

PROPOSED MARKETING STRATEGY FOR TREES CAFÉ

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Abstract — The growth of cafe and restaurant business in Bandung indicates a significant increase every year. This happens as part of the culinary city's identity that attached to Bandung. Trees Cafe is one of the cafe that is located in Bungur, Karang Setra Bandung. Since its establishment in September 2009 to the present the income of the cafe has not made a significant progress and the sales never reach the target. With the tighter competition among cafe and restaurant in Bandung, it leads to the stagnant of Trees Cafe sales. This is due to the lack of promotion and proven by the unstable in sales income so the monthly sales target is not fulfilled. The focus of this research is to find a solution that can help Trees Cafe to increase its sales income by attracting the customer to come. Internal analysis, brand analysis, external analysis, situation analysis and sampling to the customer is needed to be done to get the root cause of Trees Cafe's problem.

Keywords: Bandung, cafe, restaurant, marketing strategy, brand awareness, promotion

1. Introduction

Trees Cafe is one of cafe which is located in Bungur, Karang Setra Bandung. This cafe was established by Mr. Anton Anwar in September 2009 by using his own personal home land. This cafe has a concept of a garden with a pavilion-shaped room or joglo. In addition there is also a beer house cafe in one of the marquee of the site to accommodate the customer's needs who wants to enjoy alcoholic beverages. The menu in this cafe also very varied, ranging from Indonesian Food, Western Food, Snacks, Bites and Drinks. This cafe also has collaboration with Kambing Cairo, Sate Ayu and Mayangsari to add variety to the cafe.

Since its establishment in September 2009 to the present, the income of the cafe has not made a significant progress. Several efforts had been made to increase the attractiveness of the cafe, including its collaboration with Kambing Cairo to increase sales results. But instead of adding the sales, the name of Trees Cafe ultimately drowned in the presence of Kambing Cairo. Because of the facts and with the changing condition and growth of the café and restaurant industry, Trees Café needs to fix its strategy to address business issues

2. Business Issue Exploration

A. Conceptual Framework

Business issue faced by Trees Café is with the tighter competition among café and restaurant in Bandung, Trees Café can not fulfilled the monthly target sales and leads to stagnant income, so it needs to find the root of the problems.

The situation then analyzed through the internal, situation and brand equity factors of this cafe. Then it is expected to find and identify the root cause of the problem as part of find the right solution for this cafe. The conceptual framework of this research is described as follows:

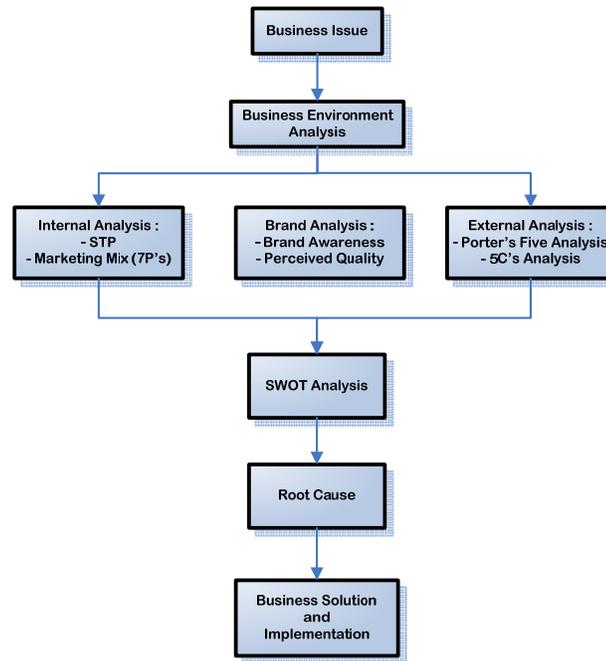


Figure 1. Conceptual Framework

B. Method of Data Collection and Analysis

1. Internal Analysis

Internal Environment Analysis is one of analysis that conducted to find an overview of the situation and condition of the company, what company does to as strategy in order to enter the market and grab the customer.

a. Segmenting, Targeting, and Positioning

Table 1. Segmentation of Trees Café

| SEGMENTATION | CRITERIA | ATTRIBUTES |
|--------------|----------------|---|
| Geography | Regional | Bandung area |
| | Gender | Male and Female |
| Demography | Age | 25-60 |
| | Education | Diploma, Bachelor Degree, Master Degree |
| | Occupation | College, Employee, Businessman, |
| | Expenses/Month | ≥ IDR 1.000.000,00 |
| | Social Class | Middle to Upper Class |
| Behavior | Motivation | Comfort, Privacy |

Trees Cafe targeting customers age above 30 years old than among families who want to enjoy a meal with a shady garden atmosphere and comfortable. Trees Cafe positioning itself as a cafe that provides a comfortable place to eat with trees and tents for outdoor. Trees Cafe’s tagline is "Cozy and Comfy in One Place" in its activities.

b. Brand Analysis

Author used questionnaire to get information from customer about the brand. There are questionnaire for respondents who ever ate in Trees cafe and respondents outside the cafe to get information about the brand.

From 100 respondents who ate at Trees Cafe also asked about the brand image of Trees Cafe in their view. The result of the data obtained can be seen on the table. Most images for Trees Cafe are Cozy Atmosphere with 88 % and the lowest is Pleasant Service with 43%. From this data can be concluded that the Trees Cafe must improve their service quality.

From 100 questionnaires that spread in Trees Cafe, most of the respondents didn't know what advertisement that has been done by Trees Cafe. There are 16% respondents know about the advertisement on social media such as twitter and facebook and there are only 5 % know the online advertising of Trees Cafe.

From the data obtained when respondents had asked about the name of Trees Cafe, most of them didn't know. To know about the brand awareness, there are 100 questionnaires that spread into 5 different locations with 100 respondents. At the figure can be seen from 100 respondents, 73% respondents didn't know about Trees Cafe and only 27% know about Trees Cafe. It means that many people didn't aware about this cafe and this cafe should make an effort to make this cafe known by public.

c. Marketing Mix Analysis

Product

Products offered in this cafe is ranging in variety from Indonesian Food (such as nasi goreng, sop buntut, iga bakar, ayam goreng, lontong, karedok, soto, kari to mie baso), Snacks (pisang goreng, oncom to roti bakar), Western Food (steak, soup, salad, pizza to spaghetti), Bites (bitter ballen, omelette, waffles, french fries to ice cream) and drinks (various teas, coffee, smoothies, juices, various ice, bandrek to soft drink) and alcoholic beverages are available at the beerhouse which is located separately.

Price

Food prices that offered in Trees Cafe among others:

- Indonesian Food : IDR 10.000 – IDR 55.000
- Western Food : IDR 27.000 – IDR 49.000
- Snacks : IDR 10.000 – IDR 15.000
- Drinks : IDR 5.000 – IDR 25.000
- Beer/Wine : IDR 22.000 – IDR 140.000

Place

Trees Cafe location viewed from google maps can be seen on this picture below



Figure 2. Map of Trees Café

Promotion

Promotion activity that ever conducted by Trees Cafe such as: brochures distribution, online ads at bandung.olx.co.id and also make account in social media such as facebook and twitter. But the promotions itself were not maintained well, where the facebook and twitter last updates was on September 2011 and July 2012.

People

There are 20 employees who works in Trees Cafe, consist of a manager who handle cafe and beer house, 2 chefs, 2 chef assistants, 2 dishwashers, 6 waiters with 2 people as a waiter captain, 2 people in pantry and 2 securities. This cafe is still handled directly by the owner, which is why a system of

managerial is implemented very minimal. There are two shifts working system that exists in this cafe. From Monday to Thursday include Sunday the first shift is held from 10.00 pm – 18.00 pm and the second shift is from 15.00 pm – 23.00 pm and for Friday to Saturday the difference is on the second shift, from 16.00 pm – 00.00 pm. Every employees get one day for free that can be chosen from Monday to Thursday.

Physical Evidence



Figure 3. Floor Plan of Trees Café

Process

Process that occurring in Trees Cafe is basically same as the process that occurs in a cafe in general. Customers come directly to the location, then ordering a menu that desirable, consume it, pay the bill and then go home. For customers who want to reserve this cafe for a banquet can make a call reservation to the cafe manager by contact the number that has been provided in menu.

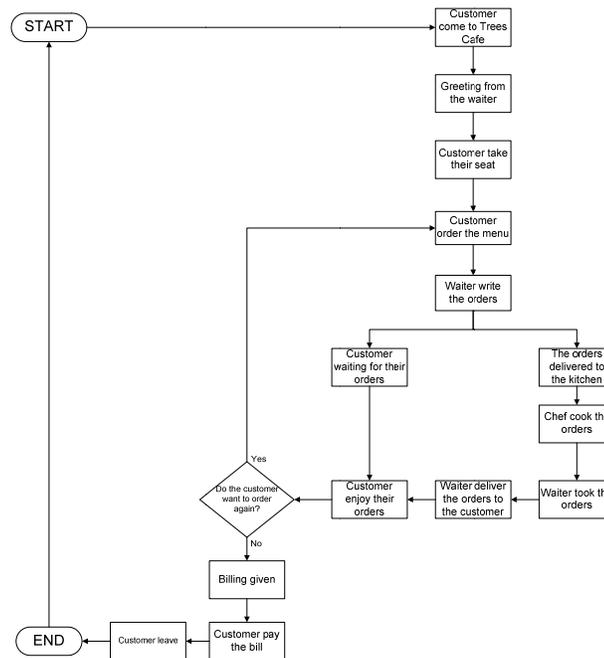


Figure 4. Process in Trees Café

2. Business Situation Analysis

Business situation analysis provides analysis that conducted to get the general idea about the situation and conditions beyond the company, an overview about the existing of competitors and the challenge in business in cafe. There is a certain tool used to get the information, some of them are Porter’s Five Analysis and Situation Analysis.

a. Porter's Six Force Analysis

Bargaining Power of Suppliers → LOW

Trees cafe is not attached to one exclusive suppliers because there are many suppliers that could supply food materials and cafe needs. This policy is done to get the cheapest price and avoid scarcity of food. For some of main material like rice is obtained from the owners who ordered separately.

From the description above can then be taken conclusion that bargaining power of supply to Trees Cafe is low, because the cafe having many choice in determining supplier and can be actively seek suppliers who gives the cheapest price.

Bargaining Power of Buyers → HIGH

If it seen from segmentation, customer is come from the middle upper class that is currently large enough also sensitive to the issue price and having an high expectations of satisfaction to the products and can cause customers leave cafe if they felt exceedingly not in accordance with their expectations and visit the other cafe. That is why bargaining power of buyers to Trees Cafe is high.

Threat of New Entrants → MEDIUM

Threat of new entrants for the cafe industry is quite high because even if the capital that used to set up a cafe like this is quite high but the benefits to be generated is quite high too. Industry restaurant promising a doubled profits if the restaurant successfully gain market share and loyal customers, but it would be the opposite if the restaurant not able to reach the customers.

Threat of Substitutes → HIGH

Threat of substitution for Trees Cafe is high. Substitution can happened when the substitution products offered with cheaper price and the value is more or less similar to what customers wants. Customer can easily get the substitution of products and services offered by Trees Cafe like canteen, food stalls, restaurants, bars, and even eating at home.

Rivalry among Existing Competitors → HIGH

Rivalry among existing competitor in the cafe business is quite high. Many cafe are compete to provide a differentiation for the products that they offered. A wide selection of food menu to price is competitively offered to attract the potential customers. Cafe which has a limited area usually plays on the interior by providing lighting, an interesting audiovisual display and sometimes there are some who named their cafe and its menu uniquely.

b. Situation Analysis

Situation Analysis (5 C's) is one of tool that used to analyze the external environment of organization in order to understand business environment. It will be described as follows

Company

Since its establishment three years ago, Trees Cafe has not been able to get revenue as expected. On the first and second years of operation, Trees Cafe do some activities to attract the customers.

Customer

Customers of Trees Cafe were originally people who were partners of the owner. This is because the owner is a businessman, so he is often visited by his friends who have business in Bandung. Based on the interview with the waiter, most of customer are family, also people aged 30 years and above. This is due to the customer from the beginning which is the older ones, so the cafe is identified itself to the older. But after conduct some observation, researcher found that there are also younger people who come to this place.

Competitor

There are several competitors who become the competitors of Trees Café:

- Raja Rasa
- Puri Bambu
- Sapu Lidi Cihampelas

Beside the direct competitor, there are also indirect competitors for Trees Cafe. This competitor means that there are differences between the target market but offer similar product and potential to be competitor for Trees Cafe. There are:

- Fussion Bistro
- Giggle Box

Collaborator

Supplier at Trees Cafe is quite a lot start from raw materials, kitchen utensils, tableware until the cleaning tools. Trees Cafe is not tied to a particular supplier, because there is a lot of number of suppliers that can supply food ingredients and materials. This policy was made to get the cheapest price and to avoid food shortages. For some of the main ingredients – like rice – obtained from cafe owners who ordered separately.

Trees Cafe also makes collaboration with third party such as Kambing Cairo, Sate Ayu and Mayang Sari to increase the allure of this cafe. They provide different kind of menu, which is having specialization in goat, satay and snacks. Individuals also a collaborator for the cafe because the needs of individuals who want the cafe provide additional services such as gathering, birthday celebration, graduation celebration, wedding event or any other events. The owner makes collaboration with franchise system. Trees Cafe and the three collaborators stand separately and have its own menu but offered together with Trees Cafe’s menu, except Mayang Sari which is offered different product like snacks gift.

Context

Political & regulatory environment that issued by government for cafe & restaurant business

The development of economic growth (LPE) in Bandung for 5 (five) years (2008-2012) also showed a positive improvement. If LPE Bandung in 2008 stood at 8.17% then in 2012 increased to 9.40%. Bandung LPE rate is higher when compared to the performance of LPE nationally. This is shows that economic growth of Bandung is relatively better than the national economy.

Development of technology can affect the business. Electronic media such as internet become more and more accessible to the public to get information and knowledge. Like food processing technology that can make more efficient in storage and presentation.

3. *Importance-Performance Gap Calculation*

Gap value beetween performance and importance value is a difference between the performance and the importance value. The gap value calculation for each attribute is using formula:

$$Gap\ Value = (Average\ Performance\ Value) - (Average\ importance\ Value)$$

Table 2. Gap Value Importance-Performance for Trees Café

| VARIABLE | AVERAGE VALUE | | GAP VALUE |
|---------------------------------------|---------------|------------|-----------|
| | PERFORMANCE | IMPORTANCE | |
| Quality foods | 3,31 | 3,84 | -0,53 |
| Various menu | 3,69 | 3,6 | 0,09 |
| Taste is suit to tongue | 3,51 | 3,75 | -0,24 |
| Price is appropriate with the product | 3,63 | 3,68 | -0,05 |
| Affordable price | 3,68 | 3,77 | -0,09 |
| Strategic location | 3,8 | 3,67 | 0,13 |
| Promotional price on specified time | 1,49 | 3,36 | -1,87 |
| Promotion in social media | 1,44 | 3,39 | -1,95 |
| Signage to show the location of café | 1,75 | 3,76 | -2,01 |
| Credit card promotion | 1,44 | 3,31 | -1,87 |
| Employee | 1,75 | 3,81 | -2,06 |

| | | | |
|---|------|------|-------|
| responsiveness in serving customer | | | |
| Employee tidiness in serving | 3,75 | 3,68 | 0,07 |
| Abilities of employees to assist in service | 3,68 | 3,78 | -0,1 |
| Employees warmth in serving customers | 3,77 | 3,72 | 0,05 |
| Orders given is same with customers order | 3,84 | 3,78 | 0,06 |
| Quickness in preparing order | 2,87 | 3,79 | -0,92 |
| Attractive room design | 3,36 | 3,64 | -0,28 |
| Availability of price information | 3,83 | 3,8 | 0,03 |
| Cleanliness around the cafe area | 3,65 | 3,76 | -0,11 |
| Additional facilities such as wifi | 3,7 | 3,69 | 0,01 |
| Secure environment around the café | 3,82 | 3,8 | 0,02 |

At the table can be seen that some of value gap is negative. This means that the level of performance of services provided by The Trees Cafe is still below the average level of importance expected by the customer. This means that The Trees Cafe should work better in giving the best service to the customers. The highest gap value is in the employees responsiveness in serving customer variable with a value of 2,06. This means that the service time expected by the customer with the time given by The Trees Cafe to its customers is far enough, in other words the services provided by The Trees Cafe to its customers is still very slow. While the smallest gap is in the strategic location variable with a value of 0,13, which means The Trees Cafe location is good enough, where performance beyond the importance.

C. Analysis of Business Situation

After performing interview with Trees Cafe manager, waiter, customer, questionnaire data processing, internal and external analysis, the root cause is next to be analyzed.

This research is conducted by various methods to determine the problem and its cause. Based on the analysis, Trees Cafe cannot achieve sales target because of many aspects that can be viewed in figure 5 below.

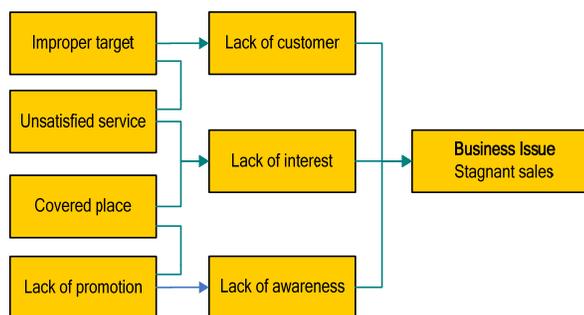


Figure 5. Root Cause Framework

3. Business Solution

Based on the analysis, it can be known the root cause of sales stagnancy for Trees Cafe such as lack of promotion that make the brand awareness to this cafe is low so that it makes the number of customer is also low. One of the way that can do to increase the awareness is by doing the effective and efficient promotion. An efficient promotion is needed by consider the capability of cafe in resources and financial. There are also some attributes that needs to improve such as positioning, targeting, product, promotion, people and physical evidence. Finally the solutions are expected to give an input and can be used as a marketing strategy for Trees Cafe as a way to increase its sales.

a. Business Solution for Segmenting, Targeting and Positioning

- Segmenting

The proposed of new segmentation can be divide based on geography, demographic, psychographic, and behavioral.

- Targeting

Target market is chosen by option from one or more segmentation that identified to be a potential target for the cafe. Author modifies the target market based on the segmentation for Trees Cafe in table 3 below.

Table 3. Proposed Targeting for Trees Café

| Segmentation | Characteristic |
|---------------|--|
| Geography | <ul style="list-style-type: none"> • People who live in Bandung area such as Bungur, Karang Setra, Sindagsirna, Setra Sari, Geger Kalong, Cemara, Sukajadi, Sukagalih, Setiabudi, etc |
| Demography | <ul style="list-style-type: none"> • Male and Female • Single or marry • 25-45 • Above high school in education • College and worker • SES A and B |
| Psychographic | <ul style="list-style-type: none"> • People who wants to get relaxation, convenience • Outgoing, controlled, materialistic |
| Behavioral | <ul style="list-style-type: none"> • Prefer to quality, value, taste, entertainment, excitement • Have to celebration, birthday, anniversary, gathering |

- Positioning

The new positioning suggestion for Trees Cafe is a place for people who want to enjoy foods while having relaxation in ambience. Just like tree’s condition that has many branches, twigs and leaves so does offered by Trees Cafe. A cafe that have many choices of food and. The new tagline for Trees Cafe is “Great Place to Satisfy Your Tongue”

b. Business Solution for Marketing Mix

Product

Based on the questionnaire analysis, there are no gap between the quality of food that provided by Trees Cafe with customer expectation in food quality. But based on the competitor analysis, there are some of potential competitions between Trees Cafe among others.

The recommendations for Trees Cafe’s product:

1. Improve the menu quality continuously based on customer needs.
2. Make a specialty product like Iga Bakar that chosen by the customer to make a focus intention if saying Trees Cafe’s product.

3. Make a standard operational procedure in cooking and service so that the taste of the food will not be change if the chef is different.

Price

Based on the analysis before, there are no gap between customer and cafe. The price is quite approved by customers. Otherwise the price can be change if the foodstuff price is raise.

There is input from author for the price of Trees Cafe is the amount of food price listed on the menu should be already include the cost of taxes and service so that it making easier for customers to make payments. It is based on interviews of some customers who prefer to pay the price that covers everything so that they don't have any difficulties to think about the other charges.

Place

Location of Trees Cafe is a strategic, but the condition of the building that surrounded by walls and trees make this place a little bit closed and looked bleak when viewed from a distance. Trees Cafe should do renovations by knocking down a part of the existing walls to make the cafe become little bright and more visible. To cope with the presence of the wall, it can be replaced by planting bamboo trees around the site or can also be with other medium tree species, so the concept of Trees Cafe lush with trees can be achieved without being closed.

Promotion

Based on the observations, promotion that conducted by Trees Cafe is very less. Therefore it is needed an ongoing promotion so that this cafe is more widely known by the public, not only for the friends of owner only. Based on the analysis before, there are problem with brand awareness.

Author proposes 3 types of promotion such as advertising, sales promotion and internet marketing.

- a. Advertising
 - Using Radio by delivering excellence and the uniqueness of Trees Cafe which have various menus and the convenience of its location with trees and gardens (cognitive) and delivering the message by connecting the experience and emotional value that is owned by Trees Cafe products (affective).
 - Using brochure by delivering cognitive and affective strategy and also describe an action by purchasing a product (conative)
- b. Sales Promotion
 - Customer promotion is the promotion conducted to attract customer interest to come and buy a product or service that offered, such as giving voucher, discount, economical package, gathering package.
 - Event promotion describes the marketing practice in which a brand is linked to an event to create experience to the customers and associate the brand personality with a certain lifestyle. Event promotions usually consciously planned, created to mark special occasions and achieve particular social or cultural. For example : regular events (community event) and thematic event
- c. Internet Marketing
 - Website creation like www.treescafe.com as a way to deliver information about the products and services that provided by Trees Cafe. Website can also has a function for people to know the situation and condition of Trees Cafe by seeing the pictures
 - Advertising using social networking like facebook, twitter, instagram and blogger

People

In the analysis that has been conducted before, there are some of dissatisfaction among customers with service that has been done by Trees Cafe. Some of problems that found on the analysis, such as:

- a. Low responsiveness in serving customer
- b. Lack of employees ability to assist in service

Alternative solutions to the problems that mentioned above are:

1. Make frequently briefing to the employees. Briefing conducted by discussing all the activities of what will be conducted in work, if there are important things to be notified before the start of work such as procurement the promotion, foodstuff delivery schedule, shift work employees, and also the duties and responsibilities of work quickly and responsiveness in serving customer.

2. Attach warning sign in order to make the employees get warn for what they should do in every day. The warning sign will be put in kitchen area and cashier area, where the employee can easily see the warning sign like picture that written the words “senyum, sapa dan jadilah luarbiasa”, or “waktu tunggu anda kewajiban kami”.
3. Giving monthly reward to the best waiter. This is conducted based on customer choice. The management gives reward like bonus fee to the waiter of the month. The best waiter picture will be put on the wall so that the customer can see the best waiter in the cafe. This is can develop a sense of responsibility of every employee to their best to get reward.
4. Make a SOP as employee guideline to work. So that this can helping the waiters and other employees getting understand and know what should they do daily and have a responsibility for that. With SOP, it is expected the standards quality of Trees Cafe food is maintained and the standards of waiter service also would be better.
5. Meeting monthly to discuss about everything that occur in cafe. The employees also free to give an input and suggestion for the cafe because waiter is the person that is connected to the customer directly.
6. In order to make the customer not boring to wait, it is needed to provide drinks first so that they can enjoy sitting while drinking in waiting the food order.

Physical Evidence

Based on the analysis before, the problems for physical evidence is the unattractive design. So the solution that can be proposed for improvement of physical evidence is wall renovation to make an attractive sensation, make footh path and canopy to make the customer and employee comfortable.

Collaborator

In order to have a good collaboration, it should be made a together sign board, so people can recognize that the third parties is a part of Trees Cafe.

Value Proposition

Value proposition is a benefit that is offered to the customer’s need which includes product and service.

The value proposition that offered by Trees Cafe, such as:

- Lots of food choices, from Indonesian to western and provide beer
- Comfortable place with trees sensation
- Cheaper than the other cafes
- Responsiveness in delivering food

Measurement

Impact measurement of marketing communication is done by giving an evaluation of the marketing mix. Advertisements in media and social networking, internet, sales promotion is measured by looking at the brand recall and recognition, interest in buying and market response. Marketing promotion is measured by looking at the sale. Communication programs must be flow in harmony in order to obtain results in accordance with the company's expectations. It is also proposed to hire an assistant manager to handle and help the manager to conduct the proposed plan. The assistant responsible to do the marketing program, make an evaluation and report to the manager. So, that the programs can be done and can be monitored. A monthly meeting to discuss the results of the program should be made.

4. Conclusion and Implementation Plan

a. Marketing Mix Implementation

There are some implementation that should be done earlier, such as wall renovation, make footpath and canopy. After doing this the promotion should be conducted in order to get customers on fasting time. While doing that, there should be meeting and briefing to the employees so that the employees’ ability and responsiveness could be increase.

b. Budgeting Implementation

Table 4. Budgeting estimation

| Wall & Gate Renovation | | | | |
|-----------------------------------|----------------------------------|----------------------------------|-------------------------------|---------------|
| Job Description | Material Cost | Labor Cost | Budget | |
| Wall construction | (100m ²) x Rp 75.000 | (100m ²) x Rp 70.000 | Rp 14.500.000 | |
| Gate installation | Rp 7.000.000 | Rp 500.000 | Rp 7.500.000 | |
| Signboard, Canopy, Footpath | Rp 10.000.000 | - | Rp 10.000.000 | |
| Rp 32.000.000 | | | | |
| Radio Budget | | | | |
| Radio Name | Ad Type | Duration | Prime Time | Budget |
| | | | 06.00-09.00 & 16.00-20.00 WIB | |
| B Radio | Loose Spot | 30 – 60 seconds | Rp 500.000 | Rp 12.000.000 |
| K Lite | Loose Spot | 30 – 60 seconds | Rp 350.000 | Rp 8.400.000 |
| Rp 20.400.000 | | | | |
| Brochure Budget | | | | |
| Quantity | Price/sheet | Quantity | Budget | |
| 1000 sheets | Rp 900,00 | 6000 sheets | | |
| 2000 sheets | Rp 500,00 | | | |
| 6000 sheets | Rp 200,00 | | | |
| Rp 1.200.000 | | | | |
| Voucher Budget | | | | |
| Quantity | Price/sheet | Budget | | |
| 2000 sheets | Rp 100,00 | Rp 200.000 | | |
| Internet Marketing Budget | | | | |
| Media | Price | Budget | | |
| Website | Rp 5.000.000 | Rp 5.000.000 | | |
| Social Networking | Rp 2.000.000 | Rp 2.000.000 | | |
| Rp 7.000.000 | | | | |
| TOTAL Rp 60.800.000 | | | | |

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