

No. ISSN : 2339-1650



**universitas
bandar lampung**

THE FIRST
INTERNATIONAL CONFERENCE ON
**LAW, BUSINESS
& GOVERNANCE**

23-24

OCTOBER 2013
BANDAR LAMPUNG
UNIVERSITY (UBL),
INDONESIA

ICON-UBG

2013

Hosted by :
Bandar Lampung University (UBL), Indonesia



in
corporation
with



Universitas Cendekia



Universitas Islam Sumatera Utara
11333-2013/14



Maastricht
University

PROCEEDINGS

Icon-LBG 2013

THE FIRST INTERNATIONAL CONFERENCE
ON LAW, BUSINESS AND GOVERNANCE 2013

22, 23, 24 October 2013
Bandar Lampung University (UBL)
Lampung, Indonesia

PROCEEDINGS

Organized by:



Faculty of Law, Faculty of Economics and Faculty of Social Science
Bandar Lampung University (UBL)
Jl. Zainal Abidin Pagar Alam No.89 Labuhan Ratu, Bandar Lampung, Indonesia
Phone: +62 721 36 666 25, Fax: +62 721 701 467
website :www.ubl.ac.id

PREFACE

The Activities of the International Conference are in line and very appropriate with the vision and mission of Bandar Lampung University (UBL) to promote training and education as well as research in these areas.

On behalf of the First International Conference on Law, Business and Governance (Icon-LBG 2013) organizing committee, we are very pleased with the very good response especially from the keynote speaker and from the participants. It is noteworthy to point out that about 67 technical papers were received for this conference.

The participants of the conference come from many well known universities, among others : International Islamic University Malaysia, Utrech University, Maastricht University, Unika ATMA JAYA, Universitas Sebelas Maret, Universitas Negeri Surabaya, Universitas Jambi (UNJA), Diponegoro University, Semarang, Universitas 17 Agustus 1945 Jakarta, Universitas Bandar Lampung, Universitas Andalas Padang, University of Dian Nuswantoro, Semarang, Universitas Terbuka, Universitas Airlangga, Bangka Belitung University, President University, Tujuh Belas Agustus University Jakarta, International Business Management Ciputra University, Surabaya, University of Indonesia, Business School Pelita Harapan University, STIE EKUITAS, Bandung, STAN Indonesia Mandiri School of Economics Bandung, Lampung University.

I would like to express my deepest gratitude to the International Advisory Board members, sponsor and also to all keynote speakers and all participants. I am also gratefull to all organizing committee and all of the reviewers who contribute to the high standard of the conference. Also I would like to express my deepest gratitude to the Rector of Bandar Lampung University (UBL) who give us endless support to these activities, so that the conference can be administrated on time

Bandar Lampung, 22 October 2013

Mustofa Usman, Ph.D
Icon-LBG Chairman

PROCEEDINGS

Icon-LBG 2013

**The First International Conference
on Law, Business and Governance**

22, 23, 24 October 2013

INTERNATIONAL ADVISORY BOARD

M. Yusuf S. Barusman, Indonesia
Andala R.P. Barusman, Indonesia
Mustofa Usman, Indonesia
Hayyan Ul Haq, Netherland
Renee Speijcken, Netherland
Zulfi Diane Zaini, Indonesia
Agus Wahyudi, Indonesia
Harpain, Indonesia
Khomsahrial Romli, Indonesia
Ida Farida, Indonesia
Warsono, Indonesia
Andreas Budihardjo, Indonesia
Pawito, Indonesia
I Gusti Ayu Ketut Rahmi, Indonesia
Lintje Anna Marpaung Indonesia
Zainab, Indonesia
Nik Ahmad Kamal Nik Mahmood, Malaysia
Maliah Sulaiman, Malaysia
Mohanraj, India
Wahyu Sasongko, Indonesia
Ari Darmastuti, Indonesia

PROCEEDINGS

Icon-LBG 2013

**The First International Conference
on Law, Business and Governance**

22, 23, 24 October 2013

STEERING COMMITTEE

Executive Advisors

Dr. Ir. M Yusuf S. Barusman, MBA
Prof. Dr. Khomsahrial Romli, M.Si.
Dr. Lintje Anna Marpaun, SH., MH.
Drs. Thontowie, MS

Chairman

Drs. Harpain, MAT, MM

Co-Chairman

Helta Anggia, S.Pd., M.A

Secretary

Tissa Zadya, SE., MM.

Technical Committee of Law Division

Dr. I Gusti Ayu KRH, SH., MH
Dr. Erina Pane, SH., MH
Dr. Zulfi Diane Zaini, SH.,MH
Dr. Zainab Ompu Jainah, SH., MH
Erlina B, SH.,M.Hum

Business Division

Prof. Dr. Sudarsono
Dr. Lindrianasari, S.E., M.Si., Akt
Dr. Anggrita Denziana, SE., Akt.,MM
Dr. Alex Tribuana Sutanto, ST., MM.
Dra. Rosmiati Tarmizi, MM, Ak.
Dr. Drs. Fauzi Mihdar, MM
Andala Rama Putra, SE, M.A, Ec.
Afrizal Nilwan, SE,, M.Ec., Akt.
Tina Miniawati, SE., MBA.

Governance Division

Dr. Drs. Supriyanto, M.Si.
Dr. Ahmad Suharyo, M.Si.
Dr. Hasan Basri, M.Si.
Drs. Hassan Basrie, M.Psi.
Dr. Dra. Ida Farida, M.Si.
Dr. Wawan Hernawan, M.Pd.
Drs. Suwandi, MM.
Drs. Yadi Lustiadi, M.Si.
Dra. Agustuti Handayani, MM

Treasure

Samsul Bahri, SE
Dian Agustina, SE

PROCEEDINGS

Icon-LBG 2013

**The First International Conference
on Law, Business and Governance**

22, 23, 24 October 2013

ORGANIZING COMMITTEE

Chair Person

Tissa Zadya, S.E, M.M

Vice Chair Person

Dra. Yulfriwini, M.T

Administration

Proceedings and Certificate Distribution

Dr. Zainab Ompu Jainah, SH., MH.
R Nadia RP Dalimunthe, S.S., M.Hum.
Drs. Suwandi, MM
Dra. Agustuti Handayani, MM
Berry Salatar, S.Pd.
Kartini Adam, SE
Atin Inayatin
Agung Saputra
Jacinda
Purwanto

Special Events

Dr. Zulfi Diane Zaini, SH.,MH.
Siti Rahmawati, SE
Khairudin, SE., M.S.Ak
Olivia Tjioer, SE., MM.
Achmad Haris
Alvin Aritanando
Mochammad Fikri H.
Ayu Safitri
Pandu Kurniawan
Cecilia Ariani J.B

Sponsorship

Dr. Alex Tribuana Sutanto, ST., MM.
Agus Gunawan
Tari Ines Safitri
Winda Natasya
Dicky Wahyudi
Poppy Irawati
Toni Arifin
Hansen Adi Pangestu

Receptionist and Registration

Dra. Agustuti Handayani, M.M
Tami Ruli, S.H., M.Hum
Haninun, S.E., M.S.Ak
Nilawati
Refli Setiawan
Moh. Fileri H
Alvin Aritanando
Tia Agustina
Rina

Documentation

Noning Verawati, S.Sos
Hesti, S.H
Rifandi Ritonga, SH
Febtry Mariska
M Sabila Rasyad
Putu Riski Mandala
Rico Febrianto
Yahya Saiful
Luqman
Reno Art Simorang

Transportation and Accommodation

Irawati, SE
Pandi
Edi

Consumption

Susilowati, S.T., M.T
Risti Dwi Ramasari, S.H., M.H
Dra. Azima Dimiyati, MM
Olivia Tjioener, S.E., M.M
Mei Endang Lestari
Nadia May Linda
Widiya Nanda

Publication and Public Relation

Ir. Indriati Agustina Gultom, MM.
Dina Ika Wahyuningsih, S.Kom
Noning Verawati, S.Sos., M.A
Siti Masitoh
Wahyu Pamungkas
Habib Mustofa
Andre Putra
Sandi Prayoga
Roni Semendawai
Syifaudin
Dharma Saputra
Yohanes Alex

Facility and Decoration

Siti Rahma Wati, SE
Dina Ika Wahyuningsih, S.Kom
Zainal Abidin, SE
Ahyar Saleh, SE
Eko Suhardiyanto
Wagino
Sugimin

Table Of Content

Preface.....	ii
International Advisory Board	iii
Steering Committee	iv
Organizing Committee.....	vi
Table of Content	ix

Keynote Speakers :

1. Leadership Style, Climate, Commitment and Corporate Performance – Andreas Budihardjo	I-1
2. The Great Paradox of Good Governance in Indonesia - Andrik Purwasito	I-8
3. Local Autonomy and Inter-Sector Performance-Based-Governance in Lampung Province – Ari Darmastuti	I-15
4. Urgency of Regulatory Priorities Watershed in Order To Conduct an Integrated Watershed Administrative Law In Indonesia – I Gusti Ayu Ketut Rachmi Handayani.....	I-22
5. The Strategic Development Model of Organizational Dynamic Capabilities at Private Higher Education Institutions Using Soft System Methodology – M Yusuf S Barusman.....	I-29
6. Governance, Business and The Environment - Maliah Sulaiman	I-39
7. Good Governance and The Rule Of Law - Nik Ahmad Kamal Nik Mahmud	I-45
8. The Legal Protection of Geographical Indications in Indonesia Towards The Asean Economic Community - Wahyu Sasongko.....	I-56
9. Bank Indonesia Law Relations With The Financial Services Authority (FSA) in Indonesian Banking Supervision - Zulfi Diane Zaini	I-63
10. Application of Factor Analysis to Public Sector Integrity in Indonesia - Warsono, Armen Yasir, Dian Kurniasari, Widiarti, Ridwan Saifuddin	I-69
11. Strengthening Creative Economic Resources Through Designing Appropriate Regulatory Model in Managing and Optimising Cultural Property- Hayyan ul Haq.....	I-76

Invited Speaker

12. The Direction Of Future Management Accounting Research In The Asia Pacific Region - Grahita Chandrarin	I-77
---	------

Paper Presenter :

Law :

1. Indonesian Marriage Legal System Construction In Order to Protect Children From Marriage Law That is Not Recorded - Amnawaty	II-1
2. Urgently of Harmonization of National Legislation on Juvenile Criminal Justice Towards International Standards: A Review of Rules of Deprivation of Liberty of Child Offender - Antonius Ps Wibowo.....	II-14

3. The Urgency of Total Economic Value Aspect in Food Security Regulation In Order to Engage Asia's Trade Area (Indonesia Case Study) - Anugrah Adiastruti	II-25
4. Strike as The Last Resort In Dispute Settlement Between Workers and Employers - Arinto Nugroho	II-30
5. Politics of Land Law For Indonesian Farmers (Towards the Bill of Land in Indonesia) - Elita Rahmi	II-35
6. State Role In Building People's Economy Amid Economic Globalization - Elly Nurlaili	II-40
7. Legal Protection of Traditional Crafts Tapis Lampung Based Local Wisdom in The Era of Globalization- Erlina B	II-45
8. Perda Progressive : an Alternative To Fulfillment of Poor People Rights of Health in Local Autonomy - H.S. Tisnanta, Agus Triono	II-52
9. The Comparison Between Indonesian Constitutional Court and Russian Constitutional Court - Lintje Anna Marpaung.....	II-58
10. The Politics of Islamic Criminal Law in Indonesia (A Critical Analysis) - Mohamad Rapiq.....	II-67
11. Learning Environmental Rights, Finding Green Future: The Road to Ecojustice - Muhammad Akib, Fathoni	II-73
12. The CSR of Tobacco Industries: The Concept And Its Implementation – Nanik Trihastuti	II-80
13. The Comparison Of The Indonesian Ppatk Role With Other Countries Financial Intelligence Unit (FIU) - Nikmah Rosidah	II-86
14. Benefits Of Ratification Of The Madrid Protocol (Protocol Relating To The Madrid Agreement Concerning The International Registration Of Marks) For The Protection Of Intellectual Property Rights In Indonesia - Risti Dwi Ramasari.....	II-92
15. Equitable Law of Democracy Political Policy Against The Election of Incumbent - S. Endang Prasetyawati	II-99
16. Narcotics Crime as A Phenomenon of Transnational Organized Crime - Zainab Ompu Jainah	II-110
17. Safety Net of The Financial System in The Perspective of Indonesian Banking Law - Zulfi Diane Zaini	II-115
18. National Land Law Reform in Facing Globalization - Darwin Ginting	II-122
19. Land Dispute Settlements Insocial Philosophy Perspectives (A Case Study in PTPN VII of Bergen Unit Business in South Lampung Regency) - Herlina Ratna S.N.	II-130
20. Analysis of Regional Expansion as Implications of Regional Autonomy Implementation - Indah Satria	II-137
21. Normative Judicial Analysis of Dissolution of Political Parties Towards Democratic System in Indonesia - Rifandy Ritonga	II-141
22. Limitations Of Legal Ability In Dispute Resolution Of Consumer Protection - Tami Rusli.....	II-147

Business

1. Accountability And Financial Performance of Local Government in Indonesia – Aminah, Lindrianasari	III-1
--	-------

2. Competitive Advantage; The Affecting Factors and Its Impact on Selling-In Performance (Studies on Patronage Outlets PT. Indosat Semarang) - Ana Kadarningsih	III-7
3. Bankruptcy Analysis of Banking Companies in Indonesia Period 2001-2012 (Using the Altman Z-Score Model)- Andi Sanjaya, Lindrianasari, Aminah.....	III-20
4. The Influence of Audit Committee Quality and Internal Auditor Objectivity Toward The Prevention of Fraudulent Financial Reporting(A Survey in BUMN of Indonesia) - Angrita Denziana	III-26
5. Performance Measurement of Management Study-Program Based on Balanced Scorecard from Students' Perception – Ardansyah, Ayu Ichda Mardatila	III-32
6. E-Business : At A Glance Indonesia Online Shop Agent - Arnes Yuli Vandika, Samsul Arifin, Eka Imama Novita Sari, Debi Herlina Meilani	III-37
7. Brand Awareness Strategy: Role of Blackberry Messenger (Case in Sumber Tiket Murah Travel: PIN 2144C41F) - Dian Pane, Baroroh Lestari.....	III-40
8. Analysis of Corporate Social Responsibility Implementation And Social Audit at PT Semen Padang - Elvira Luthan, Sri Dewi Edmawati	III-50
9. Tourism Investment, Supply and Demand in Indonesia: Impact and Factor Analysis -Faurani Santi, Rina Oktaviani, Dedi Budiman Hakim, Reni Kustiari.....	III-61
10. The Effect of Job Satisfaction and Organizational Justice on Organizational Citizenship Behavior with Organization Commitment as The Moderator - Fauzi Mihdar.....	III-75
11. The Economic of Umar Bin Khatt b Policy in Modern Economic Policy - Hendri Hermawan Adinugraha	III-83
12. The Influence of Corporate Governance Implementation toward Bank Performance (Empirical Study on Banks Listed in Indonesia Stock Exchange) - Heriyanni Mashitoh, Irma.....	III-90
13. The Factors That Influence The Firm Performance In The Furniture Industry Jepara - Mahmud,Guruh Taufan H, Ida Farida.....	III-102
14. The Implication of Opportunistic Behavior Towards a Financial Report Conservatism : A Study of Banking Company Go-Public at BEI - Novi Darmayanti, Nur Suci Mei.....	III-110
15. Innovation Strategy With Environment Variable Antesenden Internal, External And Environmental Partnership Strategy For Their Impact On The Sustainable Competitive Advantage (Survey on Small Business in Pangkalpinang city) - Reniati and Dian Prihardini Wibawa	III-118
16. The Infuence of Cash Flow Information Toward Stock Return - Reza Kurniawan	III-126
17. The Influence of Internal Control toward Production Cost Control Efectivity - Sarjito Surya.....	III-132
18. The Influence of Management Information System to Management Control System - Sihar Tambun, Vienda A. Kuntjoro.....	III-138
19. Identifying Indonesia-Uruguay Bilateral Trade Opportunities:A Revealed Comparative Advantage Approach - Sulthon Sjahril Sabaruddin, Riris Rotua Sitorus	III-145
20. Redesign the Competence Business Strategy of SME's in Dealing with ASEAN Economic Community (AEC) Trade Liberalization 2015 Case Studies: SME's Creative Industry Sector in Bandung - Teddy Fauzi	III-153

21. Service Innovation: In Highly Competitive of Hotel Industry - Widjaja Hartono	III-157
22. The Impact of Liquidity, Profitability And Activity Ratio To The Probability Of Default For Banking Companies Listed in Indonesia Stock Exchanges For The Period 2006 To 2012 - William Tjong, Herlina Lusmeida	III-164
23. Using Altman Z-Score Model and Current Status Of Financial Ratio to Asses Of Consumer Goods Company Listed in Indonesia Stock Exchange (IDX) - Yoppy Palupi Purbaningsih,	III-169
24. Analysis of Factors Affecting Foreign Direct Investment Mineral Mining Sector in Indonesia Period 2009-2012 - Zeflin Anggal, Purwanto	III-176
25. Implement of M-Government to Improve Public Services - Ahmad Cucus, Yuthsi Aprilinda	III-181
26. The Development of Productivity Performance Models: Based on Self-efficacy, Trust, Systems Quality, and Information Quality. Study on Information Systems of PT Pindo Deli Paper Products - Indah Kartika Sandhi.....	III-187

Governance

1. Controlling for Agricultural Land Conversion District in West Java Province Tasikmalaya - Ade Iskandar	IV-1
2. Local Handicraft Development Policy Implementation - Ani Heryani	IV-5
3. Designing IT Governance Approach Standard ISO 38500 for Indonesia Higher Education - Arnes Yuli Vandika, Samsul Arifin, Eka Imama Novita Sari, Debi Herlina Meilani	IV-9
4. Potential Thematic Campaign for Lampung Tourism - Hasan Basri	IV-12
5. Globalization and Its Effect on Democracy - Ida Farida	IV-17
6. Bureaucracy Communication and Government Organizational Culture - Khomsahrial Romli	IV-23
7. Creative Economic Development Mode Through Business Learning Group For The Purpose of Ending The Poverty - Soewito, Suwandi	IV-29
8. Child Protection Strategies at Agrarian Conflict Area (A Case Study at Moro-Moro Village, Register 45, Mesuji Regency) - Wijatnika	IV-36

COMPETITIVE ADVANTAGE; THE AFFECTING FACTORS AND ITS IMPACT ON SELLING-IN PERFORMANCE (Studies on Patronage Outlets PT. Indosat Semarang)

Ana Kadarningsih

Economics and Business Faculty, University of Dian Nuswantoro, Semarang, Indonesia

Corresponding email: ana_kadarningsih@yahoo.com

Abstract

There is phenomenal gap that amount of Indosat's outlets have increased as 41,76% in year 2007 until 2008, while Net Profit Margin have decreased as 18,66 % in year 2008. Also there is research gap which said that competitive advantage have influence on performance sales, meanwhile other research result selling-in performance has influence on competitive advantage. The purpose of this research is to test the influences of service quality outlet, differentiation, corporate image, quality of relationship with outlet, environment adaptability, on competitive advantage which is targeted to increase selling-in performance. The samples size of this research is 123 outlets of PT. Indosat. By using the Structural Equation Modeling (SEM) with AMOS software, the results show that the service quality outlet, differentiation, corporate image, quality of relationship with outlet, environment adaptability have influence on competitive advantage which is targeted to increase selling-in performance.

Keywords: Selling-in performance, competitive advantage

1. INTRODUCTION

In the era of globalization, some heavier challenges will be faced by PT Indosat, not only the challenge to be able to survive, but it also has to be able to have a competitive advantage compared with another companies. Michman in Wahyudi (2002) argues that companies have limitations in selling their products, as a result they need intermediaries as a distribution channel to reach the end consumer. Selling-In is a distribution activities which are directed as an effort to have a selling activity in all the intermediaries that facilitate the achievement of an optimal level of market coverage, such as using intermediaries outlet to reach the end consumer. (Ferdinand, 2000).

PT Indosat has been operating since 1967. The number of outlets in the end of December 2008 has reached 169.000. The number of outlets has increased by 41.76% (119.000 outlets). Net profit margin in 2008 decreased by 18.66% compared with its in 2007. (Source Sustainability Report Indosat, www.Indosat.com). It can be concluded that with the increasing number of outlets has not been able to raise Indosat's net profit margin in 2008.

From previous studies, there is a research gap which stated that selling-in performance affected competitive advantage (Mustafa, 2005), but according to Rahmat Rialdi (2010) that the competitive advantage affect the company performance. Rahmat Rialdi's research was also supported by Fengki Octora Kurniawan (2005) which stated that competitive advantage affected sales performance. Meanwhile, according to Asa, Ismeth and Latif (2008) states that differentiation does not affect the competitive advantage when the product is a standard product. This opinion is different from Fengki Octora Kurniawan (2005) which stated that there is a positive relationship between product differentiation and competitive advantage of a product. This study aims to examine the impact of service quality outlets, differentiation, corporate image, quality of relationships with outlets, and environmental adaptability on competitive advantage. This study also examined the effect of competitive advantage on selling-in performance for patronage outlets PT. Indosat Semarang.

2. THEORETICAL REVIEW

Competitive advantage. According to Kim and Mauborgne (2005) said that there are two oceans in a competitive market, these are the Red Ocean and Blue Ocean. Red Ocean is a market whose space

limitations in the industries and competition rules have already been known. Meanwhile blue ocean is the creation of market space without competitors, therefore the competition in this ocean is irrelevant because of the rules formed the game. Hayes and Schmenner (1978) identified five dimensions of competitive priorities: (1) Price, (2) Quality, (3) Dependability; (4) Product Flexibility; (5) Volume Flexibility.

Service Quality Outlet. Parasuraman, et al in Kotler (1995) said that quality of service is a fundamental strategy to succeed and survive in an intensified competition environment. Quality of service in telecommunication companies (one of which is a mobile phone operator) hold an important role in improving of the company dynamics. Service of outlet strategy is one of the determinant in marketing success Parasuman, Zeithaml and Berry in Kotler (1995) identified five dimensions of service quality: tangible (direct evidence), reliability, responsiveness, assurance, and empathy. The hypothesis proposed as follows:

H1: Service quality outlet has a positive and significant impact on competitive advantage.

Differentiation. Successful implementation of differentiation can be achieved if the company also concerns the activity value of the operation activities that includes the main activities and supporting activities, which is a part of the value chain. Value chain relates with suppliers, channels, and buyers' activities (Porter, 1985).

Calantone, et al (1993) stated that the technical skill affected technical activities. It had an impact on the quality of a product and affected the successful of a product's development. When a product's development produced by a company is recognized by customers through the increasing of technical activities, the sales will increase and achieve the high selling-in performance. The hypothesis proposed as follows:

H2: Differentiation has a positive and significant impact on competitive advantage.

Corporate Image. Resnick and Lilis (2001) stated that the fundamental role of education, commitment and credibility are built to form the image of a company to support sales. Corporate image can have a big impact on sales and earnings. Smith and Barclay (1999) said that there is a relationship between image company with sales through effective message. Corporate image involves a combination of products' goal, services, management style, people needs and the overall philosophy. Good corporate image will be reflected from the company's reputation, management capability and company's commitment. Similarly, the corporate image is also determined by the company's reputation and professionalism, ethical standards and customer orientation. The hypothesis proposed as follows:

H3: Corporate image has a positive and significant impact on competitive advantage.

Quality of relationship with outlet. Relationship is seen as a very important factor. Some researchers like Dwyer, et al (1987) have obtained evidence which proved that building good relationships with customers are the company's responsibility in order to be able to survive in a competition. According to Kotler (1995), intermediaries attempt to perform cooperation relationship, partnership or distribution programming. There are several measures to determine relationship with customer (Alan Buttery and Rich Tamasche, 1996):

- Good communication and intimacy.
- Attitudes and acceptance by the customer.
- Trust, loyalty and commitment to customer

The hypothesis proposed as follows:

H4: The quality of relationship with outlet has a positive and significant impact on competitive advantage.

Environment adaptability. Environment observation is the acquisition and the usage of information about events, trends, and relationships in an organization's external environment, which becomes a knowledge that will assist management in planning future action. (Choo, 1999). Ahituv et.al in Xu (1999) suggested one of the main characteristics in marketing oriented strategy is the interaction with the external environment by getting important signals. Beal (2000) suggested two measures for environment observation, there are frequency (how often the manager observe the environment) and scope (how large is the observation). The hypothesis proposed as follows:

H5: Environment adaptability has a positive and significant impact on competitive advantage.

Selling-In Performance. Production result can not be sold if the company does not have a good distribution channel. Ferdinand (2000) stated that the policy of distribution channels can be used to manage the competition, based on the assumption that the higher the applied distribution intensity, the more solid of the strength to achieve targeted sales of product. Michman in Wahyudi, (2002) argues that companies have limitations in selling their products, so they need intermediaries as a distribution channel to reach the end consumer. Selling-in is a distribution activities to achieve an optimal level of market

coverage, by using intermediaries outlet to reach the final consumer (Ferdinand, 2000). Hypothesis is proposed as follows

H6: Competitive advantage has a positive and significant impact on the selling-in performance.

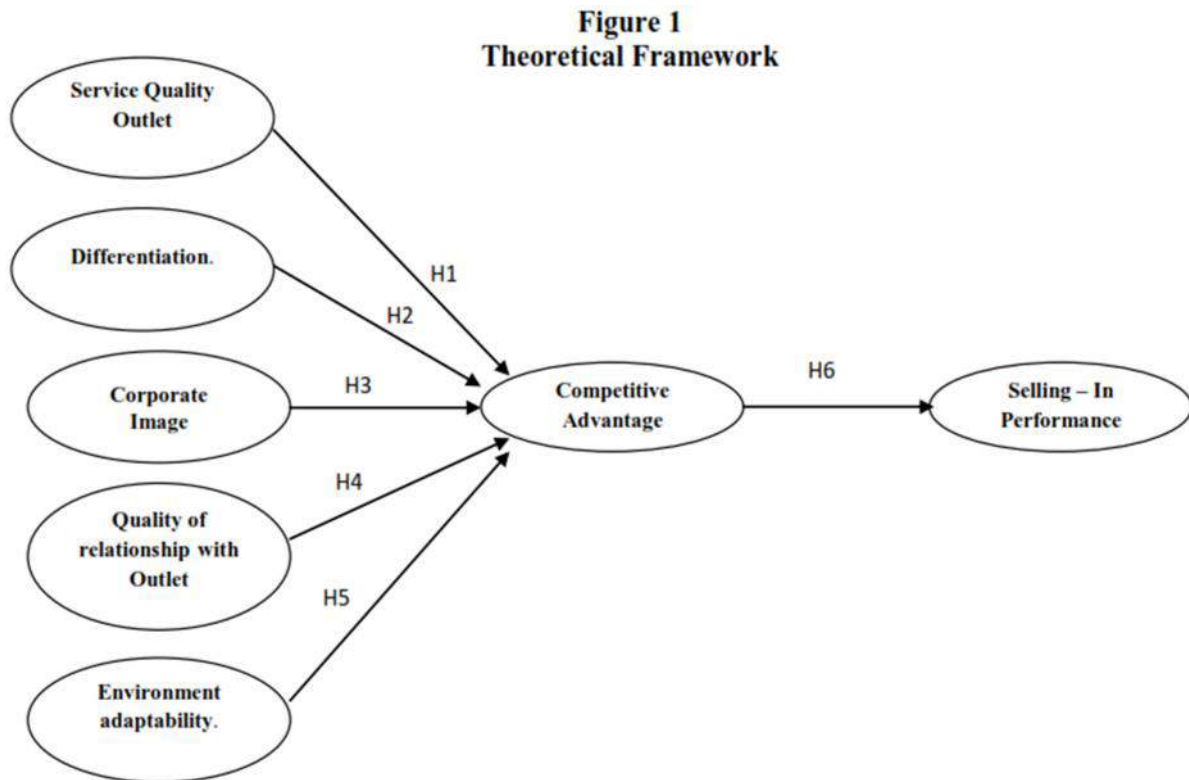


Figure 1 : Theoretical Framework

Source: a theoretical framework is developed for this study, 2012.

Source: Akbar (2003), Boediono (2001), Beal (2000), Calantone, et al (1993), Ferdinand (2000), Parasuman, Ziehaml, and Berry in Kotler (1995) was developed for this study

3. RESEARCH METHODS

Data Collection. Data in this study obtained directly from the questionnaires filled by supervisors or outlet owners outlets for the sample. . The questions were made with a scale of 110 to obtain numerical data and give a score or value. For the category of questions with answers strongly disagree or strongly agree. (Hussein, 2000). Number 1 (one) shows that the respondents strongly disagree, while the number 10 (ten) indicates strongly agree. The sample used was 123 outlets and distributors Indosat which have experience more than 1 year in the Region of Semarang and at least 60% identity by Indosat’s brand.

Data Analysis Techniques. The data analysis technique which are used is the qualitative analysis (the translation of non-statistical) and quantitative analysis (translation by numbers). Structural Equation Model (SEM) of a statistical package AMOS is used as analysis tool. To make a complete modeling, there are several steps that must be followed as follow (Hair et al in Ferdinand, 2002) :

1. Theory based model development.
The first step in the development of SEM models is finding or developing a model that has a strong theoretical justification.
2. The development of path diagram to show causality relationship.
Constructs in the path diagram can be divide into two groups, namely exogenous construct (independent variable) and the endogenous construct (dependent variable).
3. The conversion of path diagram into structural equation and measurement models. According to Ferdinand (2000), there are two equations to be formed, namely:
 - a. Structural equation

$$V \text{ endogenous} = V \text{ exogenous} + V \text{ exogenous} + \text{Error} \dots\dots\dots (1)$$
 - b. Equation specification measurement model

$$\text{Endogenous variable} = \text{exogenous variables} + \text{exogenous variables} + \text{error} \dots\dots\dots (2)$$

Table 1 : Structural Equation Model

Competitive advantage = β_1 Service quality outlet + β_2 differentiation + β_3 Corporate Image + β_4 Quality of relationship with outlet + β_5 Environment Adaptability + δ
Selling-In Performance = χ_1 Competitive Advantage + δ

Source : Developed for this study, 2012

The explanation of variables and dimensions can show on Table 1 as below :

Tabel 2 : Variables and Dimensions

Variables	Dimensions	Symbol
Service Quality Outlet	Tangibles	X 1
	Reliability	X 2
	Responsiveness	X 3
	Assurance	X 4
	Empathy	X 5
Differentiation	Future of technology service	X 6
	Signal of area coverage	X 7
	Product innovation activity	X 8
Corporate Image	Brand awareness	X 9
	Corporate reputation	X10
	Management Ability	X11
Quality of relationship with outlet	Good communication	X12
	Credibility	X13
	Mutualism Partnership	X14
Environment Adaptability	Competitors activity	X15
	Technology development	X16
	Customer demand	X17
Competitive Advantage	Competitive Price	X18
	Market Coverage	X19
	Timeliness of product	X20
Selling-In Performance	Visibility	X21
	Comparative margin	X22
	Sales turnover	X23

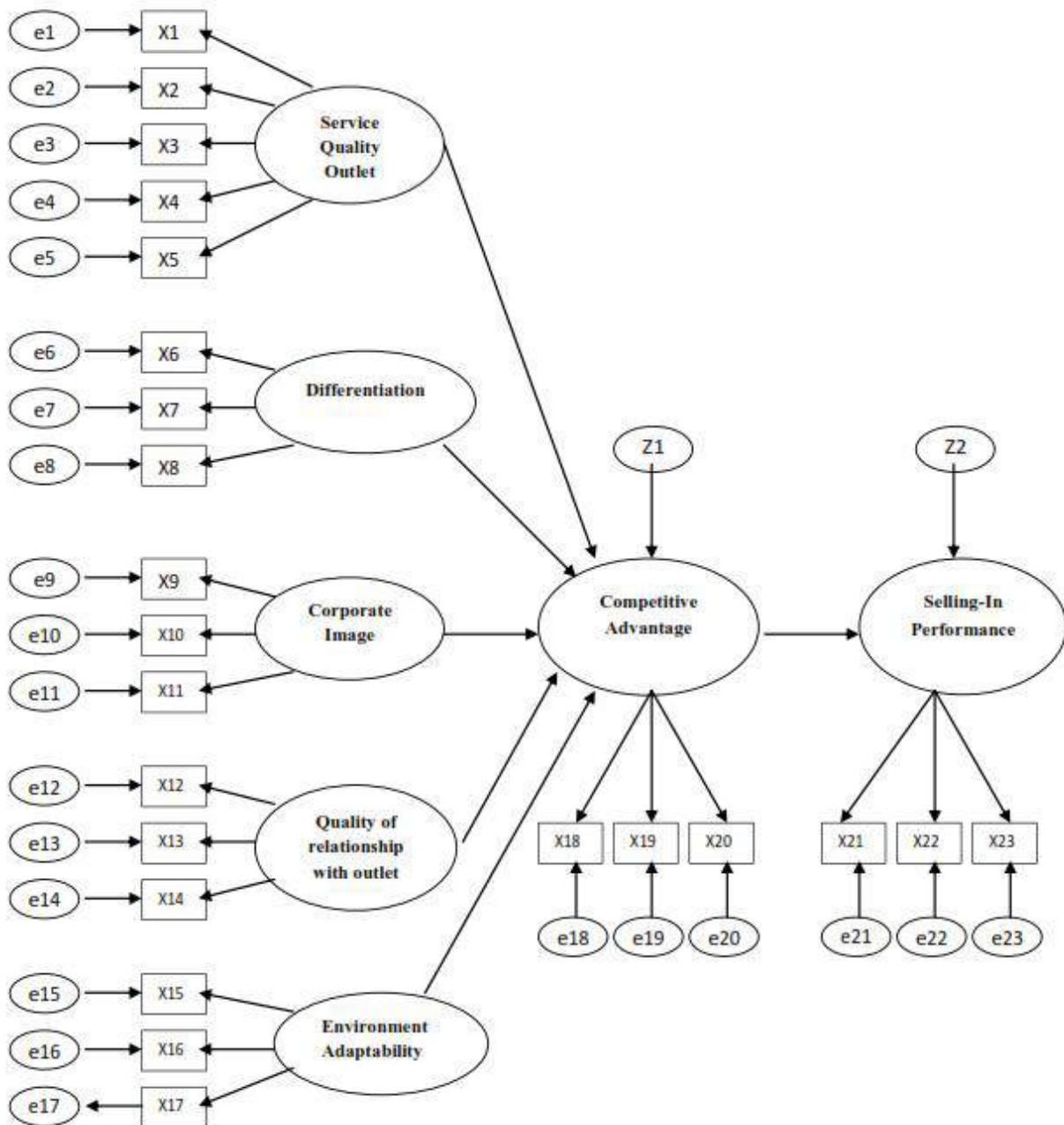


Figure 2 : Empirical Research Model

4. Selection of input matrices and estimation techniques on models built. This research input matrix is the covariance matrix or variance, because the standard error of the reported figures would show a more accurate value compared with the usage of correlation matrix (Ferdinand, 2002). The appropriate sample size for SEM is 100-200 respondents.

5. Evaluation criteria for goodness of fit (suitability test).

Some measurements in evaluating the goodness of fit criteria are:

- Chi Square Statistic (χ^2). The most fundamental measurement is the likelihood ratio chi-square statistic (χ^2). Lower values indicated that the model used in the study is a better model and can be accepted based on the probability of a cut of value of $p < 0.05$ or $p > 0.50$ (Hulland, et al, 1996 in Ferdinand, 2002).
- RMSEA (The Root Mean Square Error of Approximation) which shows the goodness of fit is obtained when the model is estimated in the population (Hair, et al, 1995). RMSEA value is less than or equal to 0.08 which becomes an index to the acceptability of a model, showed a close fit of the model based on degrees of freedom (Browne and Cudeck, 1993 in Ferdinand, 2000).
- GFI (Goodness of Index), is a non-statistical measure that has a range of values between 0 (poor fit) to 1.0 (perfect fit). High scores on this index indicate a better fit. Significant probability values that can be accepted is $p < 0.05$.
- AGFI (Adjust Goodness of Fit Index), which is the recommended level of acceptance when AGFI has a

- value equal to or greater than 0.90 (Hair, et al, 1995 and Hulland, 1996 in Ferdinand, 2000).
- CMIN / DF, is the minimum sample discrepancy function divided by degree of freedom. CMIN / DF is none other than chi-square statistic, χ^2 divided Df is called relative χ^2 . If relative χ^2 is less than 2.0 or 3.0 are indicates of acceptable fit between model and data (Arbuckle, 1997 in Ferdinand, 2000).
 - TLI (Truck Lewis Index), an index that compares tested incremental model against a base line models, which are recommended as a reference value for the receipt of a model. The recommended value is 0.95 (Hair, et al, 1995) and a value close to 1 showed a very good fit (Arbuckle, 1997 in Ferdinand, 2000).
 - CFI (Competitive Fit Index), If the value closes to 1, it indicates the highest level of fit (Arbuckle, 1997 in Ferdinand, 2000). Recommended value is 0.95 CFI.

Table 3 : Goodness Of Index

<i>Goodness of fit index</i>	<i>Cut of Value</i>
$\chi^2 - Chi\ square$	small expected
<i>Significance probability</i>	$\geq 0,05$
<i>RMSEA</i>	$\leq 0,08$
<i>GFI</i>	$\geq 0,90$
<i>AGFI</i>	$\geq 0,90$
<i>CMIN/DF</i>	$\leq 2,0$
<i>TLI</i>	$\geq 0,95$
<i>CFI</i>	$\geq 0,95$

Source : Ferdinand, 2000

6. Reliability Test

Reliability test in SEM obtained through the formula: (Hair, et al in Ferdinand, 2002).

- Construct reliability = $(\text{standard loading})^2 / (\text{standard loading})^2 + j \dots (3)$

Acceptable level of reliability : 0.7.

7. Normality Data Test

Normality test to test whether the variables-variables have a normal distribution or not. Good regression models have normal or near normal data distribution (Ghozali, 2001 in an Akbar, 2003).

Judging from the skewness value that data used. Normality test is done using criteria critical ratio of 2.58 with 0.01 significance level (1%), so it can be concluded that there is no deviating data .

4. RESULTS AND DISCUSSION

Analysis Statistical of Descriptive - Characteristics Respondents . This analysis was conducted to obtain descriptive overview of the respondents in this study . Technique scoring performed in this study are minimum 1 and maximum of 10, then the calculation of the index respondents conducted by the following formula :

$$\text{Indexs Value} = ((\%F1x1) + (\%F2x2) + (\%F3x3) + (\%F4x4) + (\%F5x5) + (\%F6x6) + (\%F7x7) + (\%F8x8) + (\%F9x9) + (\%F10x10)) / 10$$

where:

- F1 is the frequency of respondents who answered 1.

- It will continue until F10 for the answer 10 of the score which is used in the questionnaire.

Therefore respondents will not start from the number 0, but start from the numbers 1 to 10, then the resulting index would go from 10 to 100 with ranges of 90, without number 0. By using a framework of three boxes (three box-method), the range is 90 divided by three to produce a range of 30 and used as an interpretation of the value of the index list. An example of it is as follows: (Ferdinand, 2002).

- a) 10,00 – 40,00 = Low
- b) 40,01 – 70,00 = Medium
- c) 70,01 – 100,00 = High

Table 4 : Service Quality Outlet Indexs

No	Indicators	Frequency										Indexs
		1	2	3	4	5	6	7	8	9	10	
1	Brand awareness	0	0	0	88	25	132	161	88	117	40	65,1
2	Corporate reputation	0	0	0	84	45	156	98	88	117	60	64,8
3	Management Ability	0	0	0	76	45	126	112	112	144	50	66,5
Average												65,47

Table 5 : Differentiation Index

No	Indicators	Frequency										Indexs
		1	2	3	4	5	6	7	8	9	10	
1	Fiture of technology service	0	0	0	20	5	9	24	12	18	12	70,5
2	Signal of area coverage	0	0	0	20	3	13	27	18	9	10	68,7
3	Product innovation activity	0	0	0	25	5	14	20	15	14	7	66,5
Average												68,57

Table 6 : Corporate Image Indexs

No	Indicators	Frequency										Indexs
		1	2	3	4	5	6	7	8	9	10	
1	Brand awareness	0	0	0	88	25	132	161	88	117	40	65,1
2	Corporate reputation	0	0	0	84	45	156	98	88	117	60	64,8
3	Management Ability	0	0	0	76	45	126	112	112	144	50	66,5
Average												65,47

Table 7 : Quality of relationship with outlets' index

No	Indicators	Frequency										Indexs
		1	2	3	4	5	6	7	8	9	10	
1	Good communication	0	0	0	15	5	8	15	25	16	16	74,2
2	Credibility	0	0	0	20	17	22	19	8	10	4	62,4
3	Mutualism Partnership	0	0	0	17	13	24	11	14	16	5	66
Average												67,53

Table 8 : Environment Adaptability Indexs

No	Indicators	Frequency										Indexs
		1	2	3	4	5	6	7	8	9	10	
1	Competitor Activity	0	0	0	15	15	21	12	19	16	2	66,1
2	Technology development	0	0	0	17	5	14	20	19	18	7	70,1
3	Customer demand	0	0	0	16	9	16	21	19	10	9	68,4
Average												68,2

Table 9 Competitive Advantage Indexs

No	Indicators	Frequency										Indexs
		1	2	3	4	5	6	7	8	9	10	
1	Competitive Price	0	0	0	13	10	15	19	21	14	8	69,9
2	Market Coverage	0	0	0	20	5	10	26	5	21	13	70,6
3	Product Timeliness	0	0	0	20	3	13	27	18	9	10	68,7
Average											69,73	

Table 10 : Selling-In Performance Indexs

No	Indicators	Frequency										Indexs
		1	2	3	4	5	6	7	8	9	10	
1	Visibility	0	0	0	13	10	15	19	21	14	8	69,9
2	Comparative Margin	0	0	0	17	13	24	11	14	16	5	66
3	Sales Turnover	0	0	0	15	5	8	15	25	16	16	74,2
Average											67,78	

Source : Data processing, 2012

Table 4 to Table 10 show the average index of the variables (service quality outlet, differentiation, corporate image, quality of relationships with outlets, environment adaptability, competitive advantage, and selling-in performance) which is in moderate range as 40,1 to 70 ,0. This suggests that Indosat need to increase competitive advantage and selling in performance.

Structural Equation Modeling (SEM). Prior to forming a full model of SEM, it will firstly be tested against the factors that make up each of the variables in exogenous construct confirmatory factor and endogenous constructs confirmatory factor.

a. Confirmatory Factor Analysis of Exogenous Constructs

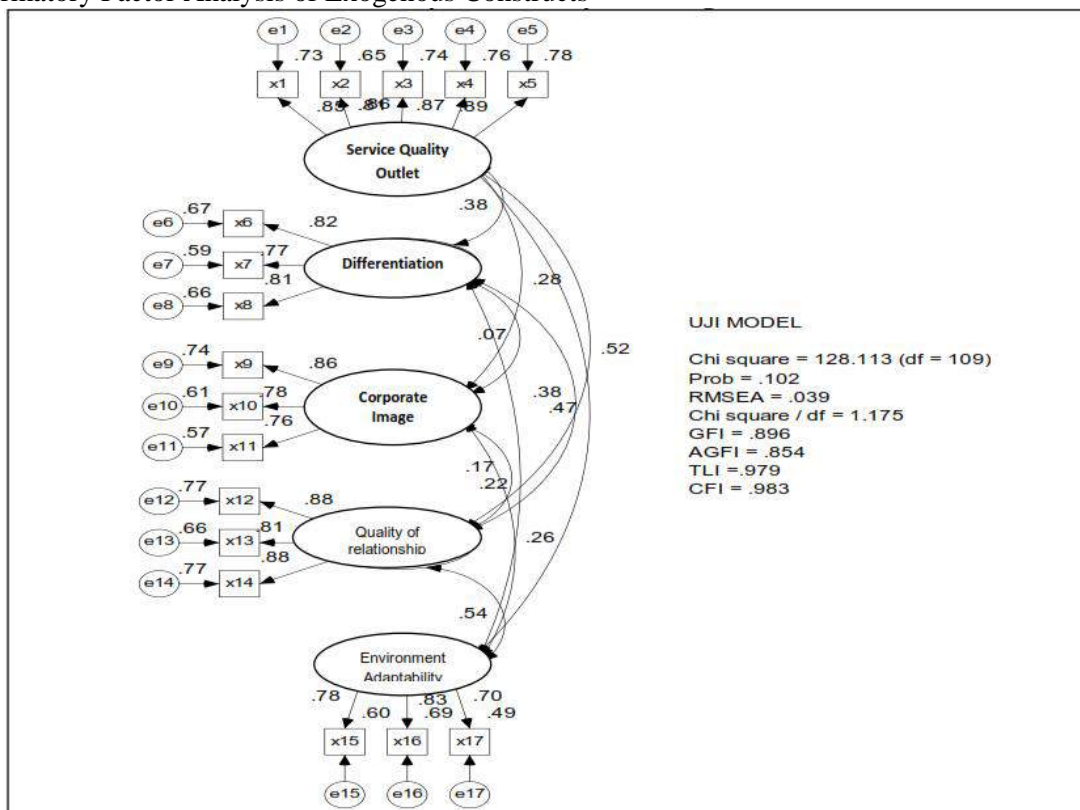


Figure 3 : Confirmatory Factor Analysis of Exogenous Constructs

Table 11 : Feasibility Testing Results Model In the Exogenous Constructs Confirmatory Factor Analysis

Goodness of Fit Indeks	Cut-off Value	Result	Model Evaluation
Chi – Square	low (< 143.116)	128,113	Good
Probability	≥ 0.05	0,102	Good
RMSEA	≤ 0.08	0,039	Good
GFI	≥ 0.90	0,896	Marginal
AGFI	≥ 0.90	0,854	Marginal
CMIN / DF	≤ 2.00	1,175	Good
TLI	≥ 0.95	0,979	Good
CFI	≥ 0.95	0,983	Good

Probability value of goodness of fit test indicates the value 0.102, with eligibility criteria that are models in both categories. So that the model fit with the values predicted observation qualifies.

b. Confirmatory Factor Analysis of Endogenous Constructs

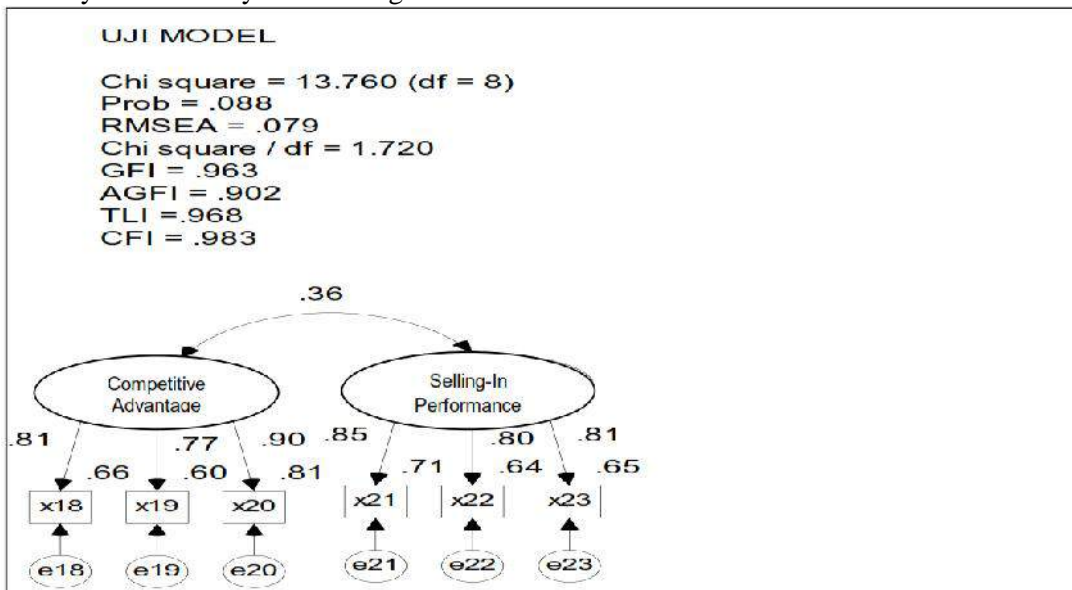


Figure 4 : Confirmatory Factor Analysis of Endogenous Constructs

Table 12 : Feasibility Testing Results Model In the Endogenous Constructs Confirmatory Factor Analysis

Goodness of Fit Indeks	Cut-off Value	Result	Model Evaluation
Chi – Square	low (< 27.366)	13,760	Good
Probability	≥ 0.05	0,088	Good
RMSEA	≤ 0.08	0,079	Good
GFI	≥ 0.90	0,963	Good
AGFI	≥ 0.90	0,902	Good
CMIN / DF	≤ 2.00	1,720	Good
TLI	≥ 0.95	0,968	Good
CFI	≥ 0.95	0,983	Good

Source: Primary data processing

Probability value of goodness of fit test indicates the value 0.088, with eligibility criteria that are models in both categories. so that the model fit with the values predicted observations qualify.

Table 13 : Feasibility Result Testing Model Structural Equation Model (SEM)

Goodness of Fit Indeks	Cut-off Value	Result	Model Evaluation
Chi – Square	low (<304.144)	237,015	Good
Probability	≥ 0.05	0,134	Good
RMSEA	≤ 0.08	0,031	Good
GFI	≥ 0.90	0,863	Marginal
AGFI	≥ 0.90	0,824	Marginal
CMIN / DF	≤ 2.00	1,108	Good
TLI	≥ 0.95	0,982	Good
CFI	≥ 0.95	0,985	Good

Source: Primary data processing

These results indicate that the models are acceptable. Significance level of 0.134 shows as a structural equation model of good. Measurement indices TLI, CFI, CMIN / DF, GFI, AGFI, and RMSEA were within the expected range of values. Thus test the feasibility of SEM models already meet the entry requirements.

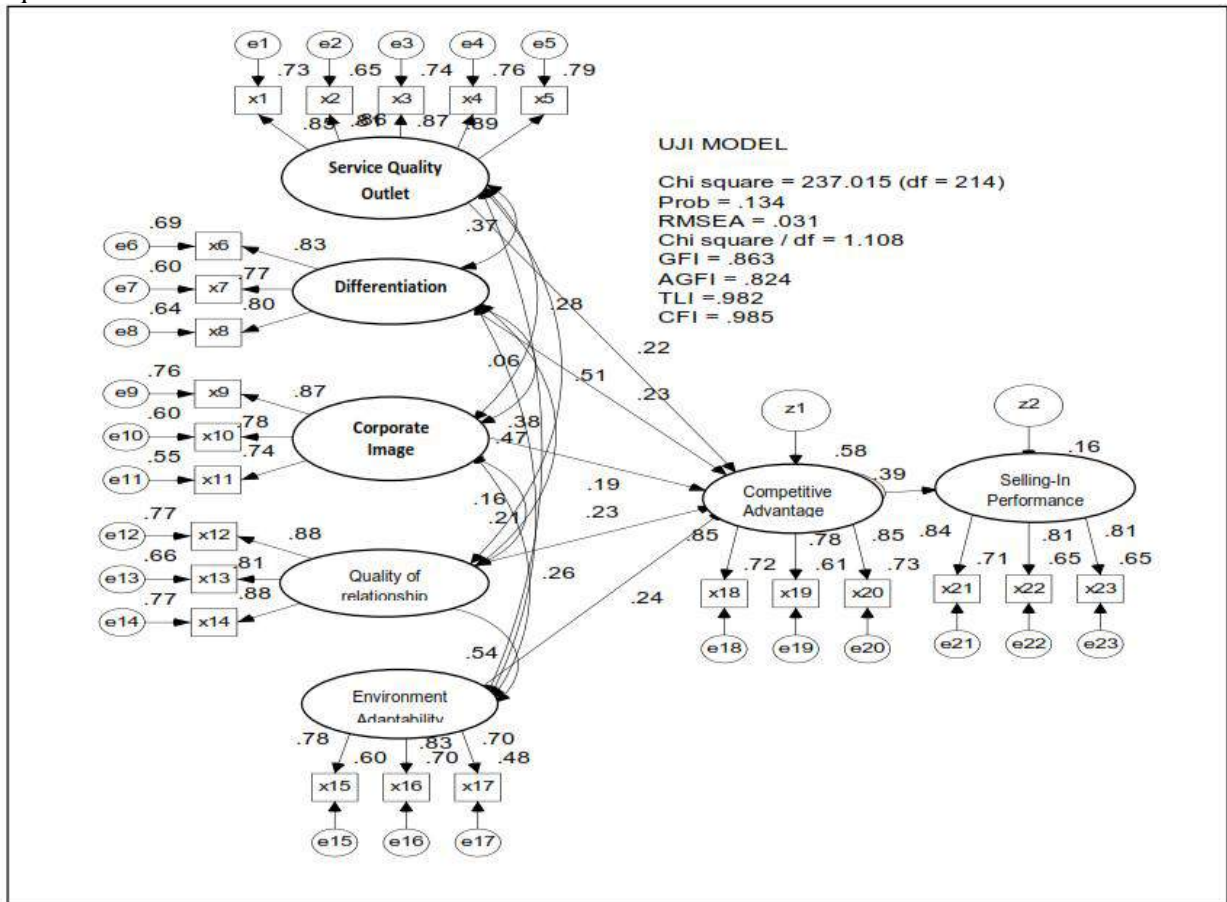


Figure 5 : Results Testing Structural Equation Model (SEM)

The feasibility of full SEM models use Chi square, CFI, TLI, CMIN / DF, RMSEA, GFI and AGFI with the expected range of values. These results indicate the models are acceptable. Significant level of 0.134 shows a structural equation model of good. Measurement indexes (TLI, CFI, CMIN / DF, GFI, AGFI, and RMSEA) are within the expected range of values. As a result the feasibility of SEM models have already met the acceptable requirements.

Data Normality . From the data processing shown in Table 14. It can be seen that there is no value C.R. for skewness beyond the range of +2.58. Thus, the data used in this study has met the requirements of the normality of the data, or it can be said that the research data was normally distributed. Data normality test results are show in Table 14.

Table 14 : Data Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
X21	3	10	-0,382	-1,674	-0,377	-0,825
X22	3	10	-0,07	-0,307	-1,092	-2,39
X23	3	10	-0,093	-0,408	-0,837	-1,832
X18	3	10	0,127	0,555	-0,672	-1,472
X19	3	10	0,219	0,957	-0,923	-2,02
X20	3	10	0,1	0,438	-0,557	-1,218
X15	4	10	0,044	0,192	-0,842	-1,843
X16	3	10	0,113	0,494	-0,38	-0,831
X17	3	10	0,043	0,189	-0,355	-0,776
X12	3	10	-0,016	-0,071	-0,781	-1,71
X13	3	10	-0,035	-0,152	-0,641	-1,403
X14	3	10	-0,099	-0,434	-1,02	-2,234
X9	3	10	0,145	0,633	-0,223	-0,488
X10	4	10	0,278	1,219	-0,46	-1,007
X11	4	9	0,367	1,605	-0,654	-1,432
X6	4	9	0,112	0,489	-0,903	-1,977
X7	3	10	0,166	0,725	-0,633	-1,386
X8	3	10	0,089	0,39	-0,481	-1,053
X5	4	10	-0,025	-0,108	-0,77	-1,685
X4	4	10	0,038	0,166	-0,727	-1,591
X3	3	10	0,067	0,294	-0,679	-1,486
X2	3	10	-0,211	-0,924	-0,71	-1,553
X1	3	10	-0,002	-0,007	-0,805	-1,762
Multivariate					2,396	2,115

Evaluation of Outliers. Outlier is an observation or data that has unique characteristics that look very different from the other data and appear in the form of extreme value, either for single or combination of variables (Hair et al, 1995, p. 57). To calculate the distance mahalonobis chisquare values, the number of respondents as 123 subtracted by 23 (degrees). Number of indicators are 100 at level $p < 0.001$ is $x^2(100, 0.001) = 55.609$ (based on distribution tables x^2). From the data processing it can be seen that a maximum Mahalanobis distance is 42.245. which is still below the maximum limit of multivariate outliers.

Evaluation of multicollinearity and Singularity. From the data processing sample covariance matrix determinant value is: Determinant of sample covariance matrix = 48.747. From the data processing, it can be known that the determinant sample covariance matrix is far from zero. Thus it can be said that there is no multicollinearity and singularity in this study.

Reliability Test and Extract Variance. Reliability test indicates the extent to which a measuring instrument can provide relatively similar results when it is remeasured on the same object. Minimum reliability values from latent dimension formed variables that can be received is equal to 0.60. Extract variance measurements indicate the amount of variance extracted by the developed construct indicators / latent variables. The minimum acceptable value of variance extract is 0.40. To assess the level of variance extracted from each latent variable, in the above equation can be seen in the form of a table, which shows the results of data processing. The data processing Reliability and Variance Extract is shown in Table 15.

Table 15 : Reliability and Variance Extract

Variable	Reliability	Variance Extract
Service Quality Outlet	0.815	0.639
Differentiation	0.871	0.551
Corporate Image	0.869	0.558
Quality of Relationship with Outlet	0.911	0.636
Environment Adaptability	0.862	0.572
Competitive Advantage	0.809	0.606
Selling-In Performance	0.824	0.579

Results of testing reliability and variance extracted for each latent variable on its constituent dimensions indicate that all variables show as a reliable measure because each variable has greater reliability than 0.6. Variance extracted test results also showed that each of the latent variables are extracted from the sizeable dimensions. It is shown from the extract of the variance values of each variable which is more than 0.4.

Hypothesis Testing. Testing of 6 hypothesis this study based on the value of Critical Ratio (CR) in Table 16 below:

Table 16 : Regression Weight Structural Equational Model

			Estimate	S.E.	C.R.	P
Competitive Advantage	<---	Service Quality Outlet	0,224	0,102	2,206	0,027
Competitive Advantage	<---	Differentiation	0,265	0,105	2,525	0,012
Competitive Advantage	<---	Corporate Image	0,251	0,117	2,149	0,032
Competitive Advantage	<---	Quality of relationship with Outlet	0,203	0,097	2,104	0,035
Competitive Advantage	<---	Environment Adaptability	0,298	0,138	2,165	0,030
Selling-In Performance	<---	Competitive Advantage	0,369	0,1	3,704	0,000

Source : Primary data processing

Table 16 shows that the highest CR is the competitive advantage of 3,704 and the lowest CR is the quality of relationships with 2,104 outlets. This means that competitive advantage has a strong influence on the performance of the selling-in and the quality of relationship with outlets have little impact on competitive advantage compared to the other variables. In addition, Table 16 shows that the hypothesis in this study are all acceptable, based on the high value of the probability (P) which is smaller than 0.05

5. CONCLUSIONS AND POLICY IMPLICATIONS

Hypothesis testing are performed to prove that there is a positive influence and direction between the variables of service quality outlets, differentiation, corporate image, quality of relationships with outlets, environmental adaptability to competitive advantage, in which competitive advantage has a direct influence on selling-in performance.

Policy Implications. Policy implications of this research include:

1. PT. Indosat must begin with a commitment to uphold the agreements with its distributors, policy cooperation, development and implementation of strategies to maintain and win the market. Frequent changes in policy or strategy, especially in the operation policy will decrease the commitment value of the distributor .
2. Officer in PT. Indosat within the distributor operations should really be able to mediate the relationship to ensure all form of operations, strategy and the policy implementation , and cooperation agreements so that it will be able to run in harmonious, full coordination and make the distributor as a partner not just a business.
3. PT. Indosat is required to be innovative and customized, intuitive, proactive, and communicative to get customer valuation which becomes the base for planning investment to customers.

Theoretical Implications. Selling-in performance is strongly influenced by the competitive advantage (Mustafa, 2005), factors that affect the competitive advantages are: (1) quality of service outlets (Parasuman, Zeithaml and Berry in Kotler, 1995), (2) differentiation Calantone et al , 1993), (3) Corporate Image (Smith and Barclay, 1999), (4) the quality of the relationship with the outlet (Morgan and Hunt, 1994) and (5) environmental adaptability (Xu and Kaye, 1995). Results of this study confirm the results of previous research conducted by Parasuman, Zeithaml and Berry in Kotler, (1995), Calantone et al, (1993), Smith and Barclay, (1999), Morgan and Hunt, (1994) and Xu and Kaye, (1995) which showed that the quality of ervice outlets, differentiation, corporate image, quality of relationships with outlets, and environmental adaptability affects competitive advantage in selling an impact on performance.

Research limitations. Several limitations that can be drawn from this study are:

1. In general, the object of this research is only performed at the outlets fostered by PT. Indosat Semarang, so the policy implications derived from this study may not be appropriate when applied to other business areas, as well as other companies due to differences in characteristics.
2. AGFI and GFI values in confirmatory factor exogenous constructs showed a marginal value, so it needs an addition in the model within the framework of theoretical thought. This can be done by adding the independent variables and indicators.
3. Square Multiple Correlation of this study less than the maximum value so it is advisable to add other variables that could potentially affect the performance of competitive advantage and selling-in.

Future Research Agenda. The results of this study and the limitations found in this study can be used as a source of new ideas for the development of this research in the future, the study suggested the expansion of this study are:

1. Future research will be able to conduct in a wider research areas such as Central Java or national scale, and it can also be done in several other business areas to obtain general results.
2. Future studies is able to add variable environmental influences in a more specific terms such as government policies that govern telecommunications services business, primarily for mobile products as well as the rules related to the business association.

REFERENCES

- [1] Akbar, M. A. , 2003. Analysis of Factors that Influence Selling-In Impact on Marketing Performance (Case Study at PT. Mustika Ratu Distributor Semarang). Thesis. Master of Management, University of Diponegoro in Semarang.
- [2] Anderson, E. And Anne T. C. , 1997. International Market Entry and Expantion via Independent or Integrated Channels of Distribution. *Journal of Marketing*, Vol. 51, 71-78.
- [3] Beal, Reginald M. In 2000. Competing Effectively, Environment Scanning, Competitive Strategy and Organizational Performance in Small Manufacturing Firms. *Journal of Small Business Management*, January: 27-47.
- [4] Boediono, Bambang. , 2001. Outlet Service Strategy in Improving Marketing Performance. *Indonesian Journal of Marketing Science*. Vol. 1: 41-56.
- [5] Buttery, Alan and Rich Tamasche, 1996. The Use and Development of Marketing Information Systems in Queensland, Australia. *Marketing Intelligence and Planning*. Vol. 14, 3: 29-35.
- [6] Calantone, R. J. in Bennedetto, C.A and Divine, R. 1993.Organisational, Technical and Marketing Antecedents or Succesfull New Product Development. *R & D Management Journal*.
- [7] Choo, Chun Wei. , 1999. The Art of Scanning of Environment. *Bulletin of the American Society for Information Science*, March: 21-47.
- [8] Day, G.S.1998. Managing Market Relationships. University of Pennsylvania. *Journal of the Academy of Marketing Science*. Volume 28. No. 1. 24-30.
- [9] Dwyer, F. Robert, Paul H. Schurr and Sejo Oh, 1987. Developing Buyer-Seller Relationship. *Journal of Marketing*. Vol.51. p.11-27.
- [10] Ferdinand A.T. In 2000. Marketing Management: A Strategic Approach Research Paper Series. Diponegoro University Master of Management program. Semarang.
- [11] Ferdinand A.T. , 2002. Structural Equation Modeling in Management Research: Applications complicated models in research for Masters and Doctoral Dissertation thesis. Faculty of Economics. BP Diponegoro University. Semarang.
- [12] Fengki Octora Kurniawan. , 2005. Analysis of Factors Affecting Competitive Advantage Against Product Sales Performance (Studies in Manufacturing Industry in Semarang). *Indonesian Journal of Marketing Science*. Vol. IV, 1: 17-30, May 2005.
- [13] Hair, JR., Joseph F., E. Rolp Anderson, L. Ropnald Tatham and William C. Black, 1995. *Multivariate Data Analysis with Reading*. Fourth Ed. Prentice Hall International, Inc..Hayes, R.H. and Schmenner, R.W. 1978 How Should you Organize Manufacturing?. *Harvard Business Review*, Vol.56 # 1.
- [14] Husein, Umar. In 2000. *Market Research and Consumer Behavior*. PT Gramedia Pustaka Utama and Jakarta Business Research Center, Jakarta.
- [15] Kotler, Philip. , 1997. *Marketing Management: Analysis Planning, Implementation and Control*. Indonesian edition.
- [16] Kotler, Philip, 1995. *Marketing Management*. Prehanlindo. Jakarta.
- [17] M. Fanshurullah Asa, Ismeth S. Abidin, Yusuf Latief. , 2008. Critical Factors in Quality Management Systems (QMS) for Optimization of Profitability and Competitiveness of Construction Companies in Indonesia. *Journal of Theoretical and Applied Civil Engineering Sector*. 2008.Vol December. No. 15. 3: 99-106.
- [18] Mustafa. , 2005. The Analysis of Competitive Advantage Factors Influenced By Selling Performance-In On Mobile Operator Company (Case Study at PT. Telkomsel GrahaPari Semarang). Thesis. Master of Management, University of Diponegoro in Semarang.
- [19] Morgan, R.M and Hunt, S.D. , 1994. The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*. Vol.58.20-38.
- [20] Porter, Michael E. , 1985. *Competitive Advantage: Creating and Sustaining Superior Performance*. Macmillan. New York.
- [21] Rahmat Rialdi. 2010. Analysis of Effect of Information Technology Competence, Quality Service and Competitive Advantage Against Corporate Performance (Study on PT. Kimia Farma Pharmacy Regional Business Manager Semarang). Thesis Master of Management, University of Diponegoro.
- [22] Resnick, Lindsay and Mauren Lilis, 2001. Selling-In Requires Senior Market Education, Commitment, Credibility. *National Underwriter Journal*. Vol. 105. p.58.
- [23] Smith, J. Brock and Donald W.Barclay. , 1999. Selling Partner Relationship: The Role of Interdependence and Relative Influence. *Journal of Personal Selling & Sales Management*. Vol. XIX Number 4, Fall, p. 21-40.
- [24] Sustainability Report PT. Indosat. , 2008. www.indosat.com.
- [25] Tjiptono, Fandy. , 1996. *Management Services*. Andi Offset. Yogyakarta.
- [26] Wahyudi, 2002. Power Capability Analysis Marketing and Relationship Quality on the Performance Marketing Selling Through Distribution-In. *Indonesian Journal of Marketing Science*. Vol. 1: 11-27.
- [27] W. Chan Kim and Renee Mauborgne. , 2005. *Blue Ocean Strategy (Blue Ocean Strategy)*. PT.Science porch Universe.
- [28] Xu, Xianzhang and G.R Kaye. , 1995. Building Market Intelligence Systems for Environment Scanning. *Logistic Information Management*, vol. No. 8. 2 :22-29.



**universitas
bandar lampung**

Jl. Z.A. Pagar Alam No.26 Labuhan Ratu
Bandar Lampung 35142 Phone: +62 721 701463
www.ubl.ac.id
Lampung - Indonesia

copyright@2013