

**DIGITAL MARKETING STRATEGY OF PROPERTY AGENTS IN THE NEW NORMAL ERA****Predik Pandiangan, Ida Ayu Oka Martini**

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## ARTICLE INFO

**Keywords:** Strategy, Digital Marketing, Property Agent, New Normal

**Abstract:** The presence of Coronavirus Disease 2019 (Covid-19) pandemic has changed the world order in a short period of time. Some experts say that the property industry must have a new strategy during the Covid-19 pandemic to develop new approaches in preparation for forming new normal or new habits during the pandemic. The purpose of this study is to find out more about whether the property agent strategy has made the use of digital marketing maximum and is able to adapt to the era of new normal. This research was conducted at one of the property agency companies, namely the Brighton Bali Property Agency Company. This study uses a qualitative method. The technique used in selecting informants is the snowball sampling technique. Data collection techniques used were documentation and interviews, with data validity methods using triangulation. One of the successes of Brighton company in adjusting its strategy and being able to compete in the era of new normal is the strategy of analyzing the existing SWOT in the company and being analyzed directly by each of the principals by exchanging ideas, submitting input and suggestions according to what is happening in the field of the branch they led, thus creating new strategic innovations.

**Kata Kunci:** Strategi, Pemasaran Digital, Agen Properti, New Normal

**Abstrak:** Kehadiran pandemi Coronavirus Disease 2019 (Covid-19) telah mengubah tatanan dunia dalam waktu yang singkat. Beberapa ahli mengatakan bahwa industri properti harus memiliki strategi baru selama pandemi Covid-19 untuk mengembangkan pendekatan baru dalam persiapan pembentukan kebiasaan normal atau baru selama pandemi. Tujuan dari penelitian ini adalah untuk mengetahui lebih lanjut apakah strategi agen properti telah memaksimalkan pemanfaatan digital marketing dan mampu beradaptasi dengan era new normal. Penelitian ini dilakukan pada salah satu perusahaan agen properti yaitu Perusahaan Agen Properti Brighton Bali. Penelitian ini menggunakan metode kualitatif. Teknik yang digunakan dalam pemilihan informan adalah teknik snowball sampling. Teknik pengumpulan data yang digunakan adalah dokumentasi dan wawancara, dengan metode keabsahan data menggunakan triangulasi. Salah satu keberhasilan perusahaan Brighton dalam menyesuaikan strateginya dan mampu bersaing di era new normal adalah strategi menganalisis SWOT yang ada di perusahaan dan dianalisis secara langsung oleh masing-masing prinsipal dengan cara bertukar ide, menyampaikan masukan dan saran. sesuai dengan yang terjadi di bidang cabang yang dipimpinya, sehingga tercipta inovasi strategis baru.

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## INTRODUCTION

Coronavirus Disease 2019 (Covid-19) pandemic has paralyzed various sectors. Apart from health, the economic sector has a serious impact in several countries, especially in Indonesia. One of the efforts to support economic improvement is through the property sector. As stated by the Minister of Public Works and Public Housing (PUPR), BasukiHadimuljono, the property sector is one of the sectors that will able to raise the economy that has a large multiplayer effect by moving other industries such as building materials, architectural business, interiors, furniture. Etc(Rumah.com, 2020).

Property has become a basic human need that everyone wants to own privately. Apart from being a basic human need, property is also used for investment. In general, from 2019 to early 2020 in January to mid-March, according to AriefRahardjo, Director of Strategic Consulting Cushman & Wakefield, the property market has improved, as shown by the absorption and occupancy rates of all property sectors (residential, office, mall, and industrial areas) began to increase. March 2020 was the beginning of the pandemic of Covid-19 hit Indonesia, resulting in the imposition of large-scale social restrictions (PSBB) to stop the spread of the virus. Therefore, activities outside the house are restricted, offices, places of worship, schools, entertainment places, shopping centers, and so on are on average closed and many activities must be done from home by utilizing online technology (Rumah.com, 2020). The same thing was also conveyed by the Senior Associate of MarkPlus, Inc., IrfanSetiawan, stated that in the midst of the Large-Scale Social Restrictions (PSBB) period, the dominance of interaction through digital platforms was the choice of the community compared to interactions offline even though the majority was still one-way communication (Mayasari, 2020).

It is inevitable that society has to adjust to conditions that are not usually done. Thus the community is faced with a new life order or a new normal. New normal is a change in behavior to continue carrying out normal activities but coupled with the implementation of health protocols to prevent transmission of Covid-19. The principle of the new normal is to be able to adapt to life patterns. In the concept of new normal, life activities will be returned to their pre-Covid-19 conditions where people are required to adapt to new habits and must implement protocols for preventing virus transmission in every activity that involves many people (Palallo, 2020).

In general, people will often use technology to find information as a consideration for getting or buying something that is needed. One way to attract these people is to take advantage of digital marketing. Digital marketing is a medium that is used as a platform for building the brand image of a company or product and also supports the sales function of target consumers (Putra & Darma, 2019). With the development of the world of information technology and the internet, a business owner should make changes in implementing strategies in their business by taking advantage of developments in information technology and the internet. Many business owners, especially those engaged in services or marketing, experience delays in marketing their products, and this has an impact on the development of the business (Saputra, 2017). Especially for property industry players, some experts say that the property industry must have a new strategy during the Covid-19 pandemic to develop a new approach as an initial preparation to form a new normal or new habit during the pandemic (Leonard, 2020).

Strategy is a planned set of actions that managers use to make the best use of the company's core resources and competencies to gain a competitive advantage. When developing a strategy, managers start by examining the specific strengths and weaknesses of the company. They then analyze the specific

opportunities and challenges facing the company. Once they understand the company's strengths, weaknesses, opportunities, and threats, the manager then decides (Cavusgil, Knight, & Riesenberger, 2017). Meanwhile, according to the book (Wheelen, Hunger, Hoffman, & Bamford, 2018) strategic management is a set of managerial decisions and actions that help determine the long-term performance of an organization. This includes environmental scanning (both external and internal), strategy formulation (strategic or long-term planning), implementation strategy, also evaluation and control. Apart from that, the successful achievement of an organization for the ethical leadership of the company-led must be based on organizational beliefs (Sarmawa, et al. 2020).

Apart from being required to have a new strategy during the pandemic, property agents are also faced with challenges by competing with other property agents. In the book "Property Law" a broker/property agent or trade intermediary is someone who has special expertise in the property sector as evidenced by a certificate issued by an accredited certification body that carries out activities as a buying and selling intermediary, rental intermediary, research and study, marketing, as well as consultation and information dissemination (Harjuno, 2016). There have been many property agents scattered throughout Indonesia, as evidenced in the news published by *tribun-bali.com*, Jakarta, namely The Biggest AREBI Real Estate Summit 2019 held by the Indonesian Real Estate Brokers Association (AREBI). During the event, it was also stated that there were 1,245 property agents that were also members of AREBI. During the 2002 to 18 November 2019 period, AREBI has conducted training with a total of 4,240 participants. Meanwhile, participants of the competency test certification for the Indonesian Property Brokerage Professional Certification Institute (LSP) from 2016 to 2019 were 1,836 participants (Tribun-bali.com, 2019). Hartono Sartono, Chairperson of the Arebi DPP also said that there were around 30,000 property agents conducting property buying and selling transactions. The number of foreign brokers using the Indonesian name that operates is also very large, especially in Bali, Lombok, and Labuan Bajo areas (Hutauruk, 2018). With many property agents in Indonesia, especially in Bali, Bali is one of the areas that has its own appeal and targets for investors to invest in the midst of the Covid-19 pandemic.

This is interesting to research, with the number of property companies and property agents in Indonesia, especially in Bali. Bali is an area that has its own charm for property business owners because of its tourism support (Nahal, 2019). This research was conducted at the Brighton Property Agency Company. Where the Brighton Company, which can be said to be a young company, is able to adapt to the new normal. Currently, in the middle of the pandemic, people's behavior has shifted to the era of new normal, property companies and property agents are required to make online sales and adjust to new strategies in the era of new normal. Property companies and property agents are also expected to have their own creative and innovative strategies, especially in digital marketing, so they can compete with competitors by utilizing online media that can reach all visitors online.

## **THEORITICAL BASIS**

### **Strategy**

Strategy is a planned set of actions that managers use to make the best use of the company's core resources and competencies to gain a competitive advantage. When developing a strategy, managers start by examining the specific strengths and weaknesses of the company. They then analyze the specific opportunities and challenges facing the company. Once they understand the company's strengths, weaknesses, opportunities, and threats, the manager then decides (Cavusgil, Knight, & Riesenberger, 2017):

- a. Which target customers.

- b. What product lines are offered.
- c. The best way to deal with competitors.
- d. How to generally configure and coordinate company activities around the world.

According to the book (Thompson, Peteraf, Gamble, & Strickland, 2016), strategy is about competing differently from competitors doing what competitors don't or, better yet, doing what they can't! A company strategy is a series of actions that managers take to outperform the company's competitors and achieve superior profits. The goal of a well-crafted strategy is not just temporary competitive success and profits in the short term, but rather the kind of lasting success that can support growth and secure the company's long-term future. Achieving this requires making managerial commitments to well-considered options for how to compete.

### **Strategic Management**

Strategy is a plan about a series of maneuvers, which includes all the elements that are visible and invisible, to ensure the success of achieving goals (Huseini & Hutabarat, 2006). Meanwhile, according to strategic management (Pearce & Robinson, 2008), strategic management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve the goals of a company. According to the book (Wheelen, Hunger, Hoffman, & Bamford, 2018) strategic management is a set of managerial decisions and actions that help determine the long-term performance of an organization. This includes environmental scanning (both external and internal), strategy formulation (strategic or long-term planning), implementation strategy, and evaluation and control.

### **Digital Marketing**

Digital marketing is a medium that is used as a platform for building the brand image of a company or product and also supports the sales function of target consumers (Putra & Darma, 2019). Therefore, someone who applies digital marketing must have an innovative way of thinking to develop all the existing potential, where later this innovation can compete and be accepted in the community (Kasali, 2017; Handika, Maradona and Darma, 2018).

The purpose of digital marketing is to maintain a communication process with customers, where customers get information about products, characteristics, prices, and terms of sale. Currently, promotion via the internet is very helpful and it is necessary to use available tools and innovations to be able to properly implement promotional services which will ultimately lead to business success (Darma, 2019). Before making a purchase, people often look for information on products to be purchased via the internet.

### **Competitive Advantage**

Competitive advantage is a set of factors that differentiates a company from its competitors and gives it a unique position in the market so that it is superior to its competitors (Zimmerer & Scarborough, 2008). The essence of strategic management is to achieve and maintain a competitive advantage over competitors. A company is considered profitable in achieving a competitive advantage if the company can earn a profit above the industry average profit (Walker & Madsen, 2016). Competitive advantage is also defined as the advantage that occurs when a business unit acquires or develops an attribute or combination of attributes that makes it able to surpass its competitors (Nashiruddin, 2019). On the other hand, the competitive advantage according to Kim & Mauborgne (2005) states that there are two oceans in a competitive market, namely the Red Ocean and the Blue Ocean. The Red Sea is a market in which the boundaries of industrial space and the rules of competition are known. Whereas blue oceans are the creation of market space without competitors, therefore competition in these oceans is irrelevant because of the rules that shape the game.

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The main objective of this strategy is to achieve a sustainable competitive advantage, which in turn will result in superior profit and profit growth (Hill, Jones, & Galvin, 2004).

### **Property**

In the book titled "Property Law" by Harjuno (2016), property is any physical or intangible physical object owned by a person or together with a group or belonging to a legal entity. The word property comes from English, namely "property" which means something that can be owned by someone. In Indonesia, the term "property" is synonymous with real estate, houses, land, shop houses, buildings, or warehouses. Later, the term property shifted from its original meaning to be more specific to the definition of immovable property (land/building).

### **Property Agent**

The book "Property Law" also describes property brokers/agents. Property broker/agent or trade intermediary is someone who has special expertise in the property sector as evidenced by a certificate issued by an accredited certification body. Property brokers can work alone or work under the auspices of a property trading brokerage company. A property trade intermediary company or a property brokerage company is a business entity that carries out activities as an intermediary for sale and purchase, rental intermediary, research and study, marketing, as well as consulting and dissemination of information relating to property based on orders from the assignor as regulated in a written agreement. Currently, property brokerage activities are regulated in the Regulation of the Minister of Trade of the Republic of Indonesia No. 33/M-DAG/PER/8/2008 concerning Property Trade Intermediary Companies (Harjuno, 2016).

### **New Normal**

The term new normal is a concept from the World Health Organization (WHO) which refers to a different normal condition from pandemic pre-Covid-19. New normal is a change in behavior to continue carrying out normal activities but coupled with the implementation of health protocols to prevent transmission of Covid-19. The principle of the new normal is to be able to adapt to life patterns. In the concept of new normal, life activities will be returned to their pre-Covid-19 conditions, where people are required to adapt to new habits and must implement virus transmission prevention protocols in every activity that involves many people (Palallo, 2020).

### **RESEARCH METHODS**

This study uses a qualitative method with a descriptive approach that is intended to provide information. This qualitative research was conducted in order to find out more clearly about the existing problems. The problems in this research will develop in accordance with the information obtained in the field. This research was conducted at the Brighton property agency, while the reason is that Brighton is a relatively young property agent company that was founded in 2011. Given that many property agent companies have been established in Indonesia, especially in Bali. Thus seeing the conditions of the Covid-19 pandemic as well, how is the strategy of this young company to be able to compete with other companies in the middle of pandemic and with changes in behavior that have led to increased use of current digital and online technology in the new normal era, also to know how can companies be able to make the most of digital marketing.

The data collection used in this study was the data validity using triangulation through in-depth interviews and documentation such as recordings, photos after interviews, and video calls. Informants in research are people or actors who really know and master the problem and are directly involved with the research

problem. In this study, the technique used in selecting informants was the snowball sampling technique. The informants in this study were principals and property agents in the Brighton Company and property buyers. After that, the data that has been collected in classification then moves towards forming conclusions. The data analysis process is based on simplification and interpretation of data carried out before, during, and after the data collection process. This process consists of three interrelated sub-processes, namely data reduction, data display, and conclusion drawing/verification (Miles & Huberman, 1992).

## **RESEARCH RESULTS & DISCUSSION**

### **Strategy Application of Brighton Property Agency Company in the New Normal Era**

During the pandemic, unpredictable life behavior occurs so fast, therefore people must be able to adapt to change. The Covid-19 pandemic also requires people as well as the world to be aware of the importance of digital technology and must be able to adapt to change. If it is related to the business of a company by looking at the times, technological advances and changes in the new normal life order that is very rapid at this time, the focus of the company is the need for changes in strategy and creating new innovations in order to be able to compete and adapt.

According to Lewin (1951), change occurs because of the emergence of pressures on organizations, individuals, or groups. Lewin concluded that while the driving force would be met with resistance to change, change could occur by strengthening that driving force or weakening resistances. From there, Lewin formulated the steps that can be taken to process change, namely unfreezing, changing, and refreezing. Unfreezing is a process of awareness about the need or the need to change. Changing is a step in the form of action, both strengthening the driving forces and weakening resistances. Refreezing is an effort to bring the organization back to a new balance (a new dynamic equilibrium) (Taufik & Warsono, 2020).

From the results of this research, changes made by the Brighton Property Agency Company are trying to improve innovation and strategy through a one management system by utilizing digital marketing or online media to adapt and be able to compete in the middle of the pandemic situation.

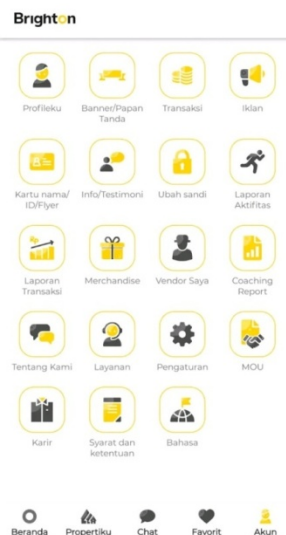
### **Brighton Property Agency Strategy in Utilizing Digital Marketing in the New Normal Era**

From the results of research conducted, the digital marketing strategy has become the focus of the Brighton Company to be developed and innovated in the era of new normal. The digital marketing system of Brighton Property Agency attracts clients through the Brighton application, social media, platform property, and other media connected via the internet. As in the research conducted by (Pranawa & Abiyasa, 2019) about digital marketing and hedonism in purchasing decision making. From the results of his research, strategies digital marketing can improve purchasing decisions. Likewise, research conducted by (Baihaqi & Andriansah, 2015) examines the effect of information technology & internet marketing on the growth of the property business in Indonesia (Case study [www.rumah123.com](http://www.rumah123.com)). One example is social media, social media is the easiest and most accessible medium on the internet for people to meet their desired needs.

Through Mr. I Gusti Bagus Harya Raditya's statement as the principal representing Brighton's principal and property agent who revealed the strategy of the Brighton Property Agency company is using SWOT analysis. In analyzing the company's SWOT through one management system, we take advantage of the strengths, namely brainstorming between 30 more principals who are scattered in various regions. One of the company's strategies to increase the strength of the company is through innovation and adapting to circumstances to be able to cover shortcomings, take advantage of opportunities, to face challenges or threats. Then the marketing strategy focuses on online media or digital marketing which suitable for the company and able to work effectively for the situation of new normal.

Brighton's corporate strategy is in line with a book entitled *International Business: The New Realities* by (Cavusgil, Knight, & Riesenberger, 2017), namely developing a strategy, managers start by examining the company's specific strengths and weaknesses. Then analyze the special opportunities and threats facing the company. Once they understand the strengths, weaknesses, opportunities, and threats of the company, managers then decide which target customers, what product lines to offer, how best to deal with competitors, and how to generally configure and coordinate company activities around the world.

In the interview, Mr. Harya revealed that the main strength of the Brighton Company through a management system that is not yet owned by competitors is the one management system. Where the one management system from Brighton is applied through the Brighton Apps.



*User Interface of Brighton Application*  
**Source : Brighton Application**

What information is needed by a property agent and from the beginning before handling the client to the final stage of the transaction is on one hand, namely via cellphone. This strategy is considered very effective in the era of new normal.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

From the results of research conducted by researchers at the Brighton Property Agency Company with the title *Digital Marketing Strategy Of Property Agents in the New Normal Era*, it can be concluded that the Brighton Property Agency Company has implemented a strategy innovation digital marketing well through a one management system that is applied and able to compete with other similar companies during pandemic conditions and/or require adjustment when faced with the conditions of a new normal order (new normal). One of the successes of the Brighton Company in adjusting its strategy and being able to compete in the era of new normal is the strategy of analyzing the existing SWOT in the company and being analyzed directly by each of the principals by exchanging ideas, submitting input, and suggestions according to what is happening in the field in the branch he led so as to create the latest strategic innovations.

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**Suggestions**

Suggestions in this study are because property agents are work in the service sector, service is the main focus, so it is hoped that Brighton Property Agency Company will always maintain and improve human resources equally, especially property agents who have just joined in the hope of becoming a professional agent in terms of service to clients and then branding image is very important for property agent services, it is hoped that the Brighton Property Agency Company will remind its agents to increase advertising marketing more widely and before communicating with clients the property agent introduces himself from the Brighton Property Agency Company. Because there are still many people who do not know Brighton Company.

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