
Dissecting the Effectiveness of Operational Management: The Key to Successful Seed Product Marketing at CV Halbanero

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Abstract

Research Aim: This study wanted to see how the management at CV Halbanero contributed greatly to the success of the sale of vegetable seed products, especially chili seeds.

Design/Method/Approaches: This study uses a qualitative descriptive approach by collecting data through direct observation, in-depth interviews with key people (Head of Marketing, Digital Marketing Staff, and Marketing Admin), and collection of company documents such as records of production, distribution, and marketing activities.

Research Findings: The results of this study show that CV Halbanero has conducted effective operational operations with market demand planning, is well organized of all divisions, and conducts regular inspections involving many people. Each department has a role to help each other to maintain product quality, ensure delivery runs smoothly, and support consistency in the digital world. The combination of manufacturing, shipping, and marketing has been shown to improve work efficiency and make products more competitive in agribusiness. However, companies are still experiencing a shortage of manpower to manage digital platforms and logistics systems to remote areas.

Theoretical contribution/originality: This research improves understanding of the importance of operational functions and marketing strategies for small and medium-sized enterprises in agribusiness. This research provides clear evidence that alignment between manufacturing, distribution, and marketing can improve a company's competitiveness and efficiency. In addition, the study also emphasizes that the use of an integrated and data-driven management system is a major factor influencing success in improving performance in a highly competitive market.

Practitioner/Policy Implications: The results of this study highlight the importance of managing digital production, distribution, and marketing strategies, using performance indicators (KPIs) to monitor operational activities, and developing seed types to remain competitive in the market.

Research limitations: *This study focused only on one subject with a qualitative approach, so it did not include analytical calculations or comparisons with others*

Keywords: *Operational Management, Marketing Effectiveness, Horticultural Seeds, Distribution Strategy, Variety Innovation.*

1. Introduction

The operational management of horticultural seed products faces many important problems so that the quality is maintained, available at the right time, the distribution runs well, and marketing is carried out efficiently. For companies like CV Halbanero, which produces high-quality chili seeds, if any of these operational aspects don't go well, this can directly affect their ability to enter the market, farmers' satisfaction with the products they use, and the strength of their position in the seed market. According to Subagyo & Purnomo (2022), How effective the management operations run is largely determined by the way they plan production, supervise quality, and distribute products well, as the third thing is very important to improve the competitiveness of products in the market[1]. Therefore, the issue of effectiveness in management operations is not only related to what happens within the company, but is also critical to success in seed product marketing, which includes quality management, supply chain, distribution, as well as digital and on-the-ground marketing support.

Previous research in the field of horticultural seeds and agribusiness shows that product quality and ease of obtaining products greatly influence farmers' purchasing choices. For example, a study in Soppeng Regency found that product quality and price are the most important factors in purchasing hybrid corn seeds. In addition, seed marketing chain research in East Java emphasizes the importance of seed quality and business capacity as factors for the development of horticultural seed agribusiness. In terms of agribusiness marketing in general, the concept of value chain and the efficiency of agricultural input marketing are also described as key in the development of modern agribusiness. In line with this, Purnomo & others (2021) show that price perception and brand image have a significant influence on purchasing decisions through purchase interest findings relevant to seed product marketing strategies that emphasize customer perception of price and brand reputation [2].

Although the literature has shown a link between seed quality, marketing and agribusiness development, there is an important gap: little research has systematically integrated operational management (which includes production, inventory, quality, distribution) with seed product marketing strategies at the scale of local seed producers in Indonesia. Most studies focus on marketing or distribution channels alone, without examining how seed producers' internal operational processes support or hinder marketing success. A study by Purnomo & others (2021) also emphasizes that a combination of quality, variation, and price perception can increase turnover, which shows the importance of synergy between

operational efficiency and marketing strategy [2]. As such, there is still no research that describes holistically how production and distribution operations at seed producers such as CV Halbanero can be a competitive advantage in horticultural seed marketing.

This article is here to narrow the gap by presenting an empirical analysis on Halbanero's CV as a case study. The focus is on how operational management based on the theoretical framework of operations management, operations strategy, and marketing is designed and implemented to support seed product marketing. Wahyuni et al. (2022) emphasized that leadership and motivation factors play an important role in the effectiveness of organizational performance, including the effectiveness of operational processes and cross-divisional coordination [3]. Thus, this research presents a new contribution by highlighting the integration between internal operations, leadership, and external marketing in the context of horticultural seed products.

1.1. Problem Statement

Horticultural seed producers such as CV Halbanero are facing increasing pressure in ensuring that operational management (e.g. production, quality control, inventory, distribution) runs efficiently and effectively, so that superior seed products can be successfully marketed. Although some studies have highlighted seed quality and accessibility factors in farmers' purchasing decisions, there is still a lack of research that systematically integrates the internal operational aspects of seed producers with their marketing strategies. As a result, local seed producers often have not maximized their operational potential as a competitive advantage in marketing which can result in low market penetration, lack of farmer loyalty, and limited marketing margins. Therefore, it is necessary to examine empirically how operational management can be a key key to the success of seed marketing in the context of local producers such as CV Halbanero.

1.2. Research Objectives

This study aims to explore and analyze how operational management at CV Halbanero, located in West Kepung Village, Kepung District, Kediri Regency, East Java, Indonesia, is designed and implemented as the main key to the success of marketing horticultural seed products. Specifically, this study will: first, identify and describe the elements of operational management (production, quality, inventory, distribution) carried out by CV Halbanero; second, analyze how these operational elements are aligned with the marketing strategy of seed products (products, prices, distribution, promotions) in the context of seed agribusiness; third, evaluate the contribution of operational management effectiveness to seed product marketing results, such as market penetration, farmer loyalty, and competitive advantage; and fourth, providing concrete operational and marketing recommendations for local seed producers based on the findings of the case study at CV Halbanero.

2. Method

This study uses a descriptive qualitative approach. The approach was chosen because the focus of the research was on an in-depth understanding of how operational management is

designed and implemented in support of seed product marketing in the real environment of local companies (CV Halbanero). With this approach, researchers do not quantitatively measure variables or test hypotheses statistically, but rather describe the conditions of production, inventory, distribution, and marketing operations as they occur, as well as how relevant actors interpret and execute processes. The qualitative descriptive method allows data in the form of narratives, interviews, observations and documentation to be processed in such a way as to produce a comprehensive understanding of the phenomenon being studied.

This research was carried out at CV Halbanero which is located in West Kepung Village, Kepung District, Kediri Regency. The determination of the location of the research is based on the consideration that the company is actively carrying out operational and seed marketing activities that are relevant to the focus of this research study.

The selection of informants is carried out using *the purposive sampling technique*, which is the deliberate selection of data sources based on the direct involvement of the informant in the company's operational and marketing activities. The informants in this study are four people, each of whom has a strategic role in the organization, including the General Manager, Head of Marketing, Digital Marketing Staff, and Marketing Admin.

To provide a clearer picture of the source of research data, the following is presented a list of informants and positions held in the company.

Table 1. Names of Informants

Description	Name	Departments
Informant 1	Gladion Oben Fariza	General Manager
Informant 2	Endri Trio Okta Putra	Head of Department. Marketing
Informant 3	Zeihan Arrozaq	Digital marketing
Informant 4	A Thousand Miles Away	Marketing Admin

Source: Primary data, processed by researchers (2026)

Data collection was carried out through in-depth interviews, observations, and documentation.

1. The in-depth interview was conducted based on guidelines according to the focus of the research, namely aspects of operational planning, production procedures, seed quality control, storage systems, packaging, distribution, and marketing strategies. Interviews are conducted on a scheduled basis at the company's location and are recorded in the form of voice recordings and field notes after obtaining the informant's approval.
2. Field observations were carried out directly in the nursery, packaging and storage areas, marketing rooms, and on partner farmers' land during seed use. These observations focus on the suitability of workflows with company procedures, operational bottlenecks, process effectiveness, and perceived benefits by users.

3. Documentation in the form of photos during the interview.

Data analysis is carried out through three stages, namely data reduction, data presentation, and conclusion drawing and verification. Reduction is done by sorting out important data through coding, then processing it into the main theme. The results of the reduction are presented in the form of narrative descriptions, tables, or thematic charts. Conclusions are drawn gradually from the moment the data begins to be collected until all the data supports each other and does not contradict each other. The analysis is assisted by systematic recording using category tables, relationship matrices, and findings records.

The validity and validity of the data in this study is strengthened through source triangulation, which is a data examination strategy by comparing information obtained from various different sources to test the credibility and consistency of research findings. In this context, researchers do not only rely on one source, but compare information from several informants to ensure the correctness of the data obtained.

The research was carried out through the stages of preparation, data collection, data analysis, and report preparation. The preparation stage consists of choosing the person who will be the source of information, creating a list of questions, and taking care of permissions. The information collection stage includes interviews, measurements, and document collection. The analysis process is carried out many times until the data obtained does not vary. The final step is to write the results and discussions following the format of a scientific article.

Thus, this research method was made to obtain precise and accurate analysis information, so that the events being researched can be more in-depth. A good and systematic method and proper data collection method will ensure that the results that will be described in the next section are trustworthy and unbiased.

3. Results and Discussion

An Overview of Operational Management at CV Halbanero

To find out an overview of the operational management applied at CV Halbanero, the researcher asked questions to informants regarding the role of operations in supporting seed product marketing activities.

Interview question: What is the role of operational management in supporting the successful marketing of seed products at CV Halbanero?

Table 2. Results of Informant Interviews on Operational Management at CV Halbanero

Description	Answer
Informant 1	The influence of operations on marketing is huge. Promotions can be good, but if stock or delivery is late, consumers can be disappointed. Stock and distribution planning is essential to maintain quality and customer satisfaction.

Description	Answer
Informant 2	Marketing can attract customers, but it's the operations that keep them satisfied. When promotions are crowded, coordination with operations is very necessary to keep promotions realistic.
Informant 3	Digital is fast, once the content goes up, orders can come in immediately. We must directly coordinate with the marketing and operational teams to be ready to meet demand.
Informant 4	Admins play an important role because they directly hold order data. When orders are crowded, recording and delivery must be extra meticulous. Good operations have a great effect on customer satisfaction.

Source: Primary data, processed by researchers (2026)

Based on the informant's answers, it can be seen that coordination between divisions, stock planning, and distribution control are the main elements of operational management. This is in line with Subagyo & Purnomo (2022), who emphasized that proper MSME management including planning, quality control, and distribution is the basis for increasing product competitiveness [3].

In addition, CV Halbanero's operational principles support Heizer & Render (2017), that competitive advantage is achieved if operational processes are efficient, scalable, and customer-focused [4]. With an integrated operational system, companies can maintain the quality of seeds while expanding digital marketing.

Operational Planning and Marketing Strategy

To find out how operational planning is structured and associated with marketing strategies, the researcher asks questions about the company's operational readiness in the face of increasing market demand.

Interview question: How does the company plan its operations so that its marketing strategy can run effectively?

Table 3. Interview Results on Operational Planning and Marketing Strategy

Description	Answer
Informant 1	Before the planting season, we evaluate the promotion and distribution beforehand, then design a new strategy to be more targeted. We adjust promotional media according to our target customers.
Informant 2	My job is to create promotional content, respond to customer messages, and monitor sales results and digital advertising. All activities are directed to meet the needs and desires of customers.

Description	Answer
Informant 3	Our strategy focuses on product quality, competitive prices, and educational promotion. We feature user testimonials and farmer crop showcases to make customers trust.
Informant 4	In addition to recording and processing orders, we also help monitor customer feedback and the effectiveness of digital promotions, so that marketing strategies remain relevant.

Source: Primary data, processed by researchers (2026)

Based on the above answers, it can be seen that CV Halbanero has adopted a customer-centric working method, where each activity is geared towards meeting the needs and desires of customers. Marketing strategies that emphasize product quality, competitive prices, and educational promotion are in line with the findings of Morris et al. (2019), which state that seed quality is an important factor in farmers' purchasing decisions and increases buying interest [5].

In addition, these findings are also in line with Purnomo et al. (2021), who show that price and brand reputation greatly influence purchase decisions triggered by buying interest [2]. Thus, CV Halbanero's marketing strategy that emphasizes product quality, brand image, and competitive pricing through digital platforms is a real implementation of this theory. The company seeks to build customer trust through educational promotions, testimonials, and farmer crop showcases.

This strategy is also in line with Kotler & Keller (2021), who stated that today's marketing requires digital communication to improve brand image and expand the marketing area [6]. CV Halbanero utilizes promotions through social media and agricultural markets to support the marketing strategy of superior seed products. This approach includes interactive digital communication, clear delivery of product excellence, and promotional consistency tailored to market demand. In this way, operational management and marketing strategies work together synergistically to increase sales.

Coordination and Integration, and Implementation of Strategies

To find out the form of coordination and integration between divisions in the implementation of operational and marketing strategies, the researcher asked questions about the pattern of communication and internal cooperation.

Interview question: How does coordination and communication between divisions support smooth operations and marketing?

Table 4. Interview Results on Inter-Division Coordination and Integration

Description	Answer
Informant 1	He said that when the promotion was running and orders increased, the company immediately strengthened coordination between the marketing, operations, and admin teams. Stock, distribution, and shipping information must be one-way so that decisions can be made quickly. However, the difference in work rhythm between teams is still a challenge so communication needs to be continuously improved.
Informant 2	Explain that every promotional activity is always communicated with the operational team to match the stock and distribution capacity. The promotional experience is crowded but limited stock is an important evaluation. The main challenge of coordination lies in the synchronization of stock data that must be kept up to date.
Informant 3	Stating that the speed of digital promotion demands operational readiness as quickly as possible. Any promotional content has the potential to instantly increase orders, so cross-team coordination is key. Delivery delays also have a direct impact on the company's image through customer responses on social media.
Informant 4	Reveals that admins act as a link between order, stock, and shipping data. As orders increase, note-taking and communication must be done very carefully. The existing system is already helping, but the workflow still needs to be clarified to make coordination more effective.

Source: Primary data, processed by researchers (2026)

The results of the triangulation of data sources show that coordination and integration between divisions are important elements in supporting the implementation of operational and marketing strategies at CV Halbanero. All informants, although they have different roles and responsibilities, share the view that the smooth running of marketing activities is highly dependent on operational readiness, accuracy of stock information, and communication that runs consistently and in two directions.

These findings are in line with the views of Singh and Sharma (2020) and Agyekum and Yeboah (2021) who stated that collaboration between divisions supported by digital technology is able to accelerate the dissemination of information and significantly increase the competitiveness of companies[7][8]. In the context of CV Halbanero, cooperation between divisions is realized through the use of digital-based daily reports and regular meetings that allow all parts of the company to obtain the latest information on production stocks, delivery schedules, and promotional activities.

Based on the results of the interviews, the communication system implemented by the company has helped to align operational and marketing decisions. Information obtained from the field can be immediately forwarded to related parties so that the promotion strategy can be adjusted to the company's real conditions. This is reflected in the explanation of Informant 3 (Marketing Admin) who said that routine communication is carried out with store heads in various regions through WhatsApp groups to update stock and order data. The information is then forwarded to the marketing team as the basis for adjusting promotional content and product offerings.

This two-way communication pattern shows that there is a fairly good integration between production, distribution, and marketing functions. This condition supports the opinion of Slack et al. (2015) who emphasize that cross-functional collaboration can improve organizational efficiency because it helps internal planning and avoids repetitive work[9]. In practice, the coordination established at CV Halbanero plays a role in minimizing the risk of delivery delays, stock shortages, and changes in promotional schedules that can have an impact on customer confidence.

Furthermore, the results of this study are also in line with the views of Subagyo and Purnomo (2022) who stated that small and medium enterprises can gain a competitive advantage through an organized operational system that is adaptive to market demand[3]. By utilizing digital technology as a means of internal coordination, CV Halbanero is able to build a management system that is relatively effective, responsive, and mutually supportive, so that the supply chain is maintained and relationships with customers can be maintained in a sustainable manner.

Effectiveness of Organizational Structure and Human Resource Management

To find out how the implementation of operational strategies and supervisory systems is carried out, the researcher asks questions about the process of evaluating and controlling the company's performance.

Interview question: How does the company conduct supervision and evaluation to ensure the strategy is running as planned?

Table 5. Results of Interviews on Operational Supervision Systems

Description	Answer
Informant 1	The division of tasks between divisions is clear, making it easier to make decisions and coordinate. Performance evaluation is carried out regularly so that each part works according to its role.
Informant 2	The work structure helps the marketing team focus on strategy, while technical execution is assisted by the digital and admin teams. Cross-division coordination is important so that there is no duplication of work.

Description	Answer
Informant 3	A clear division of roles makes work more directed. Initial training helps employees understand the company's system and work rhythm.
Informant 4	A structured work system makes it easy to record data and communicate between teams. Even though it has helped, the system still needs to be developed to be more efficient.

Source: Primary data, processed by researchers (2026)

Based on the results of the triangulation of the four informants, it can be concluded that the organizational structure of CV Halbanero has been functionally arranged with a clear division of tasks between divisions. All informants said that the clarity of this role helps smooth workflows, speed up coordination, and reduce the potential for overlap of work. The similarity of views shows that the organizational structure implemented has been effective in supporting operational and marketing activities.

In addition to the organizational structure, human resource management is also an important factor in supporting company performance. The informant revealed that the existence of initial training and routine performance evaluations helps employees understand their respective responsibilities and adapt to the digital-based work system. This shows that the company is not only focused on the division of tasks, but also on improving human resource capabilities in a sustainable manner.

These findings are in line with the opinion of Liu et al. (2020) and Agyekum & Yeboah (2021) who emphasize that the development of human resource competencies, particularly through digital training, plays an important role in creating organizations that are adaptive to market changes[10][8]. In addition, the results of this study also support the view of Heizer & Render (2017) who stated that the balance between work efficiency and the development of human resources capabilities is the key in modern operational management[4].

Furthermore, the practice carried out by CV Halbanero is in accordance with the views of Subagyo & Purnomo (2022) which states that MSMEs need to have a structured operational system and flexible human resources to be able to face market dynamics[3]. With a clear organizational structure and ongoing human resource development programs, CV Halbanero is able to maintain operational stability while continuously improving marketing performance.

The Relationship between Operational Management Effectiveness and Marketing Performance

To find out the relationship between the effectiveness of operational management and marketing performance, the researcher asked questions about the impact of operational readiness on marketing results and customer satisfaction.

Interview question: How does the effectiveness of operational management affect marketing performance and customer satisfaction?

Table 6. Interview Results on Operational Relationships and Marketing Performance

Description	Answer
Informant 1	Operations ensure that marketing promises are fulfilled through stock readiness, product quality, and distribution accuracy.
Informant 2	The success of the promotion is highly dependent on stock availability and operational readiness; Stock delays have a direct impact on promotional results.
Informant 3	Digital campaigns run effectively when operations are ready, because order spikes can occur quickly.
Informant 4	Smooth distribution and order recording have a direct effect on customer satisfaction and brand image.

Source: Primary data, processed by researchers (2026)

The triangulation results of the four informants showed that there was a very close relationship between the effectiveness of operational management and marketing performance at CV Halbanero. All informants agreed that the success of marketing strategies, especially digital marketing, cannot be separated from operational readiness, especially in terms of stock availability, distribution accuracy, and product quality. When operations run well, promotions can be carried out on time and are able to generate a positive response from the market.

These findings support the view of Stevenson (2021) and Christopher & Peck (2012) who stated that collaboration between operational and marketing functions is able to create added value for customers through supply stability, quality consistency, and uniformity of promotional messages[11][12]. In the context of CV Halbanero, operational readiness allows the marketing team to run digital campaigns more confidently without worrying about stock limitations.

The results of this study are also in line with the theory of Slack et al. (2015) which emphasizes the importance of cross-functional integration between operations and marketing in organizational planning. Good cooperation between these departments helps companies become more efficient while increasing customer satisfaction[9]. With supportive operations, marketing not only serves to attract consumers, but also strengthens trust and brand image.

In addition, these findings reinforce the results of Purnomo, Samari, & Soejoko's (2021) research which shows that price perception and brand image affect buying interest[13]. Timely distribution and consistent seed quality at CV Halbanero form a positive perception of customers, especially farmers, thus driving long-term loyalty. This shows that good marketing performance is the result of the synergy between product reputation and operational service reliability.

From the perspective of Kotler & Keller (2016), the success of marketing depends heavily on the ability of companies to align all business functions to consistently convey brand value[14]. By integrating operational management and marketing strategies, CV Halbanero has implemented integrated management that directly contributes to the improvement of business performance and the competitiveness of the company.

4. Conclusion

This research shows that the performance of operational management is critical to the successful marketing of seed products at CV Halbanero. By planning an operational plan that suits market needs and digital advancements, companies can adjust production and distribution methods to match changing consumer demands. Cooperation between parts such as production, distribution, and marketing creates efficiencies in the supply chain and strengthens the relationship between digital promotion and product availability. Weekly reviews help improve team performance, while facility support and training as human resources strengthen the ability to cope with technological and market changes. Overall, these findings show that good operational performance has a direct positive effect on increased sales, customer satisfaction, and user loyalty of seed products.

In theory, this research supports the basis of the operations and marketing management theory put forward by Heizer & Render (2017), Kotler & Keller (2016), and Slack et al. (2015) by providing tangible evidence that combining operating strategy and marketing strategy is essential to gain a competitive advantage in agribusiness companies.[4], [14], [9]. The results of the study also expand on the findings of Subagyo & Purnomo, (2022) that planning, quality control, and distribution are fundamental elements in increasing the competitiveness of MSMEs [1]. Practically, this study provides an implementation model for seed producers and agribusiness MSME actors to build an operational management system that is efficient, data-based, and adaptive to the development of digital technology. This approach can be used as a reference in improving the effectiveness of the supply chain and the success of marketing agricultural products in a sustainable manner.

This research has a limited scope that is still limited to one case study, namely CV Halbanero, so the results cannot be generalized to all horticultural seed producers in Indonesia. In addition, this study uses a descriptive qualitative approach so that it has not measured the relationship between operational effectiveness and marketing performance quantitatively. Further research is suggested to extend the object of research to several different agribusiness companies and combine qualitative and quantitative approaches. The use of measurable indicators such as Key Performance Indicators (KPIs) or Balanced Scorecards can also be used to empirically test the extent to which operational effectiveness contributes to increased marketing results and agribusiness business growth in the digital era.

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