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Analysis Strategy in the Department Store Changes Facing Lifestyle on Consumer New Era of Normal

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ABSTRACT

This study aimed to find out how the formulation of the right strategy in the face of lifestyle changes consumer in a normal new era where the era of disruption which is a change that occurs due to the development of information technology applications and causes changes in lifestyle patterns, especially in terms of shopping (*shopping lifestyle*). Trend consumers and lifestyles of today are constantly changing. This forces entrepreneurs to continue to innovate, by going ahead of consumers and dictating the lifestyle of consumers themselves, or following existing trends. This research was conducted in a department store in Bali using a qualitative descriptive method. The technique used in selecting informants is *purposive sampling technique*. The data collection techniques used were observation, in-depth interviews, and documentation, with the data validation method using triangulation. The results of this study indicate that 1) internal factors of Matahari Duta Plaza in terms of strength are human resources (HR) who have the ability to *produce knowledge*, quality products, and friendly prices, in terms of weaknesses, namely the location with minimal parking. 2) External factors of Matahari Duta Plaza in terms of opportunities for technological developments to facilitate transactions, in terms of threats, namely increasingly fierce industrial competition.

INTRODUCTION

After 20 years ago, Clay M. Christensen introduced a theory that would become known as disruption. The word disruption has become very popular because it moves in line with the emergence and development of information

technology applications and causes changes in lifestyle patterns, especially in terms of shopping. Today's consumer trends and lifestyles are constantly changing. This forces entrepreneurs to continue to innovate, by going ahead of consumers and dictating the lifestyle of consumers themselves, or following existing trends.

The varied needs of consumers are also very influential on shopping lifestyles. A shopping lifestyle reflects a person's choices in spending time and money. *shopping lifestyle* shows the way someone chooses to allocate income, both in terms of allocating funds for various products and services, as well as certain alternatives in the differentiation of similar categories. Things that affect a person with a shopping lifestyle, especially in terms of clothing style, are wanting to have different status among consumers, being influenced by advertising offers, and tend to buy them and like well-known brands. In this lifestyle change, consumers will try to meet their needs. Dress style is a style of dress that is popular in culture and always follows the times, due to increasingly sophisticated times and consumer lifestyles changing over time, making every consumer competing to follow these styles, such as Korean-style dress styles that are trending where -which is the main attraction for consumers to follow the style of the country of ginseng to be recognized and still visible among other consumers.

The entry of foreign companies into this business is a sign that this business is considered very profitable. Although on the other hand, it is certainly a competitor for local companies. However, foreign brands are needed. Times have changed, so it must be ready to enter the changing times, including in responding to the presence and competition of foreign brands. Therefore, change must be faced as motivation to improve quality in providing the best to consumers. One of the industries in Indonesia is the Department Store. The Department Store is a shopping place that is now increasingly in demand by consumers, one of the most popular Department Stores, namely Matahari Department Store, with the strategy of making Nevada the main brand in Matahari Department Store is one of the opportunities (*Opportunity*) developed amidst the threats (*Threats*) of the Covid pandemic. 19, the application of the SWOT matrix applied by Matahari Department Store is a basic assumption which is a paired condition between S and W and O and T. This pairing condition occurs because it is assumed that in every strength there is always a hidden weakness and from every opportunity open there is always a threat to watch out for.

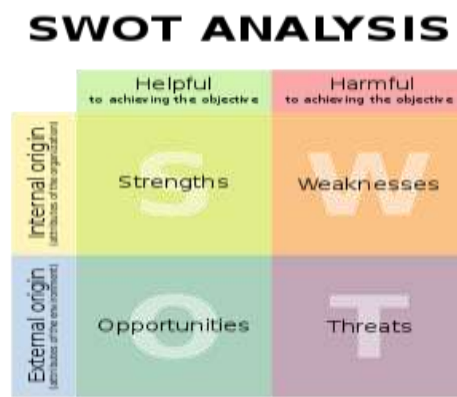
From the previous research entitled *The Effect of Lifestyle and In-Store Promotion on Impulse Buying (Study on Matahari Consumers Department Store Java Mall Semarang)*, it was found that the lifestyle variable had the greatest influence on impulse buying, namely 27.5% while the in-store promotion was 20%. Companies need to follow the development of consumer lifestyles and provide branded, quality, and complete products. The covid19 pandemic has caused several sectors to experience drastic changes, making the sectors experiencing these changes have to adapt to the existing conditions. One of the retail companies affected by covid19 is Matahari Department Store, Based on the description above related to changes in *lifestyle* that require Matahari Department Store to always evaluating strategies to meet consumer

desires, the authors are interested in researching with the title: "**Analysis of Department Store Strategies in Facing Change. Lifestyle Consumers'**

THEORETICAL

SWOT Analysis

According to Robinson and Pearce (1997) SWOT analysis is one important component in strategic management. This SWOT analysis includes the company's internal factors. Where later it will produce a company profile as well as understand and identify the weaknesses and strengths of the organization. These weaknesses and strengths will then be compared with external threats and opportunities as a basis for generating other options or strategic alternatives. This analysis aims to systematically identify various factors to formulate corporate strategy.



Some considerations that need to be considered in a SWOT analysis are:

1. **Strength**

Are the elements that can be expelled by the company, such as excellence in reliable products, have skills, and are different from other products, so that they can make them stronger than their competitors.

2. **Weakness**

Is a lack or limitation in terms of existing resources in the company, be it in skills or abilities that are a barrier to organizational performance. Limitations or deficiencies in resources, skills and capabilities that seriously hinder the effective performance of the company.

3. **Opportunity**

It is a variety of things and situations that are favorable for a company, as well as trends which are one source of opportunities. Opportunities are positive external environmental factors that can and are able to direct organizational activities towards them.

4. **Threats**

Represents an unfavorable environment in the company, if not addressed, eating would be an obstacle for the company in question either in the future. Threats are a major disruption to the company's position.

RESEARCH METHOD

This research uses descriptive qualitative methods, namely contextual research that uses humans as instruments and is adapted to a reasonable situation about data collection which is generally qualitative.

Data collection in this research will be collected using primary and secondary sources. The data collection technique is carried out using observation (observation), observation here uses direct and disguised observation techniques, where this observation technique the researcher collects data by being candid with the sources, but sometimes researchers also do it in disguise if needed (Sugiyono, 2018). The next technique uses in-depth interviews, and also by using documentation. This research will be conducted at PT. Matahari Tbk (Matahari) department store which is located at Jl. Dewi Sartika No.4G, Dauh Puri Klod, Kec. West Denpasar. The city of Denpasar with the resource persons is the Operational Manager of the Matahari Department Store and also the Consumer of the Matahari Department store.

Due to the *Covid-19 pandemic*. Interviews were conducted with an average duration of 15 minutes and recorded with an audio recorder with the respondent's consent. The results of the interview in the form of audio data are then converted into an interview transcript. The interview transcript is read carefully to determine codes that can represent a set of similar ideas/thoughts. The similar codes are then grouped into one big theme. Several themes and possible relationships between themes were identified to be able to formulate a model that could describe the phenomenon under study. The results of the research are then analyzed in a non-statistical analytical manner with an inductive approach, this method of analysis makes a *problem* or respondent's statement a specific theme that is the focus of the research, the analysis will take place until the data obtained is declared saturated.

RESEARCH RESULTS AND DISCUSSION

1. Internal Factors of Matahari Duta Plaza

Internal Factors Analysis or internal factors in a company consists of strengths and weaknesses. Through research conducted by Matahari Duta Plaza, in-depth interviews, and observations, the advantages and disadvantages of Matahari Duta Plaza are as follows:

a. Human Resources

One of the opportunities from Matahari Duta Plaza is human resources. The most wealthy in an organization is human resources (HR). Human resources (HR) in a company is a very important asset. One of the company's efforts to survive and develop is by managing human resources appropriately.

Human resources are closely related to the company. The path or not a company is very much determined by its human resources. Herein lies the important role of human resource management (HRM) to obtain and maintain quality and reliable human resources.

Changes in the business environment, as well as advances in information and technology, are major challenges for human resources. With this objective, creating an advantage in operational activities within a company, as a result,

low potential human resources will lose out in the competition. Likewise, companies that employ low potential human resources will automatically fail to compete. In a company, HR is the most important asset in the company's survival. Therefore the company must maintain good relations to win the hearts of employees.

According to (Hasibuan, 2014), human resources are an integrated ability of the thinking power and physical power possessed by individuals. Behavior and nature are determined by heredity and environment, while work performance is motivated by the desire to fulfill her satisfaction.

Following the definition of HR above, the meaning of HR plays a major role in organizational success, because the human element functions to provide a competitive advantage to create and formulate strategies, can translate theory and its application, and is not poor in innovation. With advances in technology, strong resilience, and availability of capital, if supported by highly qualified human resources, it will be difficult for organizations to realize their vision.

Based on research conducted by (Pusdikardiana&Sunariani, 2019) with the title *Measuring Competitive Strategic Village Credit Institutions in Bali*. The research found that the resources owned by the LPD in Lelateng Village already have competencies by their respective fields of work so that they do not experience difficulties in completing their respective duties and responsibilities. In terms of developing and improving the quality of human resources, LPD DesaLelateng has provided and included certification and training to all staff. The goal is to create competencies in the face of competitiveness for institutions.

Based on the results of research conducted by researchers related to the Department Store strategy in dealing with changes in *lifestyles* consumers carried out at Matahari Duta Plaza, it was found that in improving the soft skills of employees, SPG / B BA and SA, Matahari Duta Plaza Bali has a routine program every Thursday, namely a product knowledge training program and a salesmanship training program. This training program aims to improve employee product knowledge skills and good selling techniques, increase employee confidence in work, especially when serving customers in the area.

b. Product

The definition of a product, in general, is anything that can be produced from the production process in the form of goods or services that can later be bought and sold in the market.

Another opinion states that the definition of a product is a substance that is produced by the producer and offered to the market to meet the needs or needs of consumers. Products in this case can be intended for end consumers or intermediate consumers.

Philip Kotler explained that the definition of a product is anything that can be offered, owned, used, or consumed to satisfy the needs or needs of consumers. It includes physical form, service, person, organization place, or an idea. Then there is Willian J. Stanton who argues that the notion of a product is a set of tangible or intangible attributes which include price, paper, packaging,

retailers, prestige, and service from the manufacturer that will be accepted by the buyer as something that can satisfy the needs or needs. his needs. Also, Djaslim Saladin said that the definition of a product is all things capable of fulfilling and satisfying human needs in an existing or non-existent form.

Based on research conducted by (HendroEkoYulianto&EdyYuliantoWilopo, 2013) with the title "*The Effect of Retail Marketing Mix on Unplanned Purchase Decisions at Shopping Centers*". The research found that the products sold by retailers in their outlets are called merchandise. The thing that is very important in merchandise is (1) product diversity, consisting of two things, namely wide, namely the large variety of product categories being sold and deep, namely the number of selected items in each product category, (2) brands, retailers can create their brand, which is called private label, which if executed successfully will bring profit to the retailer, (3) product inventory, namely the number of products available to meet consumer demand.

From the results of research conducted by researchers related to the Department Store strategy in dealing with changes in *lifestyle* consumer Matahari Duta Plaza, it was found that Matahari always provides the best and high-quality fashion products and always follows current trends. Matahari always provides fashion choices with the latest trends for clothing and fashion categories, as well as beauty products and other household items that are displayed in modern outlets.

c. Price

In general, the price is the amount of money that the consumer must pay to the seller to get the goods or services he wants to buy. Therefore, prices are generally determined by the seller or service owner. However, in the art of buying and selling, buyers or consumers can bid on this price. When an agreement has been reached between the buyer and seller, then the transaction occurs. But haggling cannot be done on all fronts of marketing. An example of a transaction using a bargaining system is a purchase in the market.

In marketing, price is the most important unit. This is because the price is an exchange rate of a product or service which is expressed in monetary units. Besides, price is one of the determinants of a company's success in running its business. A successful company is judged by how much it can benefit from the price determined by it in selling its products or services.

According to William J. Stanton, price is the amount of money (possibly plus some goods) required to obtain some combination of a product and service that accompanies it. Price according to Philip Kotler is the amount of value or money charged for a product or service for the amount of value that consumers exchange for price benefits which have become an important factor.

Based on research conducted by (HendroEkoYulianto&EdyYuliantoWilopo, 2013) with the title "*The Effect of Retail Marketing Mix on Unplanned Purchase Decisions at Shopping Centers*". The research found that price-fixing was related to other aspects, namely: (1) related to market and competition, retailers who wanted to expand market share would set low prices, this strategy was called penetration pricing, (2) related to image quality Most people think that there is a close correlation between price and quality, (3) concerning different brands, products from different brands can be labeled with different prices.

From the results of research conducted by researchers related to the Department Store strategy in dealing with changes in *lifestyle* consumer Matahari Duta Plaza, it was found that Matahari Duta Plaza was here to serve *customers* from various circles. The products offered are complete. With competitive prices, Matahari is the choice of *customers* to meet their needs.

2. External Factors of Matahari Duta Plaza

a. Macro External Environment Macro

The external environment is a condition that consists of various factors and forces outside the company, which affect the running of existing business. Where a company has no control over the changes that occur.

a. Economy

Tourism development has a strong influence on structural changes and economic improvement in the city of Denpasar. However, the economic structure of Denpasar City is slightly different when compared to the economic structure of Bali Province in general, by placing the trade, hotel, and restaurant sector dominating the formation of Gross Regional Domestic Product (GRDP). However, the presence of Covid19 made the tourism sector a little slack and not as busy as it used to be and also required Matahari Duta Plaza to follow the government's movements in tackling the Covid19 pandemic by closing shops during the pandemic. During the pandemic, many shops encountered problems requiring them to close their shops. Besides, the existence of PKM (restrictions on community activities) makes most people run the WFH (*work from home*) *system* which makes the surroundings even more lonely.

At the beginning of the new normal, Matahari Duta Plaza began to reopen with new rules, namely reducing store operating hours, where before the pandemic Matahari Duta plaza was open for 12 hours but after the pandemic, it became 8 hours and also with a *systemshifting* a different than usual. However, even though MDS has reopened in the new normal era, not a few people still carry out WFH (*work from home*) which makes the atmosphere around Matahari Duta Plaza still quiet.

Not only do the shops have to be closed, but many employees have been laid off and some are in the status of being laid off, making them lose their livelihoods so that even when they are new, consumers prefer to buy things that are most needed.

b. Technology

The development of information technology has increased significantly with the times. The use of sophisticated tools and media began to dominate human life. Life is made easier by the creation of innovations in the world of technology that have so far been very profitable.

We can take examples such as the use of gadgets in everyday life. Of course, what used to be simple communication and information tools is now facilitated by the presence of telecommunications devices in the form of mobile phones and the like. We can exchange information more quickly and efficiently.

Also, technology makes it easy for everything, for example in terms of shopping, now you can use gadgets with thousands of online shopping options available to various needs of the community. During the pandemic, the implementation of PKM did not immediately stop community shopping activities, because people could shop through their gadgets with many choices

of platforms and also without having to queue for a long time.

Matahari is one of them that uses technology to continue to serve the needs of people who do not have time to visit the store. Through Mataharimall.com, consumers who want to shop at Matahari but don't want to leave the house or due to the implementation of PKM can now easily shop what they want.

b. Micro External Environment Micro

The external environment is the retail industry factors in the business area that have an impact on the running of the retail business.

a. Substitute products/services The

development of the tourism industry in Bali is inseparable from the tourism sector owned by the region. Apart from having enchanting natural beauty, both on the coast and in the highlands, Bali also has very important historical relics. Various historical sites, especially religious buildings, in Bali, must be recognized as one of the big potentials for the tourism sector. Not only that, but Bali also has a distinctive culture that is unique and continues to be preserved from generation to generation. The strength of Balinese culture is a major factor in the development of the tourism industry. The uniqueness and uniqueness of Balinese culture turn out to be a special attraction for tourists, this culture is an irreplaceable attraction. This potential makes retailers challenge because nature tourism is a substitute product for fashion needs. Especially in Bali, there is also an art market that is a tourist destination, such as the Badung art market, Sukawati Art Market, and Kuta art market. However, during the Covid-19 pandemic, everything changed, which initially became a substitute for tourism, now the substitution is no longer tourism, but health needs, PPE, and other basic needs that support during the pandemic.

b. Suppliers

Development in the Industrial Sector, especially Small Industry, are also sectors where development is prioritized, this is because they are supported by the work ethic of the surrounding community who are generally diligent, resilient, skilled, and have the spirit of art. Small industry distributes handicrafts to art markets and modern supermarkets in Bali, such as Badung Art Market, Sukawati Art Market, Kuta Art Market, Krisna's Souvenir Shop, and Arilangga, as well as Tiara Dewata Supermarkets, which have branches all over Bali. so that before the Covid19 pandemic occurred, local suppliers were able to develop their business, in contrast to the time of the pandemic where government regulations that required everyone to keep their distance and also several shops and also had to close, made local suppliers unable to develop until new time. normal local suppliers are still sluggish because of the enforcement of regulations from the local government to prevent the spread of covid19.

c. Consumers

There has been a change in people's shopping behavior during the Covid19 pandemic where people have switched from conventional shopping to shopping through website sites that make it easier for people to meet their needs and desires in terms of shopping, besides that there are many choices of online shopping sites and also the ease of choosing and comparing prices without having to go to every shop can save people time. Not to forget that Matahari also has *Mataharimall.com* as an online shopping center that is ready to serve loyal Matahari customers who have to stay at home due to the Covid19 pandemic and also the existence of government regulations that

require people to maintain distance and reduce activities outside the home.

d. Industry competition Industrial

Competition in Bali is very tight. There are various kinds of newer malls such as Level 21 mall Denpasar and Ramayana Denpasar Bali which are close to Matahari Duta Plaza. Plaza Renon which is located in the eastern part of Denpasar, beach walk which is located on Jl Raya PantaiKuta, Trans Studio Mall which has many tenants and also offers amenities in one mall, discovery shopping mall that has been visited a lot, and also Sidewalk Jimbaran which is still very new

Some of the examples above are places that have many consumers because these places provide many choices that consumers need, when compared to Matahari Duta Plaza the malls above not only sell clothes but also many other choices of tenants such as the number of tenants for food, cosmetics, supermarkets, playground for children and many more are available in one building. In addition to the malls above, many other malls are competitors for Matahari Duta Plaza, but as the people's lifestyle develops, several malls that are unable to disrupt their companies are out of business. Besides, the effect of the Covid19 pandemic has a huge impact on all companies, many competitors have closed due to the Covid19 pandemic, some competitors remain open during the new normal era, but some have permanently closed.

3. Department Store Strategy

To achieve a competitive advantage, the company must evaluate the external environment, to identify opportunities, threats, and internal resource capabilities to determine the core competencies and strategies that will be implemented. The formulation of a competitiveness strategy will be carried out using the following SWOT analysis:

<p>Internal Factors (SW)</p> <p>External Factors (OT)</p>	<p>STRENGTH (S)</p> <ul style="list-style-type: none"> ● Strategic location in the city of Denpasar. ● Having excellent and exclusive brands. Fintech applications (OVO) ● Join a competitive promo bank ● <i>Retail tenant single anchor</i> at the Mall. 	<p>WEAKNESS (W)</p> <ul style="list-style-type: none"> ● Lack of culinary tenants at the Mall ● Lack of tenant entertainment at the Mall ● Lack of tenants at Duta Plaza ● Not a one-stop shopping mall ● Lack of parking areas
<p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Large local market opportunities 2. Relationship of loyal customer markets 3. adjacent to tourist destinations and hotels -hotel with city tourism 	<p>SO STRATEGY</p> <ul style="list-style-type: none"> ● Increasing government-supported payment applications ● Maximizing promotional media in finding consumers 	<p>WO STRATEGY</p> <ul style="list-style-type: none"> ● Improve service quality so that consumers feel satisfied ● Increase the quality of human resources so that HR becomes a partner or partner in a company

destinations		
<p>THREAT (T)</p> <ul style="list-style-type: none"> ● The rise of the market online ● Competitors Local retailers for the Teenage market The ● growth of new malls competitors ● There is a change in the lifestyle of customers in shopping ● The slowdown in the economy due to covid19 	<p>ST STRATEGY</p> <ul style="list-style-type: none"> ● Maintain quality and service quality so that the company's reputation is well maintained ● Be more selective in choosing existing fashion 	<p>WT STRATEGY</p> <ul style="list-style-type: none"> ● Maintain good communication with consumers ● Providing the best service for consumers ● Determining points and prices to distinguish members and consumers without members.

CONCLUSION

Based on the results of research on department store strategies in dealing with changes in lifestyles in consumers in the new normal era carried out at Matahari Duta Plaza, it can be concluded that any changes that occur follow technological developments from time to time which greatly impacts an existing business. With this, the existence of competition between malls is increasingly visible, coupled with the birth of new malls that are increasingly following existing developments, so that long-established malls survive with various strategies used to increase competitiveness so that the mall continues to exist and achieving goals. Given these strengths, weaknesses, opportunities, and threats, the strategy that has been used by Matahari Duta Plaza is to prioritize excellent service to maintain customer comfort and also adhere to health protocols set by the government after new normal.

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