

## Mixue's business development strategy in South Tangerang through SWOT analysis

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**Abstract:** The culinary business (Food and Beverage) is a business that puts food or beverages as the core of its products. Mixue is one of the franchise companies that currently, Mixue itself offers product ice cream combined with tea drinks. The current culinary business competition requires Mixue to be able to innovate business strategies to be able to present products that meet customer needs. SWOT analysis is a method used to identify business strategy by looking at the Company's internal aspects as well as the Company's external aspects. By using SWOT Analysis, it is known that the Mixue Business is in Quadrant I with the strategy used is aggressive growth (growth oriented strategy). Through the Growth Oriented Strategy, strategies that can be carried out by the Company can be identified, including: 1) Conducting Market Penetration through product bundling of product variants currently owned by Mixue as well as new product variants that are in accordance with Mixue's target market. 2) Conducting Market Development through Mixue's collaboration with Schools, Universities, Airports, Stations and other public facilities that are the target market of Mixue products. 3) Conducting Product Development through the development of Gelato variants and also ice cream products that do not melt easily. 4) Diversification through the development of new products such as snacks or variants of drinking coffee that can be combined with mixue ice cream products.

**Keywords:** SWOT Analysis, Food and Beverage, Business Strategy

### 1. Introduction

The culinary industry business (Food and Beverage) is a business that places food or beverages as the core of its products such as restaurants, cafes, fast food and others. (Istiqomah & Andriyanto, 2022) Indonesia's growing economy has also had a positive impact on the Culinary Business in Indonesia. Citing data from the Central Statistics Agency (BPS) released in June 2022, there were 11,223 culinary businesses spread throughout Indonesia in 2020. A total of 8,042 businesses (71.65 percent) of which are in the form of restaurants or restaurants, 269 businesses (2.40 percent) are in the form of catering, and the remaining 2,912 businesses (25.95 percent) are included in other categories (Wiwik & Ningsih, 2023).

One of the culinary businesses that is currently in demand by the Indonesian people is the Ice Cream culinary business which is currently widely known and encountered by the community with the Mixue Brand. Mixue is a franchise company that sells soft serve ice cream and tea drinks from Zhengzhou, Henan, China and was founded on June 16, 1997. The first Mixue outlet was present in 2020 at Cihampelas Walk, Bandung City and in 2021 the Mixue outlets increased to 7,643 outlets. However, the number of Mixue outlets currently only amounts to around 2,100 outlets. This shows that the culinary business competition in Indonesia is currently getting tighter, with many similar companies emerging that sell ice cream and tea products, including We Drink, Cooler City, Ai-Cha, Momoyo and many others.

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Received: Mar 11, 2025;

Revised: May 12, 2025;

Accepted: May 26, 2025;

Published: Jun 06, 2025;



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Increasingly tough business competition demands companies to be able to provide innovation in meeting current customer desires. Creative and significant changes, whether in ideas, products, processes, or methods, which aim to create new value and increase effectiveness or efficiency. SWOT is one method that can be used to create innovative business strategies. (Maulana & Patrikha, 2022) Strategy is the long-term goal of a company, as well as the utilization and allocation of all resources that are essential to achieve that goal. One of the methods that can be used to identify the right business strategy is through SWOT Analysis, according to (Maulana & Patrikha, 2022) and (Prasetya, 2023) SWOT is used to assess the strengths and weaknesses of the company's resources and external opportunities and challenges faced.

Through the SWOT method, the advantages and disadvantages of Mixue's current business can be seen by looking at the potential opportunities and threats from the external side that can disrupt Mixue's business in the future. So through this identification, Mixue can identify the right strategy in facing future business competition.

Based on the above problems, the method used to develop Mixue's business strategy is SWOT Analysis so that the title of the research taken is "MIXUE'S BUSINESS DEVELOPMENT STRATEGY IN SOUTH TANGERANG THROUGH SWOT ANALYSIS".

## 2. Materials and Methods

The Slovin formula is a formula used to calculate the minimum number of samples needed in a study, especially when the population being studied is quite large and the number is known. This formula is used to ensure that the samples taken can represent the population with a tolerable level of error. By using data on the population of South Tangerang of 1,404,785 and an error of 6%, the number of samples used in the study was 272 samples.

$$n = N / (1 + N * e^2) \dots \dots \dots (1)$$

According to (Mashuri & Nurjannah, 2020) SWOT is used to assess the strengths and weaknesses of the company's resources and the external opportunities and challenges faced. According to (Tamara, 2023) (1) Strengths, are resources, skills, or other strengths related to the company's competitors and market needs that can be served by the company that is expected to be served. Strength is a special competition that provides a competitive advantage for companies in the market. (Nafi'ah & Suryaningsih, 2022) (2) Weakness, is a limitation or deficiency in resources, skills, and capabilities that effectively hinders the company's performance. These limitations can be in the form of facilities, financial resources, management capabilities and marketing skills can be the source of the company's weaknesses. (Widyawono, 2022) (3) Opportunities, are important situations that are favorable in the company environment. Important trends are one of the sources of opportunities, such as technological changes and increasing relationships between companies and buyers or suppliers are an overview of opportunities for companies. (Rifai & Witriantino, 2022) (4) Threats, are important situations that are not beneficial in the company environment. (Harjono & Setiyawati, 2022) Threats are a major disruptor to the company's current or desired position.

(Yeremia et al., 2023) and (R, 2011) The determination of factor values in the creation of a SWOT matrix consists of, internal and external factors. Each criterion is made a column in order to sort out the criteria, then each criterion is given a weight ranging from 0.0 (not important) to 1.0 (very important), Each criterion point can have a significant effect on the strategy to be used. then calculate the total rating of each criterion so that a scale is obtained, which starts from 1 (poor) to 4 (outstanding) (Wilopo, 2022). The rating value is based on the reality in the field that can affect the company's condition, the rating of the

opportunity factor is positive (the value of small opportunities is rated +1 and the value of large opportunities is rated 4), and vice versa if the threat value is smaller, it is rated 4 and the greater threat value is given a value of 1), then multiply the weight value by the rating so that the score value will be compiled in the 4th column, add up the weighting score (in column 4), to obtain the total weighting score, the function of the score results for the company is to determine the strategy that will be developed in the future to get optimal results (Sabda, Kurniawan, 2025) and (Nuryakin, 2024). The determination of the amount of weight is based on the researcher's assumptions based on statements that are considered by the researcher to have a major impact on Mixue's products or businesses. Identification of internal and external factors used in the study is based on the researcher's justification and that carried out by Ayu, et al. (2023)

**Table 1.** Internal/External Factor Calculation Table

Internal Factors	Weight	Rating	Weight x Rating
Strength:			
.....			
.....			
.....			
dst			
Debilitation:			
.....			
.....			
.....			
dst			
Total	1		
External Factors	Weight	Rating	Weight x Rating
Opportunity			
.....			
.....			
.....			
dst			
Threat:			
.....			
.....			
.....			
dst			
Total	1		

According to (Kusbandono, 2024) and (Desritayanti, 2022) strategic considerations from a combination of four factors, namely:

- a. Strategy SO  
This strategy is made based on the company's way of thinking, which is to use all its power to take advantage of opportunities
- b. Strategy ST  
This is a strategy to use the power that the company has in a way that avoids threats
- c. Strategy WO  
This strategy is applied based on the use of existing opportunities, by overcoming the weaknesses that they have
- d. Strategy WT

This strategy is based on defensive activities and is aimed at minimizing existing weaknesses and avoiding threats.

(Kinasih & S, 2023) and (Budiman, 2020) Based on the results of the calculation of internal and external factors using the IFAS and EFAS Matrix, the Company's position will be known to identify the right strategy that must be taken by the Company. (Aji Bramantyo et al., 2024) The strategy is divided into 4 squares.



Figure 1. SWOT Analysis

### 3. Results and Discussion

Research related to SWOT Analysis of Mixue Business has been conducted by several previous studies including: research conducted by Ayu, et al. (2023) on Analysis of the Influence of Promotion and Service Quality on Repeat Purchase Decisions of Mixue in Surabaya and research conducted by Rizal, et al. (2023) on Implementation of SWOT Analysis in Marketing Strategy of Mixue Harapan Indah Bekasi Products. From both studies, only identification of internal strengths and weaknesses of Mixue as well as opportunities and threats from the external side without identifying strategies using IFAS and EFAS matrices.

Some previous studies related to SWOT Analysis used to identify appropriate strategies include:

No	Researcher	Research Journal	Research Title	Research Result
1	Wiwik and Ningsih	Jurnal Ilmiah Bisnis dan Ekonomi Asia DOI (10.32812/jibeka.v15i2.397)	Development Strategy And Swot Analysis At Pt. Garuda Indonesia Tbk	The results of the SO strategy analysis are that PT. Garuda Tbk must maximize the government's financial assistance program to restore the company's financial condition as well as to maintain the company's good name. The results of the ST strategy analysis are that PT. Garuda Indonesia Tbk must maintain

				<p>excellent facilities and services in order to face other airline competitors. The results of the WO strategy analysis are that with the government's financial assistance program, it can also be used to improve the company's HR competency. The results of the WT strategy analysis are that PT. Garuda Indonesia Tbk must reduce operational costs while maintaining quality in order to be able to compete in the aviation world</p>
2	Kusbandono	Jurnal Penelitian Ilmu Manajemen (JPIM) Volume 4 No. 2, Juni 2019	Swot Analysis As An Effort To Develop And Strengthen Business Strategy (Case Study At Ud. Gudang Budi, Lamongan District)	<p>The results of this study conclude that the strategy that can be used by UD. Gudang Budi is an aggressive strategy, namely by adding printing units so that it has an effect on reducing the queue of consumer graphic design requests, adding air conditioning to the graphic design operator area so that consumers feel comfortable, establishing new branches in areas with high populations where there are many agencies standing</p>
3	Enderwita	Jurnal Ilmiah Edunomika Vol. 05, No. 01, Februari 2021	Strategy For Developing Linjuang Tourism Objects Through A Swot Analysis Approach	<p>Based on the research results, it was concluded that the strategy for developing the Linjuang tourist attraction includes completing facilities and markets such as toilets,</p>

prayer rooms and parking areas as well as maintaining the tourist attraction area, then promoting tourism. the object through online and print media and involving the government, private sector and the community in its management. tourist attraction

The characteristics of the respondents in this study are divided into two, namely in terms of gender and age of the respondents. Of the 272 respondents, it is known that most of the respondents or 60% are female while the rest or 40% are male.

**Table 1.** *Characteristics of Respondents (Gender)*

Gender	Total	Persentase
Man	109	40%
Woman	163	60%
TOTAL	272	100%

In terms of age, most respondents were aged 18-21 years with a percentage of 69.85%, followed by respondents aged 22-25 years with a percentage of 26.10%. From the characteristics of these respondents, it is known that the target market for Mixue products is teenagers.

**Table 2.** *Characteristics of Respondents (Age)*

Age	Total	Persentase
18-21	190	69,85%
22-25	71	26,10%
26-29	8	2,94%
30-33	1	0,27%
34-37	2	0,74%
TOTAL	272	100%

From the results of the identification of Mixue's internal factors to the strengths and weaknesses of Mixue products, each factor will be given an assessment with a scale range ranging from 1 (low) to 4 (high).

**Table 3.** *Mixue Business IFAS Matrix*

No	Internal Factors	Weight	Rating	Value
Strength (S)				
1	Easily find Mixue locations	0,15	3,60	0,54
2	The interior of the store is clean and tidy so that it becomes an attraction for consumers	0,05	3,35	0,17
3	Fast and friendly service	0,1	3,19	0,32
4	Quite a lot of menu variants and varied	0,05	3,36	0,17

5	Affordable prices	0,15	3,31	0,50
	Sub Total	0,5		1,69
Weakness (W)				
1	Ice Cream melts easily so it should be enjoyed immediately	0,2	2,82	0,56
2	Mixue does not provide snack or bread variants	0,1	2,60	0,26
3	Doesn't have a lot of seating to enjoy Muxie products on-site	0,05	2,66	0,13
4	Quite expensive Franchise fees	0,15	2,78	0,42
	Sub Total	0,5		1,37
	TOTAL	1		3,06

Based on the table above, it can be seen that the strengths factors have a score of 1.69 while the weaknesses have a score of 1.37, which means that the Mixue Business has higher strengths than the weakness factors in determining its competitive strategy.

**Table 4.** *Mixue Business EFAS Matrix*

No	External Factors	Weight	Rating	Value
Opportunit (O)				
1	Mixue can collaborate or collaborate with various parties	0,2	2,99	0,60
2	The trend of Indonesian people who like sweet and contemporary food/drinks	0,3	3,30	0,99
	Sub Total	0,5		1,59
Threat (T)				
1	More competitive competitor pricing	0,15	2,79	0,42
2	Competitor Store Interiors that make consumers more comfortable enjoying products on site	0,1	2,68	0,27
3	Increase in raw material prices	0,15	2,72	0,41
4	Rainy season that has the potential to reduce the purchasing power of cold drinks	0,05	2,52	0,13
5	More and more attractive variants of competitor products	0,05	2,65	0,13
	Sub Total	0,5		1,35
	TOTAL	1		2,94

Based on the table above, it can be seen that the opportunity factors have a score of 1.59 while the threat factors have a score of 1.35, which means that the Mixue Business in an effort to determine a competitive strategy has a considerable opportunity compared to the threat posed.

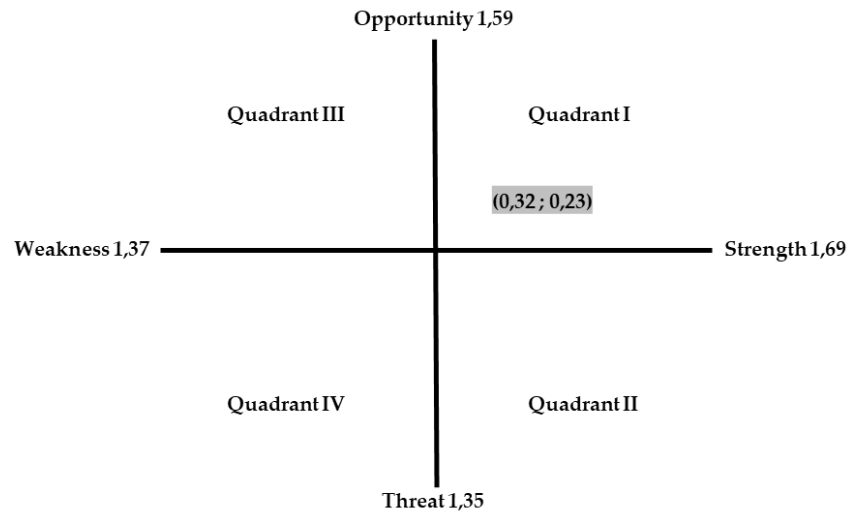


Figure 2. Mixue Business SWOT Matrix

Table 5. SWOT Strategy Analysis

	Strength (S)	Weakness (W)
	Easily find Mixue locations	Ice Cream melts easily so it should be enjoyed immediately
	The interior of the store is clean and tidy so that it becomes an attraction for consumers	Mixue does not provide snack or bread variants
	Fast and friendly service	Doesn't have a lot of seating to enjoy Muxie products on-site
	Quite a lot of menu variants and varied Affordable prices	Quite expensive Franchise fees
Opportunity (O)	Mixue can carry out <i>Market Development</i> through collaboration with schools, universities, airports, stations and other public facilities that are the target market of Mixue products.	Mixue can carry out <i>Market Penetration</i> through product bundling against its current product variants.
	Mixue can collaborate or collaborate with various parties	Mixue can do <i>Product Development</i> on ice cream products so that they can last a long time so that they do not melt easily
	The trend of Indonesian people who like sweet and contemporary food/drinks	Mixue can carry out <i>Diversification</i> and <i>Market Penetration</i> through the development of snack or snack products that customers can enjoy when consuming Mixue ice cream combined with product bundles (Ice Cream and Snacks) so that it becomes an attraction for customers
		Mixue can carry out <i>Product Development</i> through the

		development of Gelato products that are not easily melted
Threat (T)	Mixue can carry out <i>Market Penetration</i> through product bundling	Mixue can carry out <i>Diversification</i> and <i>Market Penetration</i> through the development of snack or snack products that customers can enjoy when consuming Mixue ice cream combined with product bundles (Ice Cream and Snacks) so that it becomes an attraction for customers
More competitive competitor pricing	Mixue can carry out <i>Diversification</i> and <i>Market Penetration</i> through the development of coffee drink variants (hot/cold) that can be enjoyed during the rainy or hot season. As well as bundling products for coffee and ice cream drink variants.	Mixue can carry out <i>Diversification</i> and <i>Market Penetration</i> through the development of coffee drink variants (hot/cold) that can be enjoyed during the rainy or hot season. As well as bundling products for coffee and ice cream drink variants
Competitor Store Interiors that make consumers more comfortable enjoying products on site		Mixue can do <i>Product Development</i> through the development of Gelato products
Increase in raw material prices		
Rainy season that has the potential to reduce the purchasing power of cold drinks		
More and more attractive variants of competitor products		

Based on the table above, it can be known several business development strategies that can be carried out by the Company by considering the Internal Advantages and Weaknesses of the Product as well as the Potential and Threats from the outside that may be faced by the Mixue Business.

**Table 6.** Growth Strategy Mixue

Growth Strategy	SWOT Strategy	
<i>Market Penetration</i>	W-O	Mixue can carry out <i>Market Penetration</i> through product bundling against its current product variants.
	S-T	
	W-T	Mixue can carry out <i>Diversification</i> and <i>Market Penetration</i> through the development of snack or snack products that customers can enjoy when consuming Mixue ice cream combined with bundling products (Ice Cream and Snacks) so that it becomes an attraction for customers
		Mixue can carry out <i>Diversification</i> and <i>Market Penetration</i> through the development of coffee drink variants (hot/cold) that can be enjoyed during the rainy or hot season. As well as bundling products for coffee and ice cream drink variants
<i>Market Development</i>	S-O	Mixue can carry out <i>Market Development</i> through collaboration with schools, universities, airports, stations and other public facilities that are the target market of Mixue products
	W-O	
<i>Product Development</i>	W-O	Mixue can carry out <i>Product Development</i> through the development of Gelato products that are not easily melted
	W-T	

		Mixue can do <i>Product Development</i> on ice cream products so that they can last a long time so that they do not melt easily
<i>Diversification</i>	W-O S-T W-T	Mixue can carry out <i>Diversification</i> and <i>Market Penetration</i> through the development of snack or snack products that customers can enjoy when consuming Mixue ice cream combined with bundling products (Ice Cream and Snacks) so that it becomes an attraction for customers  Mixue can carry out <i>Diversification</i> and <i>Market Penetration</i> through the development of coffee drink variants (hot/cold) that can be enjoyed during the rainy or hot season. As well as bundling products for coffee and ice cream drink variants

#### 4. Conclusions

From the results of the analysis through the IFAS and EFAS Matrix, it is known that Mixue has better advantages internally so that it is able to get market opportunities for the ice cream business in South Tangerang. From the results of the IFAS and EFAS Matrix analysis, it is known that the right business development strategy for the Company is Growth Strategy through Market Penetration, Market Development, Product Development and Diversification. The identification of strategies produced through the SWOT Analysis is expected to be able to increase the Company's growth through the development of new products and market development that does not only target the school children segment. This study only identifies strategies to see the strengths and weaknesses of Mixue's internal side without looking at the strengths and weaknesses of competitors. Therefore, further research is needed regarding the identification of competitors' strengths and weaknesses so that the right business strategy is obtained by looking at competitors' capabilities.

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