

BSI Competitive Strategy Affect Purchasing Decisions Of Conventional Bank Customers In Indonesia

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ABSTRACT

This study tries to explain and analyze what strategies Bank BSI has in its competitive process, and how it affects the purchasing decisions of conventional bank customers. The study of competitive strategy at BSI bank is very strategic to discuss because it is a study of contemporary issues and is urgently needed at a time when Islamic banking institutions are becoming mainstream for customers in Indonesia. This research is reveal that The cost leadership variable has a positive and significant effect on purchasing decisions at Bank BSI. Variable differentiation has a significant positive effect on purchasing decisions at Bank BSI, which means that the better differentiation at Bank BSI, it will not improve purchasing decisions. customer. variable focus has a positive and significant effect on purchasing decisions on BSI bank products, which means the better the focus at BSI Bank, the better purchasing decisions will be. The limitation of this research is that it has not conducted experimental research related to consumer psychology. In-depth research on consumers needs to be done qualitatively with a phenomenological approach. In addition, the population space is very small so that the sampling technique only makes cluster sampling limited to one area so that it is possible to choose a larger cluster sampling area

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I. Introduction

BSI Bank's Competitive strategy does not focus its energy on explaining its sharia concept but puts forward its branding information in explaining the benefits and benefits of its sharia products. In fact, what Bank BSI did was try to enter and focus on one market segment and create educational channels about the outputs and outcomes of the Bank BSI products. This research report focuses on Bank Syariah Indonesia, where the Islamic banking system through a merger condition, although still in the embryonic stage, has the advantage of having the largest Muslim population in the world. This demographic bonus must be utilized to clearly describe the right strategy in developing the Islamic banking sector in Indonesia, especially in South Sulawesi.

The Indonesian banking sector has been dominated by the conventional banking system for more than a century. After the recent revolution, the government has shown great interest in Islamic finance and has expressed its intention to ensure the establishment and promotion of this sector domestically. There is a large and untapped market for Islamic banking and finance in Indonesia. Bank BSI's ability to gain substantial market share in the challenging post-merger financial environment, particularly in a dual banking system like Indonesia, will depend on Bank BSI's ability to formulate and implement a successful competitive strategy. BSI branding which is still emotional based on the perception of Muslims is not very important to encourage people to interact with Islamic banks.

The role of competitive strategy for BSI is no longer just a brand or differentiator, competitive strategy can be a determining factor in buying BSI Bank products and services. This is because the competitive strategy represents values that include a sense of security and protection for the quality of the Bank BSI system itself. The competitive strategy also links consumer expectations with Bank BSI's goals. Therefore, it can be seen that there is an emotional bond between consumers and Islamic banking products through a competitive strategy. Based on some of the things above, it is

necessary to have a clear understanding and thorough research on the behavior, attitudes, and perceptions of potential consumers to their purchase decisions. Therefore, this paper aims to identify and analyze competitive strategies for purchasing decisions of Bank BSI products for conventional bank customers in Indonesia

II. Methods

The form of this research is qualitative research methods with a content analysis approach. This approach tries to formulate and capture the meaning of the contents or statements of the leadership of Bank BSI in mapping its competitive strategy in order to seize the market for conventional bank customers to buy their products and services. This study uses field research or field surveys conducted to obtain primary data that is valid with immediate get her from survey respondents was conducted by the method of interview with the shape of the focus group discussion in addition to the authors use the observation and documentation

To answer the problem formulation authors use data analysis qualitatively using interaction model data analysis. According to Miles and Huberman (in Sugiyono, 2015) the interaction model has three lines of qualitative data analysis, namely data reduction, data presentation, and drawing conclusions. These three processes are carried out in synthesizing competitive strategies for Islamic banking[32].

III. Result and Discussion

A. Overview of Research Objects

1) Description of Respondents

Respondents in this study were conventional bank customers as well as BSI bank customers in Palopo City and Makassar City, the sample in this study was 89 respondents with statements related to cost leadership, differentiation, focus , and purchasing decisions. This can be described as follows:

2) Characteristics of Respondents.

a) Characteristics of Respondents Based on Gender.

Based on the results of distributing questionnaires to 96 respondents to Bank BSI customers, the composition of respondents by gender can be seen in table 1

Table 1 Distribution of Respondents by Gender

No	Gender	Number of Respondents (persons)	Percentage (%)
1	Female	51	53.2%
2	Male	45	46.8%
	Quantity	96	100.00

Source: Primary Data (processed), 2021.

The data shows that 49 people or 53.2% of respondents are women while 45 men or 46.8% are men. Thus, it can be said that conventional bank customers who become BSI bank customers have an almost balanced distribution between men and women

b) Characteristics of Respondents Based on Education Level

composition of respondents according to the customer's education level can be seen in table 2

Table 2 Distribution of Respondents Based on education level

Respondents Age	Number of Respondents (people)	Percentage (%)
17 – 25 Years	12	12.5%

26 – 35 Years	50	52, 1%
36 – 45 Years	17	17.7%
46 – 55 Years	16	16.7%
>56 Years	1	1%
Total	96	100.00

Source: Primary Data (processed), 2021

Data in table 2 This shows that as many as 12 people or 12.5% of customers are 17-55 years old, 50 people or 52.1% of customers are 26-35 years old, for 36-45 years old 17 or 17.7%, for the age of 46-55 years as many as 16 or 16.7%, while the age above 56 years as many as 1 person or 1%. . Thus it can be said that the majority of BSI respondents are dominated by millennials.

c) Characteristics of Respondents Based on Education Level

Composition of respondents to BSI bank customers based on the products purchased can be seen in table 3

Table 3 Distribution of Respondents Based on BSI Products owned

Product	Number of Respondents (persons)	Percentage (%)
BSI Savings	58	60.4%
Hajj and Umrah	20	20.8%
Pawn and Gold Installments BSI	11	11.5%
KPR	2	2,3 %
KUR	1	1%
BSI Mitraguna	1	1%
BSI Multiguna	1	1%
Deposit	1	1%
BSI Investment Financing	1	1%
Total	96	100%

Source: Primary Data (processed), 2021

Data on 3 This shows that as many as 58 people or 60.4% use BSI savings products, as many as 20 people or 20.8% buy BSI Hajj Umrah Savings, for Pawn Savings and BSI Gold Installments as many as 11 people or 11.5%, for BSI KPR as many as 2 people or, 2.3%, while 1 person or 1% for KUR BSI, BSI Multiguna, BSI Mitraguna, BSI Deposits, and BSI Investment Financing 1 person or 1%. Thus, it can be said that the majority of BSI products that become purchase decisions and are owned by conventional bank customers are BSI Savings, Hajj Umrah Savings, and BSI Pawning and Gold Installments. The results of the study consist of a description of the research object, validity test, reliability test, description of respondents' responses, and hypothesis testing and coefficient of determination.

3) *Validity*

Test The construct validity test shows how well the results obtained from the use of a measurement are in accordance with the theories used to define a construct, namely by looking at the correlation between the construct and the question items as well as the relationship with other variables, so that in testing the variables used by looking at the value outer loading.

The validity test in SmartPLS is assessed based on the loading factor of the indicators that measure the construct, the rule of thumb used for initial research is the maximum factor if the value is 0.30 (minimum level), for loading factor ± 0.40 is better and > 0.50 is considered very good. Or the value of the Tstatistics range is twice as large as the standard error values. The higher the loading factor more important the role of loading in interpreting the factor matrix. The results of the validity test on respondents' responses can be seen in the following table.

Table 4 Validity Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (O /ST)	P Values
X1.1 <- Cost Leadership	0.767	0.758	0.049	15.651	0.000
X1.2 <- Cost Leadership	0.637	0.634	0.066	9.689	0.000
X1.3 <- Cost Leadership	0.720	0.709	0.072	10.054	0.000
X1.4 <- Cost Leadership	0.770	0.762	0.054	14.289	0.000
X1.5 <- Cost Leadership	0.753	0.746	0.064	11.737	0.000
X1.6 <- Cost Leadership	0.585	0.579	0.096	6.116	0.000
X1.7 <- Cost Leadership	0.743	0.744	0.053	14.046	0.000
X2.1 <- Differensiasi	0.715	0.716	0.060	11.951	0.000
X2.2 <- Differensiasi	0.733	0.729	0.066	11.188	0.000
X2.3 <- Differensiasi	0.653	0.648	0.083	7.891	0.000
X2.4 <- Differensiasi	0.716	0.708	0.063	11.384	0.000
X2.5 <- Differensiasi	0.748	0.740	0.060	12.439	0.000
X2.6 <- Differensiasi	0.833	0.835	0.038	21.666	0.000
X2.7 <- Differensiasi	0.638	0.647	0.083	7.705	0.000
X2.8 <- Differensiasi	0.721	0.710	0.066	10.998	0.000
X3.1 <- Fokus	0.844	0.843	0.039	21.571	0.000
X3.2 <- Fokus	0.682	0.681	0.065	10.570	0.000
X3.3 <- Fokus	0.774	0.774	0.044	17.502	0.000
X3.4 <- Fokus	0.797	0.797	0.032	24.567	0.000
X3.5 <- Fokus	0.863	0.864	0.032	27.242	0.000
X3.6 <- Fokus	0.881	0.879	0.029	30.846	0.000
Y1.1 <- Keputusan Pe...	0.777	0.773	0.045	17.297	0.000
Y1.10 <- Keputusan Pe...	0.786	0.784	0.052	15.022	0.000
Y1.2 <- Keputusan Pe...	0.817	0.813	0.035	23.489	0.000
Y1.3 <- Keputusan Pe...	0.739	0.734	0.053	14.038	0.000
Y1.4 <- Keputusan Pe...	0.661	0.657	0.071	9.353	0.000
Y1.5 <- Keputusan Pe...	0.838	0.835	0.035	24.201	0.000
Y1.6 <- Keputusan Pe...	0.798	0.798	0.042	19.112	0.000
Y1.7 <- Keputusan Pe...	0.801	0.805	0.038	20.845	0.000
Y1.8 <- Keputusan Pe...	0.667	0.671	0.072	9.250	0.000
Y1.9 <- Keputusan Pe...	0.647	0.645	0.065	9.932	0.000

Source: Outer Loading Smart PLS (2021)

In the table above, it is shown that the original sample value can be used as a loading factor to show the indicator items that make up the variables are feasible and valid to be used in this study. To put it simply, you can see the value of P Values when it is green, it means that an indicator has a significant value as a constituent of the variable. The table above shows that the cost leadership, differentiation, and focus variables each have a loading value (original sample) factor above 0.5 and categorized as very good (valid) for further hypothesis testing.

a) Reliability

Test The reliability test in Smart Partial Least Square is used to measure the accuracy, consistency and accuracy of a measuring instrument. The reliability test is measured by composite reliability. The results of the variable reliability test in this study can be seen in the following table.

Table 5 Reliability Test

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Cost Leadership	0.838	0.878	0.510
Differensiasi	0.870	0.896	0.521
Fokus	0.893	0.919	0.655
Keputusan Pem...	0.916	0.930	0.572

Source: Smart PLS (2021)

Based on the table above, it can be seen that each research variable Cronbach alpha consisting of cost leadership is 0.838, Differentiation 0.870, focus is 0.893 and purchasing decisions is 0.916 All variables have a higher Cronbach's alpha value. of 0.7 so that the construct in this study is declared reliable or valid.

4) Hypothesis Testing

a) PLS Alogarithm

In this study, PLS algorithm calculations and bootstrapping to test the hypothesis using Smart PLS 3.2.8 to see the direct effect. The direct influence hypothesis test from the results of data processing can be seen in the following figure:

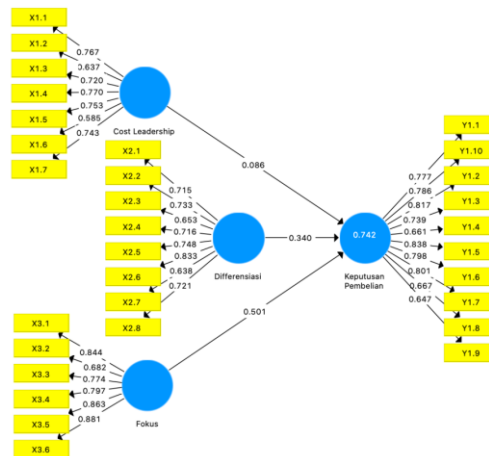


Figure 1 PLS Algorithm

The image above is the output of the data processing from the questionnaire, namely the PLS Algorithm modeling. In this section, the outer loading value is shown which can assess the validity of the validity indicators and the magnitude of the value of the relationship between variables

b) Bootstrapping

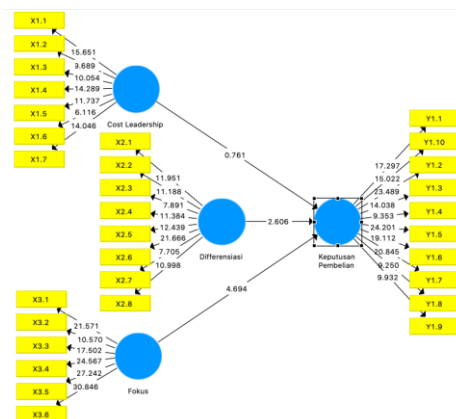


Figure 2 Bootstrapping

In this bootstrapping section, it shows the t-count of the indicators where the standard t-table used is 1.96 (Ghozali, 2016) so that the indicators that make up the variables have a significant t-count. Next is the validity test which can be seen in the outer loading.

c) F Square

Test This test is to assess the magnitude of the influence between variables with Effect Size or f-square. The f square value is 0.02 as small, 0.15 as medium, and 0.35 as large. Values less than 0.02 can be ignored or considered to have no effect

	X1	X2	X3	Y
X1				0.009
X2				0.139
X3				0.366

Figure 3 F Square Test

Source: Smart PLS (2021)

Based on the above, it is very clear that the variable cost leadership value has a very low effect size with an F Square value of 0.009. The differentiation variable is 0.139 while the focus variable has a large F-square value of 0.366. Thus, the largest effect size is contributed by the focus variable.

d) *Coefficient Test*

The estimated value of the path coefficient between the constructs must have a significant value. The significance of the relationship can be obtained by Bootstrapping or Jackknifing procedures. The resulting value is a t-count value which is then compared with a t-table. If the t-count > t-table (1.96) at the significance level (Alpha 5%) then the estimated path coefficient value is significant.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
Cost Leadership -> Keputusan Pembelian	0.086	0.086	0.113	0.761	0.447
Differensiasi -> Keputusan Pembelian	0.340	0.326	0.131	2.606	0.009
Fokus -> Keputusan Pembelian	0.501	0.521	0.107	4.694	0.000

Figure 4 Coefficient Test

Source: Smart PLS (2021)

e) *R Square Test*

for Variant Analysis (R2) or Determination Test, namely to determine the influence of the independent variable on the dependent variable, the value of the coefficient of determination can be shown in figure 5:

	R Square	Adjusted ...
Y	0.742	0.734

Figure 5 Coefficient Test

Based on the data processing table using the Smart PLS 3.2.8 software, the results of the direct influence hypothesis testing can be described as follows:

a. Effect of Cost Leadership on Purchase Decisions

Based on the table above, namely the effect of cost leadership on purchasing decisions, the coefficient value is 0.086 (positive), the t-count value is 6.476 which is greater than t-table 1.96 and P Values is 0.447 which is greater than 0.05. . It can be said that cost leadership has no significant effect on purchasing decisions, so in this case the research hypothesis is rejected.

b. Effect Differentiation on Purchase Decisions

Based on the table above, namely the effect differentiation on purchasing decisions, the coefficient value is 0.340 (positive), the t-statistical value is 2.606 which is larger than the t-

table 1.96 and P Values is 0.009 which is smaller than 0.05. It can be said that cost leadership has a significant positive effect on purchasing decisions so that in this case the research hypothesis is accepted.

c. Effect focus on purchasing decisions

Based on the table above, namely the effect focus on purchasing decisions, the coefficient value is 0.501 (positive), the t-count value is 4.694 which is greater than t-table 1.96 and P Values is 0.000 which is smaller than 0.05. It can be said that focus has a significant positive effect on purchasing decisions so that in this case the research hypothesis is accepted.

d. The influence of the determinants of the competitive strategy together on purchasing decisions

Based on the table above, the influence of the three competitive strategies of Bank BSI on purchasing decisions shows an R square value of 0.742. It can be said that these three competitive strategy variables have a significant positive effect on purchasing decisions with an influence of 74.2% can explain purchasing decisions so that in this case the research hypothesis is accepted.

B. Discussion

1) *Effect of cost leadership on purchasing decisions*

Based on the results of statistical tests for the variable cost leadership on purchasing decisions, it is concluded that cost leadership does not have a significant effect on purchasing decisions. Based on these results, it shows that if cost leadership is getting better or not, it will not increase purchasing decisions. The results showed that respondents' responses about cost leadership and purchasing decisions showed that on average there were still respondents who showed a moderately agree, disagree and strongly disagree response to the current perceived purchase decision on cost leadership. Based on the results of interviews and observations with customers who were met, they said that for cost leadership related to purchasing decisions, it shows that cost leadership at Bank BSI is very low so that it has an impact on purchasing decisions.

This result has been seen from the results of the qualitative analysis through FGD where Bank BSI has only played in the service rate area of around 1.9% where customers do not see this as an important thing because the differences between other banks are not too far away. In addition, the low prices for all BSI product services have not shown a significant difference with the price offered by other conventional banks. Thus, it can be seen why the cost leadership variable has no significant effect on purchasing decisions for BSI products in 2 analyzes, namely qualitative and quantitative analysis.

This illustrates another form of the theory proposed by [31] that another factor that influences purchasing decisions is cost leadership. Cost leadership requires special attention to costs and prices for a product which are the main indicators in competitive strategies and have an impact on purchasing decisions and reduce absenteeism levels [31].

These results also differ from the research by Marissa Grace Haque, Munawaroh, et al (2021) with the title Competitive Advantage in Cost Leadership and Differentiation of SMEs "Bakoel Zee" Marketing Strategy in BSD. The results of the study show that cost leadership has a positive and significant effect on purchasing decisions [16].

2) *The effect differentiation purchasing decisions*

Variable differentiation on purchasing decisions, it is concluded that differentiation has a significant influence on purchasing decisions. Based on these results, it shows that if differentiation is better, it will increase purchasing decisions. The results showed that respondents' responses to differentiation and purchasing decisions showed that the average respondent's responses were high/good even though there were still those who indicated that they quite agreed and disagreed with the current perceived purchase decision on differentiation. Based on the results of interviews and observations with customers who were met, said that for differentiation related to purchasing decisions, it shows that customers at Bank BSI have differentiation so that it has a large effect on their purchasing decisions.

This result has been seen from the results of qualitative analysis through FGD where Bank BSI has the ability to differentiate products by offering various types of products ranging from BSI

Savings (Wadiah, Mudharabah, Junior, Student, Payroll, Education, Prima), BSI Pension Savings, BSI Hajj Savings & Young Hajj, Sharia Gold Pawn BSI, Gold Installment BSI, Prosperous KPR BSI, Griya BSI (Mabrur, Simuda, Hasanah), Small KUR BSI, Small KUR BSI, Micro & Super Micro KUR BSI, BSI Mitraguna, BSI Deposit, Financing BSI Investment, BSI Bank Guarantee, Sharia Current Account (Rupiah Demand Deposit & Foreign Currency Demand Deposit), Priority BSI, BSI Private, BSI Save Deposit Box, Hasanah Multipurpose BSI, BSI Bancassurance, Retail Waqf Sukuk, Sharia Mutual Fund BSI, and Retail SBSN. This product variety makes conventional bank customers choose their financing and finance options through BSI Bank. In addition, according to... Bank BSI focuses its competitive strategy on not explaining its sharia or prioritizing its sharia. Because this bank from its name is already Sharia. However, Bank BSI has built its brand by offering ease of transaction, building advertisements that millennials can understand and choose from with the spiritual, social, and financial forms of existing customers. Thus, it can be seen why the differentiation variable has a significant effect on purchasing decisions for BSI products in 2 analyzes, namely qualitative and quantitative analysis.

The results of this study are supported by the theory put forward by Gary Knight (2020) that Differentiation is the expectation given by the company to its customers to provide choices according to its customer segments and choices, with differentiation built together with creativity and innovation will improve purchasing decisions[20].

These results are also supported by the research of Gorondutse, Abdullahi Hassan Hilman and Haim (2017). with the title Influence of differentiation strategy on performance of hotels: The moderating role of environmental municipalities. The results of the study show that differentiation has a significant effect on employee purchasing decisions.[15]

3) *The effect focus on purchasing decisions.*

Based on the results of statistical tests for the focus on purchasing decisions, it is concluded that focus has a significant influence on purchasing decisions. Based on these results, it shows that if focus is getting better, it will increase purchasing decisions. The results showed that respondents' responses focus on purchasing decisions showed that the average respondent's responses were high/good even though there were still those who showed a doubtful, disagreed and strongly disagreed response to the current perceived purchase decision towards focus. Based on the results of interviews and observations with customers, it is said that for focus related to purchasing decisions, it shows that customers at Bank BSI decide to buy because Bank BSI integrates its competitive strategy into focus strategies which greatly impact on their purchasing decisions at work.

This result has been seen from the results of qualitative analysis through FGD where Bank BSI has the ability to focus on its products and business financing and has reached the 7th rank of Bank in Indonesia which before the merger was ranked 16th and has been side by side with other conventional banks. The number of customers of Bank BSI has also reached rank five after the merger. This focused strategy can also be seen from the program to raise awareness or collective awareness about the presence of this Islamic bank. This focused strategy also gets government support to make payroll for government institutions and agencies and BUMN. And why this strategy has the greatest significance value is because Bank BSI is very focused on the relevance and reality of the advantages of using Sharia products rather than explaining how sharia is. Bank BSI focuses on improving and does not explain too long about its sharia. Thus it can be seen why this focused variable has a significant effect with the greatest value on purchasing decisions for BSI products in 2 analyzes, namely qualitative and quantitative analysis.

These results are in line with the results put forward by Park Mun-Seo and Kim Hyung-Joon (2011) which states that customers who are satisfied with the performance of companies that implement a focus strategy are more likely to provide brand awareness, build communication with the company, and make their purchasing decisions beyond normal estimates[25].

These results are also supported by research by Clay Dibrel and Miriam Moeller (2011) with the title The impact of a service-dominant focus strategy and stewardship culture on organizational innovativeness in family-owned businesses. The results of the analysis show that focus has a positive and significant effect on purchasing decisions [12]

IV. Conclusion

The cost leadership variable has a positive and significant effect on purchasing decisions at Bank BSI, which means that the better cost leadership, the greater the purchasing decisions. variable differentiation has a significant positive effect on purchasing decisions at Bank BSI, which means that the better differentiation at Bank BSI, it will not improve purchasing decisions. customer. variable focus has a positive and significant effect on purchasing decisions on BSI bank products, which means the better the focus at BSI Bank, the better purchasing decisions will be.

As a recommendation and implication of this research, Bank BSI should improve its cost leadership strategy and replace it with a new branding strategy so that purchasing decisions increase. Bank BSI can also improve this cost leadership performance by intervening in prices by considering customer desires to improve purchasing decisions. Bank BSI needs to maintain the performance of its differentiation strategy and focus strategy which is the strongest variable so that it has an impact on purchasing decisions and leads to consumer loyalty.

The limitation of this research is that it has not conducted experimental research related to consumer psychology. In-depth research on consumers needs to be done qualitatively with a phenomenological approach. In addition, the population space is very small so that the sampling technique only makes cluster sampling limited to one area so that it is possible to choose a larger cluster sampling area.

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