COFFEE SHOP MARKETING INNOVATION THROUGH DIFFERENTIATION STRATEGIES DURING COVID-19

Pristiyono[1]
Universitas Labuhanbatu, Rantauprapat, Indonesia
paktio16@gmail.com

Husain[2]
Universitas Labuhanbatu, Rantauprapat, Indonesia
husain04th@gmail.com

Aziddin Harahap[3]
Universitas Labuhanbatu, Rantauprapat, Indonesia
aziddinulb@gmail.com

Abstract

The aim of this research is to dig deeper into differentiation strategies through appropriate indicators and what differentiation is offered by coffee shop business actors. Based on data from the Labuhanbatu Regency Cooperatives and SMEs Service in 2021, currently, the number of MSMEs operating in coffee shops is still surviving and is recorded as being actively assisted by 156 MSMEs. So, the authors decided to use the entire population as a sample of 156 respondents. Determination of sampling applies purposive sampling, one of the non-random sampling techniques. Data analysis uses validity and reliability tests as well as problem-solving using the IBM SPSS AMOS 22 path analysis approach. Based on the results of the respondent profile description, it is known that the majority are male, aged 31-40 years. The majority of businesses last 7-10 years with owner status. All hypotheses in this research can be accepted so that the variables of product differentiation, price differentiation, and service differentiation have a significant effect on marketing innovation.

Keywords: Product Differentiation, Price Differentiation, Service Differentiation, Marketing Innovation.

INTRODUCTION

The strategic location of Labuhanbatu Regency as an eastern route provides opportunities for anyone to develop a business (Nasution and Ramadhan 2020). The spread of the coffee shop business in Labuhanbatu Regency during the COVID-19 period until after the new normal indicates that the economy in the area is growing well in terms of consumer consumptive behavior. The existence of new habits in people's lives, such as hanging out, has become an opportunity for business people to open businesses and coffee shops, until now, from observations, the number of coffee shops in Labuhanbatu Regency is almost 300 at various points.

Hanging out in coffee shops is a trend or lifestyle for urban and regional communities. Coffee consumption habits in society have developed for more than 300 years throughout the world, which implies different lifestyles in each culture (Limón-Rivera et al. 2017). The trend of going to coffee shops is currently considered by consumers as an activity to follow a modern lifestyle and is done to fulfill self-actualization needs.

The success of coffee shop entrepreneurs in running their business cannot be separated from the business strategies implemented in the face of increasingly fierce business competition. Many companies adopt differentiation strategies in their business implementation in order to be able to compete (Wulandari and Murniawaty 2019). Differentiation strategies are widely applied in developed countries, they do this with the aim of winning business competition while providing differentiation for each of their products/services (Tripes et al. 2014) (Chege, Kimutai, and Kibet 2018).

The implementation of a differentiation business strategy has been implemented by many large companies such as Toyota, Honda, and Mitsubishi and others (Ando, Kato, and Liu 2014). Elsewhere, the differentiation strategy war is taking place for service companies (Islami, Mustafa, and Topuzovska Latkovikj 2020). The explanations above further strengthen that the implementation of differentiation strategies in a business has been widely implemented, meaning that differentiation strategies can be adopted by all types of businesses, whether products or services. A company without the support of an appropriate

competitive strategy will have little chance of achieving the company's goals (Sugianto, Garra and H. Mustamu 2013).

Differentiation in business refers to the art of marketing certain products and services in a way that makes them stand out from other products or services (Chege et al. 2018). Companies that carry out strong product differentiation and service differentiation will certainly have above average performance in their industry to provide consumer satisfaction which leads to consumer loyalty (Ran 2012).

The company that want to be successful in running their business, therefore marketers or business actors must apply market-oriented marketing concepts because they are the spearhead of marketers' success (Ratela and Taroreh 2016), meaning that a market-oriented business can be applied to small and medium-sized businesses such as coffee shops.The advantages it hascoffee shopis the main weapon in winning business competition and can even place the company at the top of other companies. Every type of company must have heard of or applied the differentiation strategy in winning business competition (Setyowati and Fadah 2018). More and moreCompanies at various levels such as coffee shops implement differentiation strategies (Marescotti and Belletti 2016).

Currently, the growth of the post-new normal coffee shop business in Labuhanbatu Regency is increasingmushrooming to remote areas, because the coffee shop business has become a lifestyle for some groups or consumers in meeting their needs (Hafasnuddin, Ridwan, and Djalil 2019). Increasing the growth of small and medium coffee shop businesses is because business actors have differences that are advantages in attracting consumer interest. This difference is what every coffee shop connoisseur feels in Labuhanbatu Regency.

The main thing behind this research is the increasing number of business people opening coffee shops in Labuhanbatu Regency, the growth of the coffee shop business is from the results of observations in the field if the coffee products offered come from the same producer for coffee lovers, but from other field observations it is found that the concept of serving coffee from each coffee shop business actor has prominent differences so that this becomes a distinctive characteristic. each business unit. Another aim of the research apart from having different concepts of serving coffee, the differentiation strategy

referred to in this research seeks to dig deeper into differentiation strategies through appropriate indicators and what differentiation is offered by coffee shop business actors.

REVIEW OF LITERATURE

Product Differentiation

The concept of product differentiation is how coffee shop business people can serve different coffee. So, product differentiation is a strategy used to influence consumers who enjoy unique products (Yunus Amar 2015). On the other hand, product differentiation can occur when a product offering is perceived by consumers as being different from competitors in physical or non-physical product characteristics (Sulistiyo Soegoto 2019). This is confirmed by (Oteki 2015) that product differentiation is very common throughout the financial world, meaning that any company's business concept should pay attention to product differentiation for the main goal, namely profit. Indicators of product differentiation are shape, features, performance quality, conformity quality, durability (Hanyani and Fadillah 2013).

Service Differentiation

One thing that cannot be ignored for business people is service differentiation (Gebauer, Gustafsson, and Witell 2011). The implementation of service differentiation in a business is relatively difficult to realize because the nature of the service concept is intangible (visible), which can only be felt when a transaction occurs (Andrii 2015). Companies need to use multiple visualization strategies depending on the company's current offering in the life cycle of doing service-based offerings (Kindström, Kowalkowski, and Nordin 2012). Indicators of service differentiation are ease of ordering, delivery, installation, employee training and customer consultation (Ramadhani and Lita 2019).

Price Differentiation

Although price is the easiest marketing mix variable to change, the price charged is more simply an additional cost than a profit percentage (Badenhorst-Weiss and Cilliers 2014). Price differentiation rather implies offering the same product/service at a slightly

different or interchangeable price to customers (Raza 2020). So, the final definition of price differentiation as offering the same or similar products at different prices by the same company (Reinartz et al. 2017). Indicators of price are price affordability, price suitability to product quality, price competitiveness and price suitability to benefits (Amilia 2017).

Marketing Innovation

Innovating is one of the most important competitive factors to achieve success in the business environment or in a business environment affected by the health disaster due to the corona virus. Explanation of the definition of marketing innovation that marketing innovation is a consequence of competitiveness (Gupta et al. 2016). According to (Purchase and Volery 2020) that marketing innovation is often seen as product innovation, even though a number of articles consider that marketing innovation combines product, design and other brand concepts. Thus, the definition of marketing innovation is a new marketing implementation method that the company has never used before (Grimpe et al. 2017). Indicators of marketing innovation are sales promotions, green marketing, regulations or policies, and policy determination (Sari et al. 2021).

Conceptual Framework

The company's priority after the Covid-19 situation is to absolutely pay attention to marketing innovation so that it can continue to compete with similar companies. According to (Shafi, Liu, and Ren 2020) MSMEs are very vulnerable in facing post-Covid-19. This means that MSMEs are vulnerable in facing problems or tragedies that force MSMEs to close or go bankrupt. In fact, after Covid-19, many MSMEs were able to survive because they paid attention to marketing innovation in order to compete. Therefore, the research framework aims to help readers understand the concept of the research being carried out. The framework of thought can be described below:
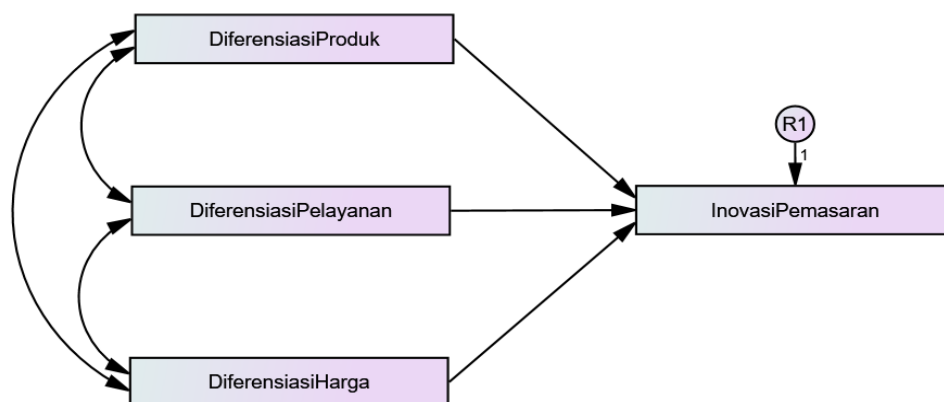
Figure 1.

Conceptual Framework

H1: Product differentiation has a significant effect on marketing innovation.

H2: Price differentiation has a significant effect on marketing innovation.

H3: Service differentiation has a significant effect on marketing innovation.

RESEARCH METHOD

In solving problems of the phenomena raised based on facts, it is supported by primary data in the form of questionnaires with a quantitative descriptive research approach. This research is aimed at coffee shop entrepreneurs in Labuhanbatu Regency, North Sumatra. Based on data from the Labuhanbatu Regency Cooperatives and SMEs Service in 2021, currently the number of MSMEs operating in coffee shops is still surviving and is recorded as being actively assisted by 156 MSMEs. Therefore, the authors decided to use the entire population as a sample of 156 respondents. Determination of sampling applies purposive sampling, one of the non-random sampling techniques. Data analysis uses validity and reliability tests as well as problem solving using the IBM SPSS AMOS 22 path analysis approach.

RESULTS AND DISCUSSION

Data Quality Test

The results of measuring data quality with validity carried out on data obtained through distributing questionnaires can be seen that all the indicators in the figure below have a calculated r value greater than the r table value (0.1966). So, it can be stated that all indicators for each variable are valid.
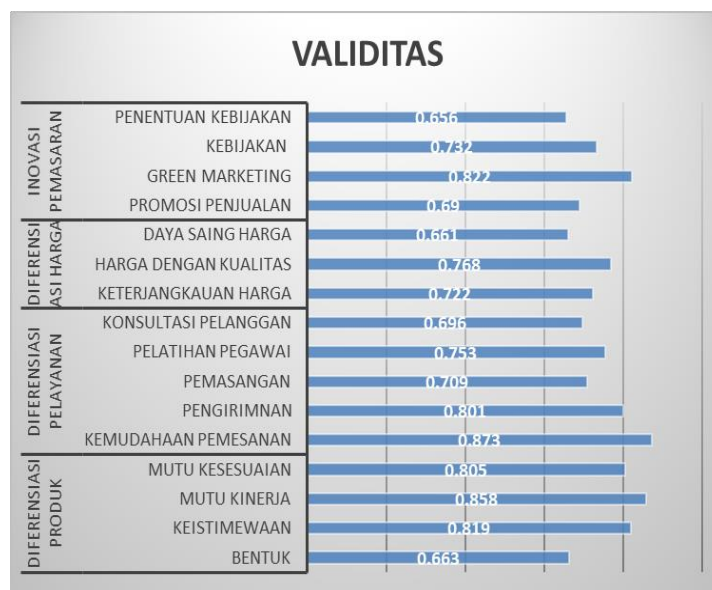

Figure 2.

Validity Test Results

Based on Figure 2, the Validity Test Results show that the calculated r value of all Product Differentiation variable indicators, Service Differentiation variable indicators, Price Differentiation variable indicators and Marketing Innovation variable indicators is greater than the r table value (0.1966) so that it can be stated that all questions are said to be valid.

To support the quality of the data, the results of the reliability test are also looked at. The aim of the reliability test is to determine the index size of an instrument for the independent and dependent variables. The reliability test is measured by looking at the Cronbach Alpha value. If the Cronbach Alpha value is more than 0.600 then the research instrument is declared reliable as can be seen from the figure below:
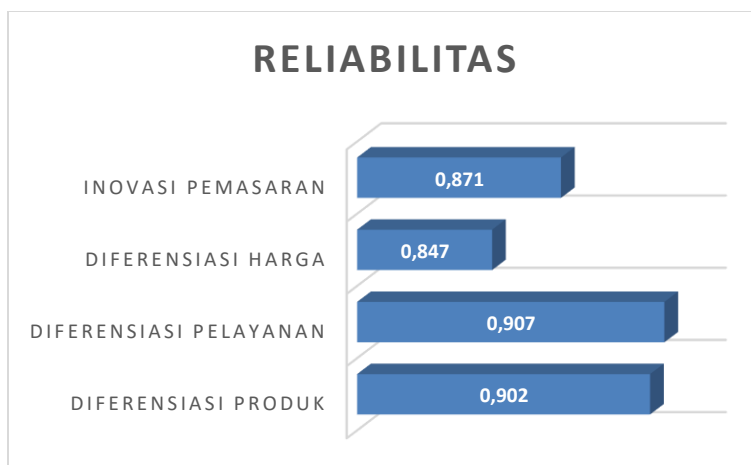
RELIABILITAS

INOVASI PEMASARAN — 0,871

DIFERENSIASI HARGA — 0,847

DIFERENSIASI PELAYANAN — 0,907

DIFERENSIASI PRODUK — 0,902

Figure 3.

Reliability Test Results

Based on Figure 3, the Reliability Test Results show that the Cronbach Alpha value for the Product Differentiation variable is 0.902, the Service Differentiation variable is 0.907, the Price Differentiation variable is 0.847 and the Marketing Innovation variable is 0.871 or greater than the rtable value (0.600), so it can be stated that the research instrument is declared reliable.

Results Description of Respondents

The number of respondents in the study was 100 people, so to see the profile of the respondents in this study they were measured by gender, age, length of business and business ownership status. So, to find out the distribution of respondent profile data, you can see the image below:

Figure 4.

Respondent Descriptive

Based on Figure 4, it can be concluded that the description of respondents includes: based on gender, the majority of men are 57% as research respondents, based on the majority age of 31-40 years, 55%, based on length of business, the majority of 7-10 years, 27% and based on ownership status. The majority owner's business is 65%, so it can be concluded that the respondents in this study are suitable for the research subject.

Path Analysis

Conformity Test

Testing this model uses several fit indices to measure the suitability of the research model being developed from path analysis with AMOS, as follows:

Table 1.

Goodness of Fit Index Test Results

Criteria	Output Analysis	Critical Value	Analysis Model
Chi-square	4,480	< 5,991	Good fit
Probability	0.106	≥ 0.05	Good fit
RMSEA	0.112	≤ 0.08	Acceptable fit
GFI	0.978	≥ 0.90	Good fit
AGFI	0.892	≥ 0.90	Good fit

CMIN/DF	2,240	≤ 2.00	Acceptable fit
TLI	0.980	≥ 0.95	Good fit
CFI	0.940	≥ 0.95	Good fit

Source: Data processed by AMOS, 2022.

Based on Table 1. Informs that the test Goodness of Fit Index resulting in a good acceptance rate. Thus, a conclusion can be drawn that the dimensions that form the variables, both exogenous and endogenous variables, are appropriate so that the model in the research is acceptable.

Statistic Test

At this stage is the model identification process to determine estimates between variables, where the results can be presented as follows:
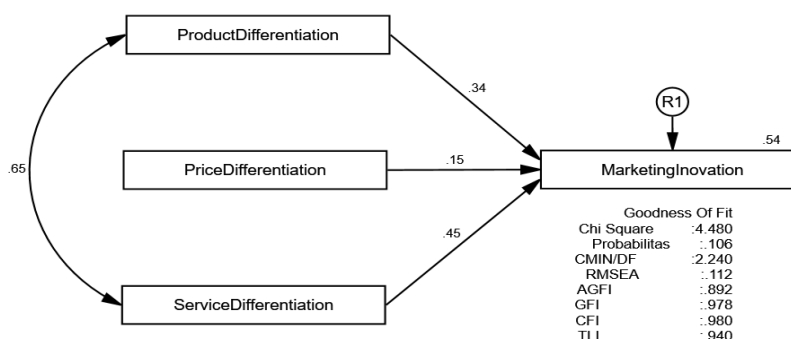

Figure 5.

Statistical Test Results

Furthermore, in the path analysis using Amos' help in testing the hypothesis, it can be seen from the Regression Weights of the model that has been run which can be seen below:

Table 2.

Regression Weights

			Estimate	S.E	CR	P	Information
Marketing Innovation	<---	Product Differentiation	,302	,079	3,835	***	Significant
Marketing Innovation	<---	Price Differentiation	,303	,060	5,002	***	Significant
Marketing	<---	Service	,160	,075	2,129	.033	Significant

	Estimate	S.E	CR	P	Information
Innovation Differentiation					

Source: Processed Data, 2022

Based on Table 2 above, the following test results between variables can be obtained:

1. From Table 2. Regression Weights, it is known that the path analysis value between product differentiation has a CR value of 3.835 > 1.96 with a significance (p-value) of 0.000 or less than 0.05 so it can be stated that the hypothesis is accepted, which means that product differentiation has a significant effect on marketing innovation.

2. From Table 2. Regression Weights, it is known that the path analysis value between price differentiation has a CR value of 5.002 > 1.96 with a significance (p-value) of 0.000 or less than 0.05 so it can be stated that the hypothesis is accepted, which means that price differentiation has a significant effect on marketing innovation.

3. From Table 2. Regression Weights, it is known that the path analysis value between service differentiation has a CR value of 2.129 > 1.96 with a significance (p-value) of 0.033 or smaller than 0.05 so it can be stated that the hypothesis is accepted, which means that service differentiation has a significant effect on marketing innovation.

In this section, the results of hypothesis testing with theory and previous research will be described in detail to find similarities in research results and differences from the research cases carried out. The discussions in this research are:

1. H1: Product differentiation has a significant effect on marketing innovation.
   From the results of testing the first hypothesis between product differentiation and marketing innovation, it shows a strong and positive significance. According to(Anon nd)that product differentiation is a business practice or strategy that makes a product or service stand out in the eyes of customers as well as being a way to differentiate oneself from competitors. Furthermore, (Jatra and Giantari 2019) emphasized that the differentiation strategy has a positive impact on business performance, meaning that the company's business performance can run well and smoothly because the company carries out marketing innovations so that it can compete with similar companies.

Likewise with coffee shops which are the subject of research. Through this research, it is concluded that each coffee shop business unit has product differentiation in attracting the attention of potential customers or in retaining customers so that this can be assumed to be a marketing innovation in winning business competition (Semuel, Siagian, and Octavia 2017) that basically the act of differentiation is a company's way of differentiating the company's advantages from other companies. So, it can be said that most of the respondents who were the research object of the coffee shop business had implemented product differentiation well in winning business competitions. (Kuncoro and Suriani 2018) that innovation is related to observing consumers to find and satisfy consumers by providing new products, creating innovations in order to maintain the company's strategic position in resisting competitors' attacks.

2. H2: Price differentiation has a significant effect on marketing innovation.

From the results of testing the second hypothesis between price differentiation and marketing innovation, it shows a strong and positive significance. According to (De Toni et al. 2017) is one of the most flexible marketing elements that can directly interfere with a company's profit ability and cost effectiveness in the short term, but among academics and marketing consultants this has not been given special attention that price is an important factor in company marketing (Surono, Suryanto, and Anggraini 2020). According to them, cost leadership strategy influences business performance more than differentiation strategy. It can be interpreted that even though price differentiation is part of a differentiation strategy, it turns out that in a generic strategy, namely a cost leadership strategy, it influences business performance, it can be assumed that price differentiation in this research influences marketing innovation and improves business performance. It is so important to innovate because it is related to the company's survival and depends on its ability to sell products (Astuti, Arso, and Wigati 2015). Besides that, according to (Meehan, Davenport, and Kahlon 2012), companies that actively pursue pricing as an important part of corporate strategy. Thus, it can be assumed that the coffee shop business which is the subject of this research has implemented price differentiation in marketing its products, this price differentiation is included in marketing innovation in order to attract consumers and retain consumers in the future.

3. H3: Service differentiation has a significant effect on marketing innovation.

From the results of testing the third hypothesis between service differentiation and marketing innovation, it shows a strong and positive significance (Gebauer et al. 2011). Service differentiation is a valuable resource that makes a company's offerings more difficult to imitate. Research result (Kaliappen and Hilman 2014) found that hoteliers who implement a differentiation strategy simultaneously innovate services to achieve better organizational goals. This is because services or services are said to be intangible because they do not have physical properties, they cannot be seen but they can be felt. The service can be tasted when someone can experience it (Micu 2006). Service quality differentiation is usually more challenging than product differentiation, especially differentiation supported by human resources (Neil Kokemuller nd). The challenges of implementing service differentiation for coffee shop businesses are very dependent on human resources in providing services to their customers. The success of coffee shop businesses in differentiating services includes marketing innovation. Research results by (Tintara and Respati 2020), service differentiation has a good effect on competitive advantage, therefore (Adegbite, Omisore, and Ayinde 2019) each organization strives to offer unique service options for consumers to value and are difficult to imitate. Finally, the coffee shop businesses that are the subject of research have their own characteristics, especially in providing services to each visitor and through these different services the coffee shop businesses are successful in implementing marketing innovations.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that several things are considered important, including:

1. Based on the results of the description of the respondent's profile, it is known that the majority are male, between the ages of 31-40 years. The majority of businesses last 7-10 years with owner status.

2. All hypotheses in this research can be accepted, so that the variables product differentiation, price differentiation and service differentiation are significant to marketing innovation.

3. Differentiation strategies can not only be applied to large companies but can be applied to micro and medium scale business units.

REFERENCES

Adegbite, I. O., A. A. O. Omisore, and L. A. Ayinde. (2019). "The Impact of Service Differentiation on Creating Competitive Advantage : Catreg Regression Perspective." 15(9):142–55.

AMILIA, S. (2017). "Pengaruh Citra Merek, Harga, Dan Kualitas Produk Terhadap Keputusan Pembelian Handphone Merek Xiaomi Di Kota Langsa." *Jurnal Manajemen Dan Keuangan Unsam* 6(1):660–69.

Ando, Ryosuke, Hideki Kato, and Kai Liu. (2014). "An Analysis on Diffusion of Plug-in Hybrid Electric Vehicles in Japan." *2014 IEEE 5th International Symposium on Power Electronics for Distributed Generation Systems, PEDG 2014* XLVI(3). https://doi.org/10.1109/PEDG.2014.6878650

Andrii, Vitrenko. 2015. "The Essence of Intangible Service as a Special Theoretical Category in the Modern Post-Industrial Economics System." *Procedia Economics and Finance* 27(15):267–73. https://doi.org/10.1016/S2212-5671(15)00999-5

Anon. n.d. "Product Differentiation Strategy_ Meaning, Importance And Examples - Harappa."

Astuti, Sinta Indi, Septo Pawelas Arso, and Putri Asmita Wigati. 2015. "Strategi Diferensiasi : Mencapai Keunggulan Kompetitif Yang Sustainable." *Analisis Standar Pelayanan Minimal Pada Instalasi Rawat Jalan Di RSUD Kota Semarang* 3:103–11.

Badenhorst-Weiss, J. A., and J. O. Cilliers. 2014. "The Value of a Price Differentiation Strategy for Small Retail and Wholesale Businesses amongst Price-Sensitive Consumers." *Journal of Contemporary Management* 11:534–55.

Chege, James, Geoffrey Kimutai, and Yusuf Kibet. 2018. "Effectiveness of Differentiation Strategy on Business Performance of Kenyan Betting Companies." *Journal of Business and Management* 20(7):22–27. doi: 10.9790/487X-2007062227.

Gebauer, Heiko, Anders Gustafsson, and Lars Witell. 2011. "Competitive Advantage through Service Differentiation by Manufacturing Companies." *Journal of Business Research* 64(12):1270–80. https://doi.org/10.1016/j.jbusres.2011.01.015

Grimpe, Christoph, Wolfgang Sofka, Mukesh Bhargava, and Rabikar Chatterjee. 2017. "R&D, Marketing Innovation, and New Product Performance: A Mixed Methods Study." *Journal of Product Innovation Management* 34(3):360–83. https://doi.org/10.1111/jpim.12366

Gupta, Suraksha, Naresh K. Malhotra, Michael Czinkota, and Pantea Foroudi. 2016. "Marketing Innovation: A Consequence of Competitiveness." *Journal of Business Research* 69(12):5671–81. https://doi.org/10.1016/j.jbusres.2016.02.042

Hafasnuddin, Hafasnuddin, Ridwan Ridwan, and Muslim A. Djalil. 2019. "The Coffee Shop Lifestyle in Banda Aceh City, Indonesia: A Study Based on Marketing

Approach." (January). https://doi.org/10.2991/agc-18.2019.46

Hanyani, Tania, and Adil Fadillah. 2013. "Pengaruh Kualitas Dan Diferensiasi Produk Terhadap Loyalitas Pelanggan." *Jurnal Ilmiah Manajemen Kesatuan* 1(3):237–46. https://doi.org/10.37641/jimkes.v1i3.272

Islami, Xhavit, Naim Mustafa, and Marija Topuzovska Latkovikj. 2020. "Linking Porter's Generic Strategies to Firm Performance." *Future Business Journal* 6(1):1–15. https://doi.org/10.1186/s43093-020-0009-1

Jatra, Made, and I. Gusti Ayu Ketut Giantari. 2019. "The Role of Differentiation Strategy and Innovation in Mediating Market Orientation and the Business Performance." *Journal of Business Management and Economic Research* 6(3):39–60. http://dx.doi.org/10.29226/TR1001.2019.132

Kaliappen, Narentheren, and Haim Hilman. 2014. "Does Service Innovation Act as a Mediator in Differentiation Strategy and Organizational Performance Nexus? An Empirical Study." *Asian Social Science* 10(11):123–31. https://doi.org/10.5539/ass.v10n11p123

Kindström, Daniel, Christian Kowalkowski, and Fredrik Nordin. 2012. "Visualizing the Value of Service-Based Offerings: Empirical Findings from the Manufacturing Industry." *Journal of Business and Industrial Marketing* 27(7):538–46. https://doi.org/10.1108/08858621211257301

Kuncoro, Wuryanti, and Wa Ode Suriani. 2018. "Achieving Sustainable Competitive Advantage through Product Innovation and Market Driving." *Asia Pacific Management Review* 23(3):186–92. https://doi.org/10.1016/j.apmrv.2017.07.006

Limón-Rivera, Rogelio, Francisco Javier Mejía-Ochoa, Elyana Cristina Peláez-Muñoz, Yamill Vargas-Rivera, Silvia Hernández-Velásquez, Evaristo Fierro-Domínguez, Laura Castro-Medina, and Manuel González-Pérez. 2017. "Analysis of the Relationship between Lifestyle and Coffee Consumption Habits, from the Myth Approach, in the Municipalities of Orizaba, Tehuipango, and Zongolica Veracruz." *International Journal of Advanced Engineering, Management and Science* 3(12):1111–21. http://dx.doi.org/10.24001/ijaems.3.12.4

Marescotti, Andrea, and Giovanni Belletti. 2016. "Differentiation Strategies in Coffee Global Value Chains through Reference to Territorial Origin in Latin American Countries." *Culture and History Digital Journal* 5(1).http://dx.doi.org/10.3989/chdj.2016.007

Meehan, Julie, Chuck Davenport, and Shruti Kahlon. 2012. "The Price of Pricing Effectiveness: Is the View Worth the Climb." *Deloitte Review* (11):18–29.

Micu, Adrian. 2006. "Pricing the Innovation for Market Penetration." LVIII(2):39–42.

Nasution, Ade Parlaungan, and Denny Ammari Ramadhan. 2020. "Railway Land Transportation Business Strategy in Indonesia." 4(6):160–66.

Neil Kokemuller. n.d. "Service Quality Differentiation Competitive Strategies | Chron.Com."

Oteki, Evans Biraori. 2015. "Effects of Product Differentiation Strategies on Firm Product

Performance : A Case of Kenya Seed Company (KSC), Kitale." *Journal of Business Research* 2(3):100–110.

Purchase, Sharon, and Thierry Volery. 2020. "Marketing Innovation: A Systematic Review." *Journal of Marketing Management* 36(9–10):763–93. https://doi.org/10.1080/0267257X.2020.1774631

Ramadhani, Dini Suci &., and Ratni Prima Lita. 2019. "Pengaruh Strategi Diferensiasi Terhadap Keunggulan Bersaing (Studi Kasus Pada Konsumen Damarindo Digital Printing Di Padang)." *Jurnal Ekonomi* 7.

Ran, Kim Bo. 2012. "All New DiscoveryGate."

Ratela, Gerry Doni, and Rita Taroreh. 2016. "Analysis of Differentiation Strategy, Quality Productsand Price on Purchase Decision Coffee House in Coffee Island." *Jurnal EMBA, ISSN 2303-1174* 4(1):460–71.

Raza, Syed Asif. 2020. "Price Differentiation and Inventory Decisions in a Socially Responsible Dual-channel Supply Chain with Partial Information Stochastic Demand and Cannibalization." *Sustainability (Switzerland)* 12(22):1–44. https://doi.org/10.3390/su12229577

Reinartz, Werner, Justus Haucap, Nico Wiegand, and Matthias Hunold. 2017. "Price Differentiation and Dispersion in Retailing." *Selected Publications of the IFH-Förderer* 6:1–20.

Sari, Ayu Dita, Gusti Noorlitaria Achmad, Fakultas Ekonomi, and Universitas Mulawarman. 2021. "Pengaruh Inovasi Pemasaran Terhadap Kinerja Inovatif Dan Kinerja Pemasaran Pada Usaha Mikro Kecil Dan Menengah (UMKM) Kota Bontang The Influence of Marketing Innovation on Innovative Performance and Marketing Performance at Micro Small and Medium-Sized." *Jurnal Sinar Manajemen* 08(1):23–28.

Semuel, Hatane, Hotlan Siagian, and Stefanie Octavia. 2017. "The Effect of Leadership and Innovation on Differentiation Strategy and Company Performance." *Procedia - Social and Behavioral Sciences* 237(April):1152–59. https://doi.org/10.1016/j.sbspro.2017.02.171

Setyowati, Trias, and Isti Fadah. 2018. "Differentiation Competitive Strategy in Winning Smes Advantage at Creative Industry in Jember." *International Journal of Scientific and Technology Research* 7(2):165–69.

Shafi, Mohsin, Junrong Liu, and Wenju Ren. 2020. "Impact of COVID-19 Pandemic on Micro, Small, and Medium-Sized Enterprises Operating in Pakistan." *Research in Globalization* 2. https://doi.org/10.1016/j.resglo.2020.100018

Sugianto, Garra dan H. Mustamu, Ronny. 2013. "Pada Perusahaan Kopi." 1(3):1–8.

Sulistiyo Soegoto, Dedi. 2019. "Analysis of Product Differentiation Strategy and Its Implications toward Position Advantage on Customer Retailer's Purchase Decision." 225(Icobest):181–85. https://doi.org/10.2991/icobest-18.2018.40

Surono, Surono, Tulus Suryanto, and Erike Anggraini. 2020. "Comparing Cost Leadership Strategy with Differentiation Strategy towards Firm Performance on Jakarta Islamic

Index." *The Winners* 21(1):35. https://doi.org/10.21512/tw.v21i1.5963

Tintara, I. Dewa Gede Wilanta, and Ni Nyoman Rsi Respati. 2020. "The Effect of Product Differentiation , Service Differentiation , and Image Differentiationon Competitive Advantage." *American Journal of Humanities and Social Sciences Research (AJHSSR)* 4(12):316–21.

De Toni, Deonir, Gabriel Sperandio Milan, Evandro Busata Saciloto, and Fabiano Larentis. 2017. "Pricing Strategies and Levels and Their Impact on Corporate Profitability." *Revista de Administração* 52(2):120–33. https://doi.org/10.1016/j.rausp.2016.12.004

Tripes, Stanislav, Lenka Komarkova, Petr Pirozek, and Jiri Dvorak. 2014. "Determinants of a Successful Differentiation Strategy." *Proceedings of the 10Th European Conference on Management Leadership and Governance (Ecmlg 2014)* (November):330–36.

Wulandari, Ela, and Indri Murniawaty. 2019. "Peningkatan Keunggulan Bersaing Melalui Diferensiasi Produk Dan Diferensiasi Citra Serta Pengaruhnya Terhadap Kinerja Pemasaran Ikm Kopi Di Kabupaten Temanggung." *Jurnal Manajemen Pemasaran* 13(2):69–77. https://doi.org/10.9744/pemasaran.13.2.69-77

Yunus Amar, Muhammad. 2015. "The Influence of Product Differentiation Strategy on Operational Performance at Small and Medium Enterprises (SMEs) in South Sulawesi, Indonesia." *Journal of Economics, Business & Accountancy Ventura* 18(3):343. http://dx.doi.org/10.14414/jebav.v18i3.505

رازى ,محمد ابن زكرياى. 1384. "No Title58–49." الحاوى جلد بيستم.