dimensions: differentiation (what makes the brand stand out), relevance (how consumers feel it meets their needs), knowledge (how much consumers know about the brand), and esteem (how highly consumers regard and respect the brand). Brands with strong brand equity rate high on all four dimensions. The brand must be distinct, or consumers will have no reason to choose it over other brands. However, the fact that a brand is highly differentiated doesn't necessarily mean that consumers will buy it. The brand must stand out in ways that are relevant to consumers' needs. Even a differentiated, relevant brand is far from a shoe-in. Before consumers will respond to the brand, they must first know about and understand it. And that familiarity must lead to a strong, positive consumer-brand connection.²⁹

Thus, positive brand equity derives from consumer feelings about and connections with a brand. Consumers sometimes bond very closely with specific brands. As perhaps the ultimate expression of brand devotion, a surprising number of people—and not just Harley-Davidson fans—have their favorite brand tattooed on their bodies. Whether it's contemporary new brands such as Facebook or Amazon or old classics like Harley or Converse, strong brands are built around an ideal of engaging consumers in some relevant way.

A brand with high brand equity is a very valuable asset. Brand value is the total financial value of a brand. Measuring such value is difficult. However, according to one estimate, the brand value of Apple is a whopping \$185 billion, with Google at \$113.6 billion, IBM at \$112.5 billion, McDonald's at \$90 billion, Coca-Cola at \$78.4 billion, and Microsoft at

Brand equity

The differential effect that knowing the brand name has on customer response to the product or its marketing.



Consumers' relationship with brands: To devoted Vespa fans around the world, the brand stands for much more than just a scooter. It stands for "La Vespa Vita"—living life with passion.

Courtesy of Piaggio Group

Brand value

The total financial value of a brand.



Lampiran 7 Bab 4.4 Strategi Pemasaran

C Hak Iptek

Marketing management takes place when at least one party to a potential exchange thinks about the means of achieving desired responses from other parties. We see **marketing management** as the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value.

We can distinguish between a social and a managerial definition of marketing. A social definition shows the role marketing plays in society. A social definition that serves our purpose is: **Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others.** Managers sometimes think of marketing as "the art of selling products," but people are surprised when they hear that the most important part of marketing is not selling! Selling is only the tip of the marketing iceberg. Peter Drucker, a leading management theorist, puts it this way:

There will always, one can assume, be need for some selling. But the aim of marketing is to make selling superfluous. The aim of marketing is to know and understand the customer so well that the product or service fits him and sells itself. Ideally, marketing should result in a customer who is ready to buy. All that should be needed then is to make the product or service available.⁴

When Apple designed its iPhone and when Toyota introduced its Lexus automobile, they were swamped with orders because they had designed the "right" product based on careful marketing homework.

1.22 What Is Marketed?

Marketers are involved in marketing 10 types of entities: goods, services, events, experiences, people, places, properties, organizations, information, and ideas.

Goods

Physical goods constitute the bulk of most countries' production and marketing efforts. Each year, companies worldwide market billions of fresh, canned, bagged, and frozen food products and millions of automobiles, refrigerators, television sets, machines, and various other mainstays of a modern and global economy.

Services

As economies advance, a growing proportion of their activities is focused on the production of services. Developed economies usually have a 70–30 services-to-goods mix. Services include the work of airlines, hotels, automobile rental firms, hairstylists and beauticians, maintenance and repair people, as well as professionals working within or for companies, such as accountants, bankers, lawyers, engineers, doctors, software programmers, and management consultants. Many market offerings consist of a variable mix of goods and services. At a fast-food restaurant, for example, the customer consumes both a product and a service.

Maidreamin Café—Japan's Maidreamin Café has become very popular, especially among those who seek companionship. The service attendants are young women who serve customers with deference. They can personalize pancakes for customers, for instance, drawing pictures of a cat, taking pictures with you, or even putting on a dance performance—all for a fee, of course. Warm and welcoming, they chat with guests and invite them into their dream-like world for a special dining experience.



Apple introduced its watch for a more complete ecosystem consisting of its iPod, iPhone, and iPad that its competitors find difficult to compete with.



At Maidreamin Café, Japan, service comes with personalized decoration of pancakes for customers.

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324 PART 3 Designing a Customer Value-Driven Strategy and Mix

Objective Outline

OBJECTIVE 1	Answer the question "What is a price?" and discuss the importance of pricing in today's fast-changing environment. What Is a Price? (pp 324–325)
OBJECTIVE 2	Identify the three major pricing strategies and discuss the importance of understanding customer-value perceptions, company costs, and competitor strategies when setting prices. Major Pricing Strategies (pp 325–333)
OBJECTIVE 3	Identify and define the other important external and internal factors affecting a firm's pricing decisions. Other Internal and External Considerations Affecting Price Decisions (pp 333–339)

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Price
The amount of money charged for a product or service, or the sum of the values that customers exchange for the benefits of having or using the product or service.

Companies today face a fierce and fast-changing pricing environment. Value-seeking customers have put increased pricing pressure on many companies. Thanks to tight economic times in recent years, the pricing power of the Internet, and value-driven retailers such as Walmart, today's more frugal consumers are pursuing spend-less strategies. In response, it seems that almost every company has been looking for ways to cut prices.

Yet, cutting prices is often not the best answer. Reducing prices unnecessarily can lead to lost profits and damaging price wars. It can cheapen a brand by signaling to customers that price is more important than the customer value a brand delivers. Instead, in both good economic times and bad, companies should sell value, not price. In some cases, that means selling lesser products at rock-bottom prices. But in most cases, it means persuading customers that paying a higher price for the company's brand is justified by the greater value they gain.

What Is a Price?

In the narrowest sense, **price** is the amount of money charged for a product or a service. **More broadly, price is the sum of all the values that customers give up to gain the benefits of having or using a product or service.** Historically, price has been the major factor affecting buyer choice. In recent decades, however, nonprice factors have gained increasing importance. Even so, price remains one of the most important elements that determine a firm's market share and profitability.

Price is the only element in the marketing mix that produces revenue; all other elements represent costs. Price is also one of the most flexible marketing mix elements. Unlike product features and channel commitments, prices can be changed quickly. At the same time, pricing is the number-one problem facing many marketing executives, and many companies do not handle pricing well. Some managers view pricing as a big headache, preferring instead to focus on other marketing mix elements.

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