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Competitive Strategy Analysis to Increase Consumer Purchasing Decisions on Mini-Market Business In North Sulawesi, Indonesia

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Keywords

Product quality, price discounts, servicescape, purchase decision, minimarket

Abstract

The growth of the mini-market business in North Sulawesi (Sulut) at this time, is interesting and fast. This rapid growth is not only supported by central and regional government regulations, but also by high public interest and purchasing power. Rapid growth results in competition between mini-markets to become very tight and competitive. This study aims to analyze the competitive strategies of Mini-market managers through offering product quality, price discounts and servicescape on consumer purchasing decisions simultaneously or partially. Associative descriptive research method, aimed at uncovering the model of the relationship between research variables, with multiple linear regression analysis techniques. The object of research is consumers who shop and Mini-markets operating in North Sulawesi become the unit of analysis. Data is obtained randomly using a proportional sampling method so that respondents can represent the population. The sampling area covers the areas of the cities of Manado, Tomohon, and Bitung (three major cities in North Sulawesi). Statistical analysis includes the classical assumption test, hypothesis testing performed F and t-test (significance level of 5%) using the SPSS 20. The results of the study concluded that product quality, price discounts and servicescape, both simultaneously and partially had a positive and significant effect on consumer purchasing decisions. These results indicate for consumers Product quality, Price discounts, and Servicescape are the main elements considered in product purchasing decisions on the Minimarket. The right strategy for product quality, price discounts, and servicescape by management will encourage consumers to buy and increase sales, profits and maintain the sustainability of the Mini-market business.

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1. Introduction

This research aimed to identify the competitive strategies of mini-market managers through offering product quality, price discounts and servicescape on consumer purchasing decisions simultaneously or partially in North Sulawesi, Indonesia. Previous studies have examined a lot about distribution strategies, store location, consumer demographics and service quality in retail businesses.

In Indonesia, retail business growth is very fast and has a positive impact on economic growth. Anggraini (2013) stated that the development of a minimarket in almost all major cities in Indonesia has an impact on economic development. Towards the last decade of the Millenium, however, the battleground has expanded to developing countries, where deregulations in the retail sector aimed at increasing foreign direct investment (FDI) have resulted in the proliferation of supermarket chains (Reardon, and Hopkins, 2006). Many investors are interested in investing in the hope that they will benefit through this fast-paced business. As a result, competition occurs, not only in the business between supermarkets, the competition also occurs between modern retailers and traditional shops that have the same customers (Suryadarma, et al., 2007).

Modern mini-markets and retails (ie, hypermarkets & supermarkets) are currently attractive for consumers to shop, especially to meet their daily needs, the reason being the availability of products and locations that are very easy to reach, in addition to the atmosphere and the servicescape support for shopping. Amin and Mahasan (2019) stated that consumers visit the modern retail store for several

reasons i.e. variety, easy availability and cleanliness with an additional facility of entertainment. The retail business, including the Mini-market business in North Sulawesi (Sulut), is currently growing rapidly. The rapid growth of the retail business has caused the challenges of competition in the field of product marketing among business people to increase very sharply. Mini-market business in business expansion requires only relatively small capital, in contrast to the supermarket and hypermarkets businesses that require a large capital. As a result, the growth of the Mini-market business in North Sulawesi is very fast, and almost always exists in strategic places or new locations.

The consumptive nature of the people of North Sulawesi is high, causing interest in buying products offered by Minimarkets, Supermarkets, and Hypermarkets. This encourages entrepreneurs engaged in the retail business to be interested in expanding their businesses with the aim of becoming leaders in occupied markets such as the Mini-market. The presence of Minimarkets such as Alfa Mart and Indo March increasingly crowded found in almost all villages in the Manado city (Beritamanado.com, 2015). For example, Indomaret for 2015 is targeting to establish 50 Mini-market outlets in the Manado city. Emor & Soegoto (2015) states Indomaret in its business competition, must compete closely with similar shops/ outlets that have already operated in Manado cities such as Gelael, Freshmart Express, Daily-Mart, and 24-Mart.

The initial observation of the writer of Indomaret has several advantages offered to buyers, such as daily offerings of products that are relatively cheaper, diverse and impose price discounts, which are not carried out by their closest competitors such as Daily Mart, 24-Mart, K-Mart. According to the author, the competitive strategy adopted is thought to be a source of competitive advantage from Indomaret to its closest competitors, which received a positive response from buyers at Indomaret. Data on the development of Supermarket and Mini-market outlets in North Sulawesi in 2019 are as follows :

Tabel 1. Supermarket and Mini-market Data in North Sulawesi, Indonesia

No.	<i>Supermarket</i>		<i>Mini-market</i>	
	Outlets	Amount	Outlets	Amount
1.	Hypermart	3	Indomaret	182
2.	Multimart	5	Alfamart	147
3.	Freshmart	1	Fresmart Express	5
4.	Transmart	2	Dailymart	5
5.	Jumbo	5	24-Mart	2
6.	Golden	1	Golden	1
7.	Gelael	1	Gelael	1
8.	Fiesta	2	Sahabat Swalayan	1

Source: Survey Results on the February 2019.

Table 1 can be seen in the distribution of minimarkets and supermarkets in North Sulawesi in 2019 from the data collected from 8 mini-market that were used as samples to be observed. When viewed in the mini-market business in North Sulawesi, based on the number of mini-market outlets that have been established, the number of outlets from Indomaret is the highest, 182 outlets compared to Alfamart with 147 outlets. The phenomenon of competition in the retail business at this time is the level of competition from world business people who are getting higher and the markets that are served are increasingly narrow. This means that Mini-market business entrepreneurs must always try to get a market share that is growing every day and increasingly narrowed due to intense competition from business people.

Competition between retailers is very tight to fight over buyers. The rapid growth of the mini-market franchise system has also an impact on high competition and new problems for stores with traditional retail. The managers try to excel in competition, the retail store's managers need to secure their competitive advantages to be successful. So, retailers offer different promotional activities i.e. product quality, price discount, after-sales services, to attract the customer (Popkowski, et., 2000). In the context of competition like this, consumer purchases are unique because each person's preference for a product is different. This is influenced by many factors including Product quality, Discounted prices, Servicescape, and other considerations according to consumer interest in product offerings.

This study aims to examine how the implementation of marketing strategies in mini-market businesses in dealing with competition with other retailers, in particular analyzing how the influence of Product quality, Price discount, and Servicescape on Customer purchase decisions. Preliminary survey results show that some consumers are interested in shopping because of the low price strategy, there are also consumers who are interested and deliberately looking for products that are given a discounted price, or a comfortable shopping environment, etc. The shopping interests of these consumers are the subject in this study, mainly related to consumer decision making for purchasing products in the mini-market.

Research Objectives

The aim of this study is to analyze the competitive strategies of Mini-market managers through offering product quality, price discounts and servicescape on consumer purchasing decisions simultaneously or partially. In line with this, below are the key objectives of the study:

- To examine the effect of Product quality, Price discounts, and Servicescape simultaneously on the consumer purchasing decisions.
- To examine the effect of Product quality, Price discounts, and Servicescape partially on the consumer purchasing decisions.

Research Questions

The problem that is addressed in the study is to analyze the competitive strategies of Mini-market managers through offering product quality, price discounts and servicescape on consumer purchasing decisions. The following are the questions that will be answered in the study:

- How to influence Product quality, Price discounts and Servicescape towards the consumer purchasing decisions simultaneously?
- How to influence Product quality, Price discounts and Servicescape towards the consumer purchasing decisions partially?

2. Literature Review

In the retail field, the application of marketing strategies is very important to create excellence in business competition. Marketing is an organizational function and a series of processes to create, communicate and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders. In marketing operations, marketing management is needed. Kotler & Keller (2009) defined 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. Kotler and Armstrong (2012) stated that marketing management is the analysis of planning, implementation, and control of programs designed to create, build and maintain profitable exchanges with target buyers to achieve organizational objectivity.

Retail business is defined as a set of business activities carried on to accomplish the exchange of goods and services for the purpose of personal, family, or household use, whether performed in-store or by some form of non-store selling (The American Marketing Association AMA, 2012). Other definitions retailing as a combination of those activities that increase the value of the product and the services for the end-user. Actually, retailing has both spectra of sales of products and the sale of services (Dhotre, 2010; Levy & Weitz, 2009). Retailing includes all the activities in selling goods or services directly to final consumers for personal, nonbusiness use (Amit & Kameshvari, 2012). Retail store is any business enterprise whose sales volume comes primarily from retailing. The previous definition emphasizes exchanges with end-users, by increasing the value of goods and services by benefiting the retail users.

2.1 Product quality

Product quality is the totality of features and characteristics of a product or service that depends on its ability to satisfy the stated or implied needs of users (Kotler and Armstrong, 2012). Product quality is related to the product's ability to meet needs and is an overall combination of product characteristics resulting from marketing, engineering, production and maintenance that makes the product meet user expectations (Wijaya, 2011). Product quality is a characteristic of a product or service that depends on its ability to meet and satisfy customer needs for the product used. McDonnell, & Hall, (2008) stated that consumer perceptions of product quality will shape preferences and attitudes that will influence the decision to buy or not. Quality impressions provide value in several forms including the reasons for buying.

2.2 Price discount

Many economists assume that consumers are “price takers” and accept prices at “face value” or as given (Kotler & Keller, 2009). This factor is relating the consumer’s choices about shopping outlets to product prices in terms of price fairness and affordability whether they purchase fresh food products or any other kind of product (Newholm, et, al. 2011). The consumer who are sensitive to price and respond to change the prices for particular products and services (Wakefield & Inman, 2003; Pi et al., 2011). Tjiptono (2008: 166), stated that a discount is a discounted price given by the seller to the buyer of a product or service. Consumers are interested in getting a fair price, in the form of perceived value at the time of sale. Discount shops are retailers who intend to sell to the consumer branded goods at low prices continuously and working with the self-service system (Mucuk, 2009). Consumers assume that a product with an expensive price means that it has good quality, whereas if a cheap price has a poor quality. (Assauri, 2009). Based on the above definition, it is concluded that the price discount is a discount to the price of the product or service as a cost reduction in a buy-sell transaction conducted by consumers.

2.3 Servicescape

Servicescape for business people is one strategy to attract consumers' interest in shopping for products offered. Appropriate servicescape arrangement structured is expected to determine the success of a marketing program designed by retailers. The term servicescape refers to the style and appearance of the physical environment and also includes other elements of the service environment that shape the experience of consumers. Servicescape is a unity of the physical environment of a service that affects the consumer experience (McDonnell & Hall, 2008). Architectural design and related design elements are important components of a servicescape. Servicescape is a physical environment in which a service meeting occurs that will affect consumers' perceptions of product offerings (perceived quality) and subsequently on internal responses (levels of customer satisfaction) and external responses namely customer behavior to repurchase, (Rosenbaum & Massiah, 2011). It can be concluded that servicescape is an architectural design element of the service environment and related design elements to attract the attention of consumers.

2.4 Consumer Purchase Decisions

Consumers in shopping are always confronted with purchasing decisions. Consumer decision making is a process to integrate that combines knowledge to evaluate two or more alternative product choices, to choose one of them (Peter and Olson, 2005). Consumer purchasing decisions are unique because each person's preference for a product is different. Purchasing decisions are consumer decisions that are influenced by several factors of financial conditions, product offerings, prices, location, promotions, and other factors, which form an attitude to draw conclusions about products offered for purchase (Schiffman & Kanuk, 2008). Based on the above definition, it can be concluded that the purchasing decision is an evaluation process and the attitude of consumers to process data into a response to making a purchase.

Hypothesis

After reviewing the literature, this study proposes the following set of hypotheses regarding the consumer’s mini-market preference for *purchase decision*.

- H1 : Product quality, price discounts, servicescape allegedly influence customer purchase decisions.
- H2 : product quality is partially thought to affect customer purchase decision.
- H3 : Price discount is partially thought to affect customer purchase decisions.
- H4 : Servicescape is partially thought to influence the customer purchase decision.

3 RESULT AND DISCUSSION

3.1 Result

The results of data collection based on questionnaires distributed and returned by the research respondents are as follows: The questionnaire was spread by 100 (100%) and Questionnaires who did not return 2 (2.00%), so the response rate of the questionnaire is 98.00%, then the qualified questionnaires are from 100 respondents, which are used as the sample in the study. The growth of the Mini-market business in North Sulawesi and other cities in Indonesia is very fast driven by the increasing needs and attitudes of people who

want to be practical in shopping coupled with the location of a mini-market that is increasingly approaching residential areas. In addition to the general mini-market established in residential areas, the supply of materials directly comes from distributors who are distributed directly to the warehouse or shop center (Fahirah, 2008). Mini-market is a shop-like place of business that has a maximum floor area of 200 m², which sells direct goods for daily needs.

The test results of the research instruments are all valid and reliable. All items are valid questions having a value above the value of $r_{count} > r_{table}$, and also the value of r is greater than the critical value that is above 0.30 (> 0.30). While the reliability test shows all variables are reliable because it has Cronbach alpha values above the value of 0.60 or > 0.60 (Malhotra, 2007). The value of Reliability (Alpha Cronbach) of each variable. For Product quality variable Alpha Cronbach value 0,775 for Price discounts variable 0,734 and Servicescape decision 0,80 because value of each statement on variable of Product quality, Price discounts and Servicescape Cronbach Alpha value > 0.6 so it is declared Reliable.

Formulation of the hypothesis is tested with the level of significance used in this study for 5 percent or $\alpha = 0.05$, then the results of testing the hypothesis are: F_{test} . The result of regression analysis using SPSS 20.0 obtained $F_{count} = 13,227 > F_{table} 3,12$ with significant level $p\text{-value} = 0,000 < 0,05$, hence it can be concluded that H_0 refused or H_a accepted meaning that Product quality, Price discounts, and Servicescape jointly have a positive and significant impact on customer purchase Decision in Mini-market. By the t test, it can be seen that Product quality $t_{count} = 2,051 > 1,9935$ and significance $p\text{-value} = 0,032 < 0,05$, hence it can be concluded that H_a accepted and reject H_0 or Product quality have a positive, and significant impact on customer purchase Decision in Mini-market. Result of t_{test} also can be seen that Price discounts $t_{count} = 3,085 > 1,9935$ and significance $p\text{-value} = 0,004 < 0,05$, hence can be concluded that H_a accepted and reject H_0 or Price discounts have a positive and significant impact on Customer purchase decision in Mini-market. Result of t test also can be seen that Servicescape $t_{count} = 3,290 > 1,9935$, and significance $p\text{-value} = 0,003 < 0,05$, hence can be concluded that H_a accepted and reject H_0 or Servicescape have a positive and significant impact on Customer purchase decision in Mini-market. The multiple linear regression equation as follows:

$$PD = 4,165 + 0,257 Pq + 0.503 Pd + 0.406 Sc \quad (1)$$

The regression model of $PD = 4,165 + 0,257 Pq + 0.503 Pd + 0.406 Sc + \epsilon$, illustrates that independent variable Product quality, Price discounts and Servicescape in the regression model can be stated if one independent variable is changed by 1 (one) and the other Constant, the change of Mini-market Customer in North Sulawesi is equal to coefficient value (b) = 4,165 from value of independent variable.

The coefficient of determination (KD) is the square of the correlation coefficient (R) or also known as R^2 . The coefficient of determination serves to determine how much influence Product quality, Price discounts and Servicescape on customer purchasing decisions. From the SPSS 20 output, it is known that the coefficient of determination or R^2 is 0.7016 or 70.16%. This shows that Product quality, Price discounts and Servicescape simultaneously have an implication on the variable of customer purchasing decisions by 70.16%, So Product quality, Price discounts and Servicescape have major implications for improving customer purchasing decisions because the quality of products that are managed well, applied Price discounts and Servicescape enhancements are expected to improve customer purchasing decisions. While the remaining 29.84% is the influence of other variables not examined outside the quality of Products and Servicescape.

3.2 Discussion

The results of this study show that Product quality, Price discounts, and Servicescape have a positive and significant effect on the Purchase Decision of Mini-market customers in North Sulawesi. The results of this study fit accordingly to the opinion of Grewal and Levy (2010) that green marketing as strategic efforts that can be done by the company's management to provide eco-goods and services to the target consumers. Another opinion is that Green marketing and green product development have various benefits to firms in terms of increasing the sustainable environmental benefits and to increase the awareness of the brand image of the firm (Yan & Yazdanifard, 2014). According to Ankit and Mayur (2013), most marketers use green advertising with pollution-free messages to attract consumers' attention; it can enhance their knowledge of the products and ecological issues.

The results of the analysis of the implementation of the strategy of product quality, price discounts, and servicescape on consumer purchasing decisions in the Mini-market business in North Sulawesi, the results

show that there is a positive and significant effect. Thus the application of the right strategy used by Mini-market managers will be able to improve consumer purchasing decisions. The retail business in North Sulawesi is currently growing rapidly, so competition for buyers has become tighter. Some retailers were unable to compete, which eventually had to be closed down because they were unable to attract consumer buying interest, for example, Coco Supermarket, Borobudur, GIANT, and Circle K were forced to close their businesses due to losses, as a consequence of being unable to compete to get buyers, due to very tight competition due fast-growing supermarket and minimarket businesses.

Product quality is one of the strategies implemented by retail businesses to attract consumers to buy and stay in business competition. Consumer perceptions of product quality will affect preferences and attitudes that will influence the decision to buy a consumer (Bailia, Soegoto, & Loindong, 2014). Product quality can increase consumer confidence in the company and encourage interest in buying products for consumers. Servicescape from the results of this study has a positive and significant influence on consumer purchasing decisions. Servicescape refers to the style and appearance of the physical environment and also includes other elements of the service environment that shape the experience of a consumer (McDonnel and Hall, 2008). Servicescape is the differentiator and characteristic of a unified physical environment of the services offered and affects the perception of a consumer. An important component of a servicescape, namely architectural design, and related supporting elements.

In the current competitive environment, consumer preferences become very relied upon by companies to win the competition. The ultimate goal is the decision to buy products offered by retailers. Consumer purchasing decisions become something unique and important because everyone's preferences for products offered by retailers differ. The results of this study indicate that consumer purchasing decisions are influenced by Product Quality, Discounted Prices and Servicescape (physical environment) and there are also other considerations according to the level of consumer interest. Purchasing decisions are the result of consumer selection of two or more alternative choices of bids received by consumers (Schiffman & Kanuk, 2008).

The unity of competing in the Mini-market and Supermarket businesses is greatly influenced by the high level of consumer interest in shopping at the Mini-market or Super-market (Chen and Chang, 2012). Although the price is the key factor that consumers concerned the most (Nasution, et al., 2019), however, other factors way consumers purchasing intentions such as attitudes, reference groups and others (Chang, Lai, & Wu, 2010). Other competition challenges are increased competition in the field of product marketing (product diversity) and lower prices (price discounts) among retail businesses due to advances in technology and information, consequently consumers are more interested in the best offers offered by retail businesses. For example, Indo March, Golden Supermarket, and Fresh Mart have their own customer segments and market share that are loyal in making purchases (transactions) to meet the daily needs of customers. The consumers who are of a low-price sensitive are willing to pay more on the product than the variation of the price (Eze & Ndubizi, 2013).

The tight business competition for managers of Minimarkets and Supermarkets today, causes the store or outlet managers are always required to be able to innovate so as to attract consumers and their businesses have their own advantages, meaning that the desire to shop for consumers remains high when they are in their shopping areas. At this stage consumer purchases become something unique that is supposed to get special attention, because each consumer's buying preferences and interests for a product are always different and are driven by the best offer, offered by managers. High-performance businesses are differentiated on all that looks attractive to have, along with other independent activities that focuses effort on functional groups on important and meaningful matters in the marketplace (Day, 1999).

4 CONCLUSION

This research conducts a study mainly on how the application of marketing strategies especially in the mini-market business in the face of very competitive competition with other parties, conducted in North Sulawesi, Indonesia. Several studies have been conducted on supermarkets, but studies that specifically examine mini-markets are still lacking in number, especially for competition between mini-markets in Indonesia. The result of this research is that there is simultaneously and partially a positive and significant influence of Product quality, Price discount and Servicescape on Customer purchasing decisions. Positive preferences on product quality, price discounts, and servicescape have a significant effect on consumer purchasing decisions. Consumers who visit feel happy because they feel their needs can be met by mini-

market service providers, this will affect consumers' impressions that will drive purchasing decisions, thereby increasing the profitability of mini-market businesses.

5. Directions for future

This study examines how the factors that influence consumer purchasing decisions. There are still other factors that influence consumers' decision to buy products in a mini-market that can be investigated as a continuation of this research and to provide information to mini-market entrepreneurs or retailers regarding sources of competitive advantage in their business.

6. Originality

The originality of this research is that it gives to the application of competitive strategies in mini-market businesses in North Sulawesi, Indonesia as well as in other retail businesses. Specifically, in-depth information is obtained regarding the implementation of Product quality, Price discounts and Servicescape strategies that are a source of competitive advantage in minimal-market businesses that are applied by retailers and have a positive influence on consumers in shopping.

7. Limitations

- This research targeted 3 cities of North Sulawesi, Indonesia; other major cities can be considered for future research.
- To comprise a competitive strategy between mini-markets and modern retailing by using several additional provinces that can be explored.

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