

GRAND STRATEGY FOR PT RIMA TO INCREASE THE MARKET SHARE OF BULK CEMENT

Nico Wujanto¹, Tina Melinda²

¹Director PT RIMA, ²Ciputra University
INDONESIA

Emails: ¹nico.wujanto@gmail.com, ²tina.melinda@ciputra.ac.id

ABSTRACT

The research is about grand strategy for PT RIMA as a bulk cement distributor in East Java to increase market share. The aim of the thesis is to study and analyze grand strategy that PT RIMA should be applying in order to achieve growth in market share for bulk cement sales. The research applies PEST Analysis, Five Forces Porter Analysis as well as SWOT Analysis. The method being used in this research is qualitative approach. The techniques being used to collect data are open-ended interview, observation and documentation. Based on the research that has been conducted, there are four outcomes that should be applied by PT RIMA, first, changing pricing strategy from being price maker to become price facilitator. Second, to develop promotion via online activity. Third, improve distribution strategy by developing railway transportation mode. Fourth, implementing rapid growth strategy to increase bulk cement market share.

Keywords: Grand Strategy, SWOT analysis, price, promotion, distribution

INTRODUCTION

Background Information

Household or a place to live is one of the basic essentials for a person's daily life. A house enables a person to rest after busy activities, spend quality time with family or friends as well as protections from unfriendly weather condition. A well-built house generally requires good quality cement to lock the bricks together. As population increases, ASI (Indonesian Cement Association) predicts that more houses will built and hence cement consumption in East Java will grow by 6%.

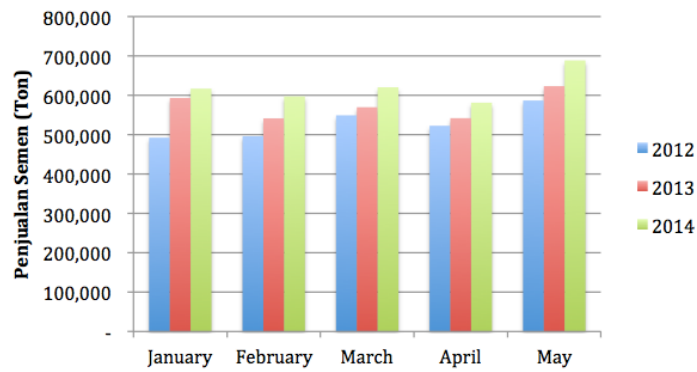


Figure 1. Cement Sales in East Java
Source: Indonesian Cement Association

As shown in figure 1 above, the cement sales increase from year to year. Based on this fact, cement manufacturers compete to increase their capacity. In addition, many new players are interested to invest and compete in Indonesian cement market. Consequently, ASI (the Indonesian Cement Association) estimates that Indonesian cement production capacities in 2016 will 15,000,000 ton higher than the market demand and hence tense competition will take place between producers and distributors. All manufacturers will conduct all sort of marketing strategy in order to become the winning brand. The major cement players in East Java are Tiga Roda, Gresik, Holmic and Bosowa.

Cement sales in East Java can be categorized into two groups, which are bagged cement and bulk cement. The consumers of bagged cement are usually building material retailers or contractors. For bagged cement, the minimum purchase per transaction is 200 bags or 8 ton. On the other hand, building material industries usually purchase bulk cement as one of their raw materials. For bulk cement, the minimum purchase per transaction is 1 bulk truck or 20 ton. Generally, bulk cement is being purchased by end users whereas bagged cement are by resellers.

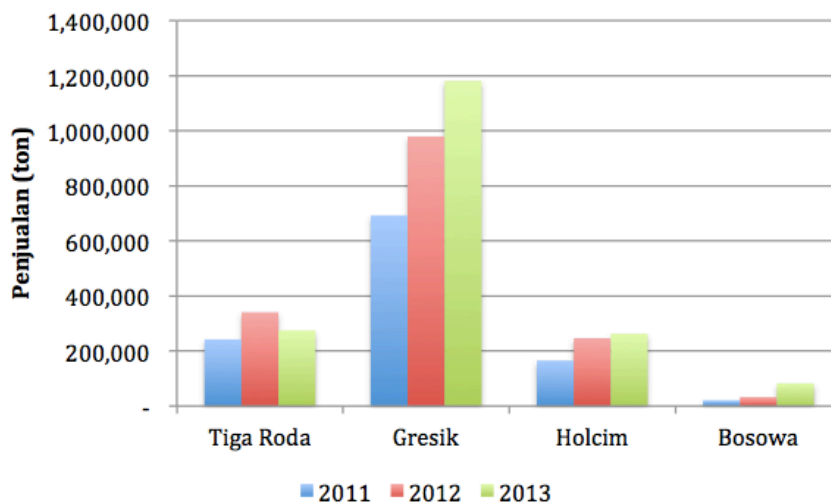


Figure 2. Bulk Cement Sales in East Java
Source: Indonesian Cement Association

Figure 2 shows the bulk cement sales in East Java in accordance to the data provided by the Indonesian Cement Association. The data indicates that the bulk cement sales of Gresik, Holcim and Bosowa experienced growth in 2011 to 2013. Unfortunately, Tiga Roda is not experiencing similar desirable growth trend. The decrease of bulk cement sales of Tiga Roda in 2013 needs special attention.

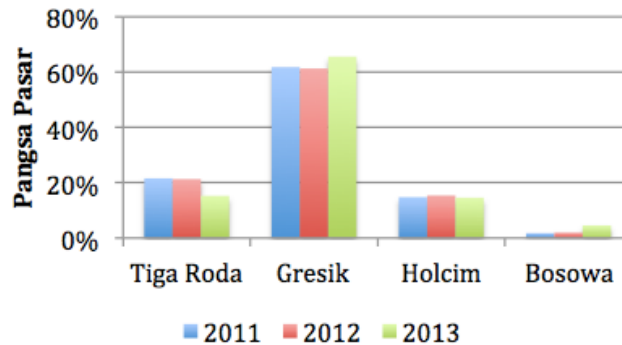


Figure 3. Bulk Cement Market Share in East Java

Source: Indonesian Cement Association

Figure 3 implies the bulk cement market share in East Java according to the data provided by the Indonesian Cement Association. The data reveals that the market share of Gresik and Bosowa increase, the market share of Tiga Roda decreases and the market share of Holcim remain stable. The tense competitions to gain market share and the decrease of bulk cement sales in 2013 are very concerning for PT RIMA as the distributor of bulk cement Tiga Roda in East Java. Consequently, PT RIMA needs to enhance their pricing, promotion and distribution strategies in order to grow in the market.

Based on the background information explained above, this research aims to analyze the: *“THE GRAND STRATEGY FOR PT RIMA TO INCREASE THE MARKET SHARE OF BULK CEMENT”*.

Research Objective

The objective of the research is to explore, study and analyze the grand study grand strategy that PT RIMA should be applying in order to achieve growth in market share for bulk cement sales.

LITERATURE REVIEW

Previous Researches

The first previous research being studied was the research conducted by Raj, Sasikumar and Sriram (2013) with the title of “A Study on Consumers Brand Preference in SUVs and MUVs: Effect of Marketing Mix Variables.” The purpose of the study is to identify the factors that affect the SUV and MUV car brands in Cochin, Kerala. In the study, 143 random questionnaires were used. The variables of the research include product reliability, monetary factor, vogue or trendy appeal, sensitivity of maker to customer needs, trustworthiness and product promotion. The study was used as reference to analyze pricing, promotion and distribution strategy for Semen Tiga Roda in East Java.

The second previous research being studied was the research by Adebumiti and Faniran (2014) titled “Operational Problems Associated With Cement Distribution Processes: A Study of A Selected Nigerian Company.” The aim of the research is to study the operational problems of cement distribution in Nigeria, especially those that are related to logistic issues. Random

interviews were conducted for 150 respondents that are directly involved in cement distribution in Nigeria. Variables of the research are operational issues that cause the cement distribution to be ineffective which include inadequate spare parts supply, insufficient funding and manpower training, absence of railway track, inadequate infrastructural support, logistics of fuel, underutilization of available waterways, insufficient info-tech support, busted tires and springs resulting from bad roads, insufficient manpower and frequent change of types. The outcome of the study was used to help analyze the distribution strategy of PT RIMA.

The third previous research being studied was the research conducted by Afrillita (2013) titled “SWOT Analysis to Develop Marketing Strategy for PT Samekarindo Indah as motorcycle dealer in Samarinda.” The goal of the investigation was to develop marketing strategy of PT Samekarindo Indah based on their strength, weakness, opportunity and threat. The research methodologies used were observations and interviews. The variables were the effect of external and internal environments of the company. Based on this research, similar SWOT analysis was used to develop pricing, promotion and distribution strategy for PT RIMA.

Conceptual Frameworks

According to Wheelen and Hunger (2012:176), SWOT is a technique or tool used by business companies in order to analyze strategic factors (strengths, weaknesses, opportunities and threats). Kotler and Armstrong define strengths as internal capabilities that may help the company to reach its objectives, weaknesses as internal limitations that may interfere with the company’s ability to achieve its objectives, external factors that the company may be able to exploit to its advantage and threats as current and emerging external factors that may challenge the company’s performance. The purpose of SWOT analysis is to explore the factors that are critical or irrelevant for business companies to achieve success. SWOT analysis assist marketers or business owners to focus their attention to strengths, weaknesses, opportunities and threats that are important to bring their companies to the next level.

Based on Ireland (2013:98), there are five forces that affect level of competitions in business industries. These forces are competitive rivalries, threat of new comers, threat of product substitutions, bargaining power of buyers, bargaining power of suppliers and threat of substitute products. In order to remain competitive, these five forces must be examined at all times. The tool that is often used to explore or investigate the competitiveness or internal factors of business companies is know as Five Forces Porter Analysis.

Ward and Peppard (2002:71) explain PEST analysis as an analyzing tool to explore important external factors such as politics, economies socials and technologies. The purpose of PEST analysis is to provide a framework to evaluate circumstances, strategies, companies’ directions or marketing plans. Based on the outcome of PEST analysis, the opportunities and threats of the companies can be identified.

According to Aprizal (2012), market share measures the portions or percentage of the total market that is being occupied by a company or brand. Market share is usually presented as a percentage organized by an association. In a business society where the competition is very tight, one percent market share could be very expensive and worth up to hundreds billions of Rupiah for certain industries (Kotler, 2012:304).

In an era where technology is developing rapidly, people become more creative than the previous era (referred as legacy era). In new wave era like now, people and information are connected via the Internet. Consequently, human’s characters are changing from vertical to

become horizontal, from exclusive to become inclusive and from individual to become social. The new wave era urges the increase of participation; more people are connected and collaborating with one another to create value (Kartajaya, 2009:156). In legacy marketing, customers are often related as king, where a company has to give the best service. This kind of approach was successful but current consumer behavior has changed. Consumers in new wave era are still expecting to experience excellent service but with approach as a friend with high level of care. Based on Kartajaya (2013:37), legacy marketing tend to be dominated by organizations' attempt to approach customer whereas new wave marketing tend to highlight the interaction between organizations in a two ways interaction.

Kotler and Keller (2012:51) define price as value or money that must be paid by customer in order to receive product or service in return. Price is often related as the value indicator or a product or service. In the new wave era, pricing and costing dynamics become more and more transparent. Hence, price setting can no longer be decided one-sidedly by a company but must be negotiated or communicated intensively to consumers. Marketers need to change their function as price maker to become price facilitator (Kartajaya, 2010:145).

Generally, promotion can be described as all marketing activities that aim to introduce a product, encourage/influence consumers/customers to conduct a transaction. Kotler and Armstrong (2012:51) define promotion as activities that communicate the advantages of a product so that the consumers or customers will conduct a purchase. There are five types of promotional activities, which are advertising, sales promotion, public relation, personal selling and direct marketing.

Place or distribution covers activities that are being conducted by a business company in order to ensure that products that are being marketed are available for the customers (Kotler and Keller, 2012:51). According to Kodrat (2009:118), the factors that need to be observed in distribution activities are facility, inventory, transportation, communication and unitization.

RESEARCH METHODS

Research can be described as channel to fulfill man's curiosity about something or a problem with a specific treatment to the problem such as checking, investigating, analyzing and studying carefully and formation of hypotheses in order to obtain something like reaching the truth, obtain answers to problems or the development of science or knowledge (Siregar, 2013).

Herdiansyah (2010:9) explains qualitative research is a scientific research that aims to understand a phenomenon by bringing forward the process of interaction between researchers in-depth communication with the phenomenon under study. While Sugiyono (2010:15) conclude that qualitative research is used to examine the conditions in which the natural object of researchers is a key instrument. Data collection techniques performed by triangulation (combined) with the data analysis is inductive / qualitative. The results of qualitative research more emphasis on meaning rather than generalizations (Sugiyono, 2010:15).

From some of the above theory, it can be concluded that this study into the category of qualitative because it encompasses the process of trying to get a better understanding of the complexities that exist in human interaction. This research is descriptive nature, such as interview transcripts, field notes, drawings, photos or audio and video recordings.

Research Time and Location

The research was conducted at the head office of PT RIMA in Surabaya as well as at the customers' offices or factories. The research was conducted in October 2014.

Informant Selection Method

According to Creswell (2003), qualitative research is needed to identify data collection parameters such as intentional selection of informant, document or visual material that can answer research questions. Based on Given (2008), qualitative research generally uses informants snowball technique where researchers will collect information according to research as much as possible that start from one informant continued with other informants suggested by informants before. Informants' criteria chosen by the researchers are newcomers, consumers or buyers, suppliers, competitors and substitute products.

The first informants are new players that will market cement in East Java. These informants will provide a picture of the threat of new entrants that will tighten competition in the bulk cement market in East Java. The second informants being chosen are the consumers or customers. The goal is to obtain data, opinion or their views about the current performance of the Tiga Roda bulk cement and to know the services expected by the customers. The third informant is the supplier. The aim is to able to obtain information of bulk cement market in East Java from view manufacturer. The informant also will give an indication regarding the bargaining power of suppliers. The fifth informant chosen are companies with products that can replace the Tiga Roda bulk cement. The informant is expected to provide opinions on the threat of substitute products in bulk cement market in East Java.

There are several sampling methods being used in this study. The methods used are non-proportionated stratified random sampling and saturation sampling.

Table 1. Sampling Method

No.	Informant	Population	Sampling Method	Sampling
1	Newcomer	2	Saturation Sampling	2
2	Supplier	1	Saturation Sampling	1
3	Customer	159	Non-proportionated stratified random sampling	3
4	Substitute Product	5	Saturation Sampling	5
5	Competitor	5	Saturation Sampling	5

Data Collection Method

Methods of collecting data from every aspect can be described through data types, data sources and data collection techniques listed in the following table:

Table 2. Data Collection Method

No	Indicator	Data Source	Data Type	Data Collection Techniques
1.	PEST analysis a. Politic	Secondary	Nominal, ratio	Documentation

	b. Economy		Ratio	
	c. Social		Nominal	
	d. Technology		Nominal	
2.	Five Forces Porter analysis			
	a. New Entrants	Primary,	Ratio	Interview, observation and documentation
	b. Supplier	Secondary	Ratio	
	c. Customer		Ratio	
	d. Competitor		Ratio	
	e. Substitute		Ratio	
	Product			
3.	SWOT analysis	Primary, Secondary	Nominal	Focus Group Discussion, observation and documentation
4.	Analysis of pricing strategy	Primary, Secondary	Ratio	Observation and documentation
5.	Analysis of promotion strategy	Primary, Secondary	Ratio	Observation and documentation
6.	Analysis of distribution strategy	Primary, Secondary	Ratio	Observation and documentation

Research Instrument

The research instrument is a tool that is used by researchers in collecting data for these activities be neat, systematic and efficient. Instruments used in this research are interview guide (some list of questions submitted and explained to the parties associated with the object of study in order to obtain the information needed). Interview techniques used are open-ended interview question.

Data Verification

In a qualitative research, an investigation or information can be stated as valid if and only if the researcher's report is equivalent to the reality of the object studied. Validity is conformity between the measuring instrument with something to be measured, so that the measuring results obtained will represent the actual size dimensions and can be accounted for (Herdiansyah, 2010; 190). According to Yin (2009), there are four kinds of tests to perform validation tests of the data, namely through the construct validity (construct validity), internal validity (internal validity), external validity (external validity) and reliability.

Data Analysis Method

Data analysis is going to be conducted by analyzing every aspect of the various issues related to these aspects. Aspects analyzed are aspects of pricing strategy, promotion strategy aspects, aspects of distribution strategy and the environmental aspects of the business. Analysis of pricing strategies, promotion and distribution is done by doing a comparison between strategies that has been used by the company with the strategy adopted by competitors. Results of this comparison are then used to apply better strategies for PT RIMA.

On the external aspects of the business environment, the factors analyzed are political, economic, social and technology. These factors are called PEST analysis. PEST Analysis of the results will show the opportunity and threat. In the aspect of internal business environment,

factors that are analyzed include the threat of new entrants, bargaining power of suppliers, bargaining power of buyers, the threat of substitute products and the intensity of industry competition. The fifth factor is known as the Five Forces Model of Competition. Results of Five Forces Model of Competition show strength and weakness.

Focus Group Discussion (FGD) will be formed in order to analyze the weights of internal and external factors. Focus Group Discussion (FGD) is a discussion that is carried out in a systematic and focused on a particular issue or problem. In this study, the internal and external factors in the analysis together in a focus group consisting of marketing manager, logistics manager and marketing director. With the focus group discussion, critical and constructive information can be collected quickly from participants who have a background different. Following FGD, the SWOT (strength, weakness, opportunity and threat) of the companies in further analysis using the IFAS (Internal Strategic Factors Analysis Summary) and EFAS (External Strategic Analysis Summary). Finally, the company determines the strategy to be chosen with the help of SWOT Matrix.

DATA ANALYSIS

Analysis of Pricing Strategy

The setting of the selling price is very important in the sustainability of a business. If set correctly and in accordance with customer expectations and in accordance with the desired level of profit by the company, will be very positive for the sustainability of a business. Policy of the supplier is to maintain price positioning Tiga Roda bulk cement as a price leader. One of the most important factor for PT RIMA to be able to increase the market share of bulk cement is pricing strategy or a change in the selling price of the competitor that set prices are always competitive.

The current selling price policy of bulk cement PT RIMA associated with the amount of monthly purchases, where consumers are taking the number above 2,000 ton will get a better price than the consumer who takes the number of 200 ton. So far the bulk cement price strategy PT RIMA has not been effective in achieving the expected market share of 25%.

In the new wave era, the price cannot be determined unilaterally without negotiation process and horizontal approach. In determining pricing strategy, PT RIMA must make the transition from its function as a price maker into a price facilitator. Prices can no longer be determined based on the standard monthly purchases of bulk cement or the number of transactions carried out. Price was determined by negotiation and approach to the management of the customer. The purpose of the negotiations and approach with customers is to study and determine the factors that the basic needs of the customers and creating excellent customer experience within the limits of the distributor margin is controlled by the manufacturer. To be able to negotiate and better approach, then the number of sales force and frequency of sales visit need to be analyzed and addressed as follows.

Analysis of Promotion Strategy

Promotion should be made as effective as possible to create consumer interest. Appropriate promotional strategies will be able to increase sales of the company that is expected to eventually be able to improve the profitability of a company.

With the development of technology, as difficult to argue that the online promotion, a virtual path or e-channel is the channel promotional activities are very promising future. Distributor Semen Gresik uses an online promotion such as company website, Facebook and twitter. Sales

promotion online or virtual path is a channel that needs to be developed by PT RIMA to be able to help increase the market share of bulk cement Tiga Roda in East Java.

Analysis of Distribution Strategy

Distribution is all the activities of the company with the goal of making products that are needed and desired by consumers can be easily obtained at the time and the right place.

One of the limitations of bulk cement Tiga Roda is the length of distribution lines compared with Gresik and Holcim. This will be an obstacle during the rainy season where delivery via the waterway impaired huge waves and delivery experience overload of traffic. In order to overcome this limitation =, PT RIMA is working with suppliers to study the possibility of using the train line as a mode of transportation of bulk cement. It is not a long-term project for the use of railway as a mode of transportation has been successfully used for the distribution of PT RIMA in the retail segment (bag cement).

PEST Analysis

Based on PEST analysis that has been done, a challenge and a threat to the PT RIMA can be summarized as follows:

Table 3. PEST Analysis

<u>Factors</u>	<u>Threats</u>	<u>Opportunities</u>
Politic	<ul style="list-style-type: none"> Mr. President Joko Widodo's policy that encourages accelerated development of infrastructure is connected. 	<ul style="list-style-type: none"> Government infrastructure projects prioritized products from BUMN companies. The amount specified LTV SEBI burdensome for property consumers, especially consumers of the middle class. The policy of subsidized fuel.
Economy		<ul style="list-style-type: none"> Increase in bank loan interest rates The increase in the minimum wage of the people (UMR) AEC 2015→ entry of foreign cement players to Indonesian market
Social	<ul style="list-style-type: none"> Increasing number of inhabitants and the construction of homes. The development of mobile lifestyle trends that drive the increase hotel and restaurant. 	
Technology	<ul style="list-style-type: none"> Development of online sales promotion activities at no cost that is too high 	

Five Forces Porter Analysis

The Outcome of the Five Forces Porter analysis can be summarized by the following figure.

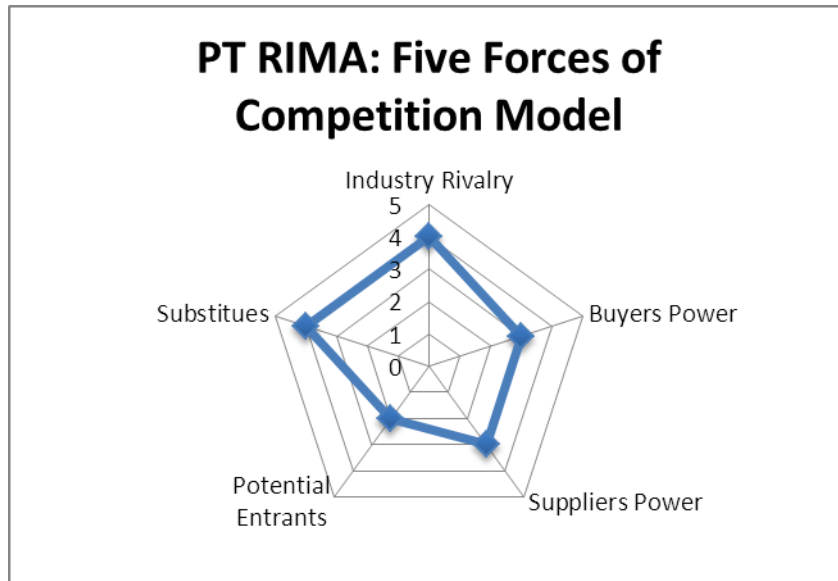


Figure 4. Five Forces Porter Analysis

SWOT Analysis

Based on the ratings discussed through FGD, SWOT matrix for PT RIMA is described by the following figure.

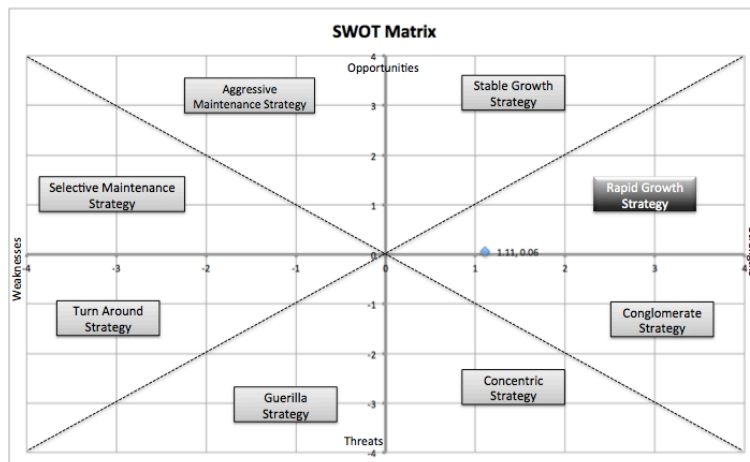


Figure 5. SWOT Matrix for PT RIMA

Based on the results of SWOT analysis, PT RIMA included in quadrant 1 which is a growth quadrant. Where the strategies to be used by PT RIMA to develop Tiga Roda bulk cement market share is Rapid Growth Strategy. This strategy can be conducted by using the power of the company to take advantage of opportunities

CONCLUSION & RECOMMENDATION

Research conducted in a thesis entitled Grand Strategy for PT RIMA to increase the market share of bulk cement is qualitative research. This study discusses the company's business environment (PEST, Porter's Five Forces and SWOT) to determine the pricing strategy, promotion and distribution to market bulk cement PT RIMA.

In pricing strategy, PT RIMA needs to become price facilitator. In promotion strategy, PT RIMA needs to develop online-based promotional activities. In the strategy of distribution, the goal is to be able to implement delivery by railway transportation mode. Based on the outcomes of PEST, Five Forces Porter and SWOT analysis, Rapid Growth Strategy needs to be adopted by PT RIMA.

From the results of research conducted then there are some suggestions that might be done in the future for research, especially in developing business PT RIMA.

1. Research that focuses on the public perception of Semen Gresik to be able to study the important factors behind the greatness of Semen Gresik in maintaining 70% market share for many years.
2. With the network in the possession of PT RIMA, very unfortunate if only used for the cement market. Further research could be focused to increase the marketable commodity PT RIMA for precast industries such as steel, stone aggregates and sand materials.

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