

# Formulating a Marketing Strategy of SME through a Combination of 9Ps of Marketing Mix and Porter's Five Forces: A Case Study

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## ABSTRACT

Small and medium enterprises (SMEs) are considered to play important roles in the economic development. This research tried to formulate the marketing strategies for the SMEs when they have to face the global economic challenge and to be more competitive. A case study was conducted in the SME Gendhis Manes that is located in the Semarang, Indonesia. It produces herbal drinks and dried products made by traditional spices; thus, they are preservative-free. The SME has several problems, such as how to determine a target market, low products diversification, problems

in product pricing and distribution strategy as well as the relationship with other parties. This research tried to formulate the marketing strategy through a combination of 9Ps of marketing mix and Porter's five forces. The 9Ps of marketing mix consists of nine variables, i.e., product, pricing, promotion, place, target market, process, partners, presentation, and passion. On the other hand, Porter's five forces have five elements, i.e., rivalry among competitors, threat of new entrants, threat of substitutes, the power of suppliers, and the power of buyers. We hope that the marketing strategy which has been formulated could be used by the SME to help the SME to handle the aforementioned problems.

## CCS Concepts

• Applied computing → Marketing.

## Keywords

9P, marketing strategy, marketing mix, Porter's five forces, small and medium enterprise.

## 1. INTRODUCTION

There has been a movement toward thinking of marketing for over the past decades; it is not just a function in an organization, but it is more as a set of values and processes that all functions participate

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in implementing. The role of marketing is too important to be ignored since it has a vital position in establishing relationships between customers and what the organizations offer to the market. It shapes the image of the organization; about how people associate the products being offered by the organizations. It is also believed to have a positive impact on the financial performance of organizations and their new products [1], [2].

Despite the abundant literature about the role of the marketing, most studies only focus on large firms [3]. It seems that the marketing decision-making in large companies tends to be more structured, whilst in small and medium enterprises (SMEs), the actions tend to be simple, instinctive, and distinct from the academic paradigms that are widely developed in the literature [4]. In addition, SMEs are a lack of managing marketing activities and do not consider long-term marketing perspectives [5].

However, opposed to the deficiencies of SMEs in managing marketing properly, it is widely known that SMEs play a crucial role in employment and economic development [6]. They are believed to offer innovative products and enhance international trade on products diversification [7]. In developing countries, particularly, SMEs have important contributions in the growth of economic development, such as employ a significant amount of the labor force in their local economies, provide an opportunity for entrepreneurial and business skill development, as well as develop rural economies [8]. As a developing country, Indonesia through Ministry of Cooperatives and Small and Medium Enterprises have stated that SMEs can significantly improve social and economic systems. In the economic development of Indonesia, SMEs proved that they are more resilient when facing a global economic crisis where many large-scale businesses have stagnated or even stopped their activities.

A lot of previous research has tried to establish the marketing strategy through the classic 4Ps of marketing mix, i.e., product, price, promotion, and place [9]; 5Ps (adding people/personnel [10]); 6Ps (process/ procedure [11]); 7Ps (physical evidence [12]); 8Ps (productivity and quality [13]); and finally 9Ps of marketing mix, which consists of product, price, promotion, place, people, planning, partners, presentation, and passion [14].

This research tried to formulate a marketing strategy through 9Ps of the marketing mix and combine it with Porter's five forces. Porter's five forces model is discovered as a powerful management tool for analyzing the current industry profitability and attractiveness by using the outside-in perspective [15]. It draws from industrial organization economics to derive five forces that determine the competitive intensity and, therefore, the attractiveness (or lack of it) of an industry in terms of its profitability. The framework is defined by the following forces: the threat of new entrants, supplier power, buyer power, the threat of substitutes, and industry rivalry [15]. An "unattractive" industry is one in which the effect of these five forces reduces overall profitability. Porter's five forces model is widely used and has been implemented in several areas.

In order to exhibit the applicability of the proposed methods, a case study has been conducted in an SME in Semarang, Indonesia, i.e., SME Gendhis Manes. The SME produces organic beverages, which are made from various natural ingredients such as beets, flowers, and spices with the modern and hygienic process. The products do not contain any chemicals and preservatives. The rapid growth of the number of competitors led to the need for analyzing its innovations over time. The SME has some obstacles to marketing development such as determining a target market, low product diversification, product pricing, distribution strategy, as well as the relationship with other parties. Therefore, the owner has to improve

the marketing strategy in order to fulfill the customers' needs and manage the competitions among other SMEs or even large firms.

## 2. RESEARCH METHODS

This research tried to combine 9Ps of marketing mix and Porter's five forces model to formulate the marketing strategy of SME. A case study has been conducted in SME Gendhis Manes, which is located in Semarang, Indonesia, to help the SME to alleviate its problems, particularly on the marketing development.

### 2.1 9Ps of Marketing Mix

We employ the 9Ps of marketing mix [14] which is regarded as a recent research in the field of marketing. It consists of nine variables, i.e., product, price/pricing, promotion, place/distribution, people/target market, planning/process, partners, presentation, and passion. The first is product. It is the combination of goods and services offered by the firm to target market, such as bundling, specification, branding, design, size, service, packaging, contract maintenance, warranty, and return. Second is price/pricing. They are all aspects of the price that the consumers have to pay to get the products, for example, wholesale prices, discounts, and trade-in allowances. The third is promotion. They are activities that communicate products' advantages. The place/distribution is the firm's activities that make the products available through distribution and trade channels, coverage, assortments, roles, locations, inventory and transportation characteristics and other alternatives. The fifth is people/target market. It is a set of consumers with the common needs or common characteristic to be served by the firm. Planning/process is a process to develop and transform marketing objectives to marketing strategies to tactics. Partners are defined as alliances outside the firm whom marketers work closely with. Presentation is the act of presenting any of the different 9ps and/or components to the firm's customers, suppliers, wholesalers, retailers, sales force, marketing intermediaries, clients, employees, partners, and/or others. The last is passion which is the feeling of overmastering, emotions in the planning, developing, pricing, selling, and overall marketing of products.

### 2.2 Porter's Five Forces

There are five elements in Porter's five forces, i.e., rivalry among competitors, threat of new entrants, threat of substitutes, the power of suppliers, and the power of buyers [15].

The first is rivalry among competitors. This looks at the number and strength of the firm's competitors. If the rivalry is intense, the firm can attract customers with aggressive price cuts and high-impact marketing campaigns. On the other hand, if the competitive rivalry is minimal, then the firm will likely have tremendous strength and healthy profits. Second is threat of new entrants. The firm's position can be affected by competitor's ability to enter the market; hence, the firm has to think about how easily this could be done. If it takes little effort to enter the market and compete effectively, or if the firm only has a little protection for its key technologies, then rivals can quickly enter the market and weaken the firm's position. However, if the firm has strong and durable barriers to entry, then it can preserve a favorable position and take fair advantage of it. Next is threat of substitutes. Substitutes could provide the products with the same role through different ways. It refers to the likelihood of the customers to find a different way of doing what the firm does. If the substitution threat is high then the profit will go down. The fourth is the power of suppliers. This is determined by how easy it is for the firm's suppliers to increase their prices powerful suppliers can gain benefits for themselves through higher pricing, limiting quality or service, or shifting costs to the firms. The more the firm has to choose from, the easier it will be to switch

**Table 1. Result of the case study: Combination of 9Ps of marketing mix and Porter's five forces in SME Gendhis Manes**

	<b>Rivalry among competitors</b>	<b>Threat of new entrants</b>	<b>Threat of substitutes</b>	<b>The power of suppliers</b>	<b>The power of buyers</b>
<b>Product</b>	The SME can apply attractive packaging through different designs. In addition, on the product label, there are tagline and interesting consuming tips so that the consumers can recognize the unique characteristics of the product. Moreover, the SME can add various packaging sizes from its products to reach all market segments, ranging from the middle to the top level, from those who just want to try to the consumers who regularly consume in large quantities.	The SME can apply bundling system when selling its products. Delivery of products to near-by consumers can be made by private vehicle to save transportation costs (the transportation cost is calculated for each kilogram).	It is beneficial that the SME sells the products without preservatives due to the vacuum process. However, this condition could limit the production of the SME since it employs the make-to-order strategy. For that reason, the SME needs to make a break-through approach using a preservative of natural ingredients that does not change the taste and the shape of the products.	The SME has to raise its standard when dealing with the supplier, for example, the farmers must have a certification of organic products. It is better if the suppliers could join as a long-term supplier to ensure the quality of the products according to the consumers' needs.	The SME can strengthen its brand by showing the quality and authenticity of raw materials, as well as a series of the production process on the company's profile that is attached on the company's website or its social media. This allows consumers to see the unique side of the products. The SME also could create brochures about its brand and give it to the potential consumers.
<b>Price/Pricing</b>	The price of the products as average is about higher than its competitors. This is because the SME uses qualified technology in its series of the production process. To gain more consumers, the SME must strengthen its brand. The SME also could add various packaging sizes so that the price will vary as well. The various prices are considered to attract more consumers.	The SME can apply pricing penetration, which is similar to the promotional price strategy. In addition, the SME could also apply a bundling system as well.	The SME could apply price discrimination, such as second-degree price discrimination or third-degree price discrimination. The second-degree price discrimination (block pricing) is a price discrimination by applying different price per unit for different amount of product sold, for example, the price for one piece of the product is different with the price for one box of the product. Meanwhile, third-degree price discrimination is to apply different price for each consumer group based on the reservation price of each consumer group.	The SME has to emphasize the quality of the product which is 100% produced without using preservatives, using qualified and authentic raw materials, as well as ensuring safe production process. Thus, if there is any substitutable product in the market, the SME's product tends to win the competition.	The SME could distribute their products for free in particular events. In addition, the SME could improve its reputation through convincing its consumers that the products are made with infrared so they are safe and nutritious when they are consumed. Besides, the SME's payment system should use a cashier program for book-keeping so it can record the transaction automatically and the consumer can use a credit card when purchasing in large quantities.
<b>Promotion</b>	SME Gendhis Manes can offer special offers, such as "buy one get one" promotion or sell certain products at a lower price as a promotion strategy. In addition, the SME may request a celebrity to endorse its products so that the consumers can be interested to purchase its products.	The SME obviously can do promotions through bazaars in the supermarket or in certain events. In addition, the can apply one-to-one marketing through customization of its products. The customization is a way for consumers to order products as they wish.	The SME could provide free gifts for its products when there are consumers who buy the products in large quantities, for example, if one consumer buys one carton beet syrup, he/she will get a free 2 cups of turmeric tamarind of 250 ml. In addition, the SME could apply some policies to attract more consumers, such as free delivery for inter-city delivery, voucher when the consumer has purchased 10 times with minimum purchase of IDR 100,000, and 10% off discount on a national day.	SME Gendhis Manes can enhance the quality of the product from the raw materials point of view through a combination of a joint venture of the suppliers with certain requirements, such as organic certification, qualified raw materials and minimum quantity of materials supply raw for the SME so that long-term contracts can be generated.	The SME could provide promotional products by providing merchandise that is attached the name of SME Gendhis Manes. In addition, the SME can implement personal selling by employing the consumer conditions in a particular place, for example, doing a promotion at an event or exhibition.

Table 1. (Continued)

	Rivalry among competitors	Threat of new entrants	Threat of substitutes	The power of suppliers	The power of buyers
<b>Place/ Distribution</b>	SME Gendhis Manes could expand its reseller channel to all over Indonesia to facilitate the delivery of its products to its consumers. The SME also could take an advantage of the online marketplace to sell its products more widely.	SME Gendhis Manes could expand its reseller channel to all over Indonesia to facilitate the delivery of its products to its consumers. The SME also could take an advantage of the online marketplace to sell its products more widely.	SME Gendhis Manes could expand its reseller channel to all over Indonesia to facilitate the delivery of its products to its consumers. The SME also could take an advantage of the online marketplace to sell its products more widely.	The SME should find suppliers in various cities if it wants to open its branches. It has to provide certain requirements for being the resellers. More-over, it has to raise the standards of the suppliers. It is also better if the suppliers could join as a long-term supplier to ensure the products' quality.	The SME could hire sales consultant to boost the distribution process so that the SME could find out the potential areas for its branches.
<b>People/ Target Market</b>	The products of the SME so far do not include enough information for the consumption of the product, for example, the information that minimum age of 10 years is only allowed to consume the products is not attached. Therefore, there should be a warning for the consumers through the label in order to focus on its target market.	SME Gendhis Manes can strengthen its brand so that the consumers become more loyal. This can be done by showing the quality and the authenticity of the raw materials, as well as a series of the production process on social media. In addition, the SME can provide tips for its customers about how to consume the products so that the customers could see a unique side of the products. It also has to always post the customers testimonials to improve customer trust.	The SME has to show the quality and the authenticity of the raw materials on the social media to strengthen its brand. The SME also could create brochures about its brand and give it to the potential consumers so that they will be loyal and not switch to other products. Moreover, the SME can also provide catalogs to consumers and resellers.	The market of the SME always wants the best quality of the SME products. The SME also could reinforce the farmers (suppliers) to have certification of organic products. It is also better if the farmers could sign a long-term contract to ensure the quality of the products.	SME Gendhis Manes can apply customer relationship management to keep potential customers data and to learn customer behavior, such as providing membership card so that the customer could earn a point after purchasing the products. The points could be exchanged for some bonuses or discounts.
<b>Planning/ Process</b>	The products sold by SME Gendhis Manes are beverages and organic food, and there is no typical competitors in Semarang area and surrounding. This is an opportunity for the SME to strengthen its brand and improve its service. The SME could open a branch in downtown Semarang.	The strategy performed by SME Gendhis Manes is make-to-order. However, the customers sometimes do not want to wait for a long time. In order to handle the problem, the SME either has to change the strategy by make-to-stock or make an estimation of the demand.	The SME has to show the quality and the authenticity of the raw materials on the social media.	The SME could introduce the application of greenhouse to increase the crop yields. The application of this greenhouse also could improve the quality of raw materials and reduce production or operational costs.	SME Gendhis Manes can provide sample drinks for the consumers who visit the outlets to inform the consumers that the products have no preservatives as well as to ensure the authenticity and the quality of the raw materials. As an online sales, the SME must always post testimonials.
<b>Partners</b>	SME Gendhis Manes has worked with several partners to market its products, such as supermarkets, rest area, and hotels (the SME could apply a time-bound contract with some of these partners). It can apply time-bound contracts within a certain period of time with the Ministry of Industry.	SME Gandhis Manes can form consortia through a collaboration with other SMEs that produce similar products (beverages or organic foods).	The SME could apply research and development cooperation contract with health institute or research center to examine the quality of raw materials.	The SME can apply time-bound contracts with the Ministry of Industry to create the product packaging. In addition, the SME could expand its reseller channel to all over Indonesia to facilitate product delivery to the consumers.	The SME can cooperate with the resellers and build an online community with the customers. In the online community, there is an exchange of ideas, knowledge, experiences, and spaces for discussion for a brand new inspiration. It also could help the SME to find the consumer trend.
<b>Presentation</b>	SME Gendhis Manes could introduce its product to new consumers by imagining the best results that will be obtained if the introduction of the product is performed, for example, the SME could introduce its	SME Gendhis Manes could introduce its product to new consumers by imagining the best results that will be obtained if the introduction of the product is performed, for example, the SME could introduce its	SME Gendhis Manes could introduce its product to new consumers by imagining the best results that will be obtained if the introduction of the product is performed, for example, the SME could introduce its	SME Gendhis Manes should meet the farmers directly to discuss cooperation and contracts. In addition, the SME also could introduce the application of greenhouse to increase the crop yields.	The SME could introduce the products to the consumers with attractive presentations and attractive product offerings, for example, it could present a new product with the imposition of a discount for a



Table 1. (Continued)

	Rivalry among competitors	Threat of new entrants	Threat of substitutes	The power of suppliers	The power of buyers
	product to the new consumers through a free drink and product promotion.	product to the new consumers through a free drink and product promotion.	product to the new consumers through a free drink and product promotion.		new consumer or give a free gift if the consumer has purchased 10 times with a minimum purchase.
<b>Passion</b>	SME Gendhis Manes could post testimonials from all customers through social media to establish buyers' confidences for consuming the products.	SME Gendhis Manes could post testimonials from all customers through social media to establish buyers' confidences for consuming the products.	SME Gendhis Manes could post testimonials from all customers through social media to establish buyers' confidences for consuming the products.	The SME should pay attention to the suppliers so that they have to distribute good raw materials according to the needs of the SME. It is better if the suppliers employ the greenhouse in their farms. The greenhouse plays an important role in supporting agricultural productivity because the environmental conditions can be controlled, such as the sunlight, humidity, temperature, and the amount of water used; so that the crop yields are expected to increase.	SME Gendhis Manes could identify the loyal customers through customer relationship management programs. Thus, the SME could offer its products according to the needs of the customers.

to a cheaper alternative. However, the fewer suppliers there are, and the more the firm needs the supplier's help, the stronger their position and their ability to charge the firm more. The last is the power of buyer. This specifically deals with the ability of the customers have to drive prices down. It is affected by how many buyers, or customers, a firm has, how significant each customer is and how much it would cost a customer to switch from one firm to another. The smaller and more powerful a client base, the more power it holds.

### 3. CASE STUDY

To exhibit the applicability of the proposed methods, a case study was conducted in the SME Gendhis Manes, which is considered as a pioneer in producing herbal drinks and dried products. The products are produced approximately 200-300 bottles per day which are made by traditional spices, such as ginger, turmeric, beets, tamarind, and sand ginger; hence, they are a hundred percent preservatives-free. Although the products use no preservative, they are still consumable for 6 months for herbal drinks and 2 years for dried products. The catalogs are provided for the customers that display not only about the products but also the benefits gained if the customers consume the products.

The cost of herbal drinks is about IDR 8,000 (ca. USD 0.6) for the volume of 250 milliliters. However, the production cost actually depends on the market price of raw material and surprisingly, the weather. If it is a harvesting season and the weather is good, the price would be more economics; and vice versa. To anticipate the price fluctuation, the SME put a margin of 30% from the total production costs. In some events, the customers can get the special price, such as "buy one get one." The payment method used by the SME is still the conventional one. There is no cashier system with automatic data entry. All data related to sales are manually inputted. The payment can be done in cash with no down payment mechanism, or in a debit system.

In the outlet, the SME gives a free drink sample to the customers. The awards obtained and some recognition is displayed in the outlet

to make the customers more loyal. In addition, the SME also actively post testimonies from its previous customers. The product is sold in a catchy packaging. The design was originally made by the SME along with a package-designer and the Ministry of Industry. The production process uses infrared technology that accelerates the drying process. To maintain its machines, it is done periodically so it will not affect the daily production process.

To maintain the quality of the raw materials, the SME has signed a contract with its suppliers, i.e., local farmers. The suppliers have to continuously supply the materials that meet the quality standard of the SME. If the raw materials do not conform to the standard, the SME returns them back to the suppliers. The SME also directly involves in field activities, starting from choosing the suppliers to negotiating with them. The suppliers who are selected should be organically certified so that the quality of the harvests is reliable.

To market the products, the SME has cooperated with some resellers spreading in Java to Sumatera Island and put the products in various hotels and supermarkets. The SME also actively participates in some bazars or events to be closer to the customers. The SME utilizes the use of social media, such as Facebook, Instagram, and website; doing advertisement in a radio and local television, as well as writing in a culinary and health section of some magazines. Free shipping and cash-on-delivery are provided to accommodate the customers in Semarang and its surrounding. In addition, the SME also put the products in online shopping to facilitate the customers who are far away from the head office's outlets or the resellers' outlets. The SME has collaborated with the logistics services provider, namely, J&T, to ship the products that are below 5 kilograms. For bulk orders, the SME used various logistics service providers. The SME has a warranty policy; when defect products are delivered to the customers, the SME would provide replacement products.

In order to be more competitive in facing global competition, the SME is required to change its conventional marketing strategy. Based on the interview with the owner, the SME has several problems, such as how to determine a target market, low products di-

versification, problems in product pricing and distribution strategy as well as the relationship with other parties. In this research, we tried to help the SME to update its marketing strategy through a combination of 9Ps of marketing mix and Porter's five forces. The 9Ps of marketing mix consists of nine variables, i.e., product, price/pricing, promotion, place/distribution, people/target market, planning/process, partners, presentation, and passion. The Porter's five forces have five elements, i.e., rivalry among competitors, threat of new entrants, threat of substitutes, the power of suppliers, and the power of buyers. The detail of the marketing strategy is depicted in Table 1. The strategy could be used to manage the aforementioned problems.

#### 4. CONCLUSION

In this research, we used 9Ps of marketing mix and combine it with Porter's five forces to formulate a marketing strategy. It was then applied to SME Gendhis Manes so that the SME can improve its business power and be more competitive. We hope that the strategy could be well implemented. Monitoring and controlling of the proposed strategies have to be conducted in order to assess the effectiveness of the strategies. However, for a future research, before formulating the marketing strategies, the well-defined SWOT analysis can be used to understand the strengths and weaknesses of the SME and identify both the opportunities open to the SME and the threats that the SME would face.

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