

Marketing Mix Strategy to Increase B2C Volume at XXX (Logistic Company)

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Abstract

Purpose: This study develops and analyzes marketing mix strategies to enhance the B2C (business-to-consumer) segment of XXX, a leading logistics and delivery service provider in Indonesia. This study focuses on identifying the challenges in increasing daily shipment volumes and evaluating the effectiveness of current marketing strategies.

Research Methodology: This study employs both quantitative and qualitative methods, including surveys, observations, and documentation. Data were collected from 214 respondents using structured questionnaires distributed through Google Forms. Structural Equation Modeling (SEM) with Smart PLS software was utilized to analyze the relationships between the 7Ps of marketing (Product, Price, Place, Promotion, People, Physical Evidence, and Process) and consumer attitudes and purchase intentions.

Results: The findings indicate that product quality, pricing strategies, promotional activities, and customer service significantly affect consumer satisfaction and brand loyalty. Efficient processes also play a crucial role in shaping consumers' attitudes and purchase intentions. The study reveals that, while promotional activities and physical evidence have a lesser impact, elements such as products, prices, people, and processes are essential in driving positive consumer attitudes and purchasing decisions.

Conclusions: The majority of XXX's customers in Indonesia are young to middle-aged women with a bachelor's degree, working as private employees, and typically spending modest amounts on shipping, indicating infrequent usage. The study found that product quality, employee performance, and process efficiency significantly influence consumer attitude intention, which strongly drives purchase intention. Price, distribution, promotion, and physical evidence, however, were not found to significantly impact consumer attitudes.

Limitations: This study is limited to XXX operations in Indonesia and focuses solely on the impact of marketing mix elements on consumer attitudes, intentions, and purchase decisions. Future research could explore other logistics companies and encompass a broader geographical focus.

Contribution: This study provides practical recommendations for XXX to enhance its market share in the B2C segment.

Keywords: B2C, Brand loyalty, Consumer satisfaction, Marketing mix.

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1. Introduction

The logistics industry has undergone significant changes over the past decades, driven primarily by technological advancements, such as digitalization and automation, which have enhanced operational efficiency and delivery speed (Tohir, Primadi, & Djadjuli, 2023). The logistics business is predicted to

grow by 65% from 2020 to 2024, with a projected Compound Annual Growth Rate (CAGR) of 10% during this period. Specifically, the freight forwarder market is expected to increase by 82%, air freight services by 64%, and the Courier, Express, and Parcel (CEP) market by 52% from 2020 to 2024. This growth is largely fueled by the rapid development of the e-commerce sector, which accounts for 25% of the total CEP market, particularly in Western Java, Indonesia (Febriansyah & Sahara, 2023).

The rapid growth of e-commerce, illustrated by a surge in transaction value from approximately \$1.3 trillion in 2014 to nearly \$4.9 trillion in 2021, has been driven by increased internet access, digital technology adoption, and changing consumer behavior, especially during the COVID-19 pandemic (Ridhani et al., 2024). This growth has significantly boosted demand for efficient and fast delivery services in logistics. Companies must enhance their operational capacity and efficiency using advanced technologies, such as automation and real-time tracking, to meet evolving market demands. Consequently, there is heightened competition within the logistics sector, compelling companies to implement effective marketing strategies to remain competitive (Purbohastuti, 2021).

According to Phillip Kotler and Armstrong (2020), a set of tools used by companies to produce the desired response from their target market is called the marketing mix. The traditional marketing mix, known as the 4Ps—product, price, place, and promotion—has been expanded to include people, physical evidence, and processes in the service marketing context, making it the 7Ps. This comprehensive approach is used to help businesses tailor their strategies to meet customer needs and expectations more effectively (Nurbani, Mulyanto, Wardani, & Andriyani, 2019).

Despite its substantial infrastructure and strategic partnerships with major e-commerce platforms, XXX struggled to achieve its sales targets. This study aims to delve deeper into the influence of the marketing mix on customer satisfaction at XXX, focusing on elements such as promotion, service quality, and trust. This study seeks to provide insights that can help XXX refine its marketing strategies to better meet customer expectations and enhance its competitive position.

2. Literature Review

2.1 Mix Marketing

Marketing mix is a strategy used to create value for customers and build strong, profitable customer relationships (Purbohastuti, 2021). The marketing mix includes everything a company does to influence demand for its products and services, and is a key concept in marketing. According the marketing mix is a combination of core variables in the marketing system that a company can control to influence buyers' reactions. These tools are used to achieve targets for fulfilling customer needs and desires (Juju & Supriadi, 2024). Phillip Kotler and Armstrong (2020) describe the marketing mix as the strategic combination of products, pricing, promotion, and distribution aimed at achieving the desired reaction from the target audience. The company manages this mix, enabling it to guide and influence market responses.

The traditional marketing mix is known as the 4Ps: product, price, place, and promotion. In service marketing, there are three additional marketing tools—people, physical evidence, and processes—making it the 7Ps. Thus, the service marketing mix includes products, prices, places, promotions, people, physical evidence, and processes. Below are further explanations of the 7Ps according to Phillip Kotler and Armstrong (2020).

2.1.1 Product

A product means managing every element of the product, including planning and developing the products and services sold. This may involve modifying existing services, adding new features, or taking actions that affect product variety.

2.1.2 Price

Price involves a business management system that determines a reasonable base price for products or services, and establishes strategies that include price discounts, shipping arrangements, and related variables.

2.1.3 Place

Place refers to determining and managing sales locations as a means of distributing products to serve the target market.

2.1.4 Promotion

Promotion involves elements used to inform or attract market interest regarding the company's new products through advertising, personal selling, sales promotions, and publicity via communication media channels.

2.1.5 People

People refer to individuals who play a key role in delivering services and in influencing purchase perceptions. This element includes employees, consumers, and other customers. The attitudes, clothing, and appearance of all employees affect their success in delivering the products or services they sell.

2.1.6 Physical Evidence

Physical evidence is tangible proof that influences purchase decisions and the use of offered products.

2.1.7 Process

The process encompasses all the procedures and the actual flow of activities used to deliver the product. This is a crucial part of the marketing mix, because customers want to experience the product delivery system as part of the product itself.

2.2 Segmenting, Targeting, and Positioning (STP)

In a competitive business environment, companies must develop effective marketing strategies to achieve a competitive advantage. A widely used approach is Segmenting, Targeting, and Positioning (STP). STP helps companies position their brands with customers to achieve a sustainable competitive advantage (Sani & Aslami, 2022). Segmenting divides the market based on consumer characteristics, needs, and behaviors to identify groups with similar preferences. After segmenting, companies select the segments that will be their primary target market in the targeting stage, considering segment size, growth potential, profitability, and compatibility with company resources. Positioning is the process of developing a distinctive image of a product for consumers in the target segment, setting it apart from competitors and establishing an emotional bond with consumers (Handayani, Kadang, & Syrifuddin, 2023).

The STP strategy helps companies build closer relationships with customers, increase loyalty, and provide a competitive advantage. By understanding and meeting the specific needs of targeted segments, companies can create satisfying customer experiences and thrive in dynamic markets. Therefore, STP are an important and effective approach for creating value for customers and achieving a sustainable competitive advantage.

2.2.1 Costumer Behavior

According to Schiffman and Kanuk (2020), consumer behavior is the study of how individuals decide to allocate available resources (time, money, effort, and energy). Sigalingging (2020) adds that consumer behavior involves the processes and activities of seeking, selecting, using, evaluating, and purchasing products and services for satisfaction. Consumer behavior involves the process of selecting, buying, and using goods and services to satisfy needs and wants. According to Philip Kotler (2005), several factors influence consumer behavior, including cultural (values, beliefs, and norms), social (reference groups, family, social status), personal (age, occupation, lifestyle), and psychological (motivation, perception, learning, beliefs, and attitudes) factors. The consumer decision-making process includes the stages of need recognition, information search, evaluation of alternatives, purchase decisions, and post-purchase behavior. Understanding consumer behavior is essential, as it directly affects sales, although it is difficult due to the varied nature and preferences of consumers.

2.3 Theoretical Foundation

2.3.1 Purchase Decision

According to Prasad in Giovani and Berlianto (2022), a purchase decision is the stage at which consumers decide to make a purchase. Philip Kotler and Keller (2021) add that this decision is made when consumers face a problem, use the information they have gathered, and evaluate the available alternatives. A purchase decision involves making a decision to buy and use products or services that meet consumers' needs. This process includes a series of steps: recognizing needs, seeking relevant information from various sources (advertisements, recommendations, online reviews, and personal experiences), and making a decision based on evaluating the alternatives available.

2.3.2 Purchase Intention

According to Subagio and Rachmawati (2020), purchase intention is the tendency toward consumer interest in a product and the likelihood of buying it in the future. Philip Kotler and Keller (2016) define purchase intention as consumer behavior influenced by external factors, personal characteristics, and their decision-making process. Interest in a product is often reflected through consumer evaluations of the product, which then influences purchase decisions. Purchase intention is a crucial indicator that helps companies understand consumer interest and buying behavior, develop products, design marketing strategies, and enhance sales and customer satisfaction.

2.3.3 Attitude Intention

Attitude is an evaluative summary of a product that influences and predicts many behaviors. In the theory of planned behavior (TPB), an individual's evaluation of a particular behavior, which can be positive or negative, is referred to as attitude (Fishbein & Ajzen, 2011). A positive attitude towards a behavior tends to increase the intention to perform that behavior. For example, a positive attitude towards regular exercise strengthens the intention to exercise regularly. Attitude towards behavior refers to an individual's evaluation of performing a specific action, whereas attitude towards an object refers to an evaluation of something more general, such as a brand or product. Understanding individual attitudes is important for companies, as they can be used to design effective strategies to influence consumer intentions and behaviors. Evaluating consumer attitudes towards products or services helps companies to identify areas for improvement and develop marketing campaigns that emphasize the positive aspects most valued by consumers.

2.3.4 Trustworthiness

According to Mayer, Davis, and Schoorman (1995), trustworthiness is the quality of being trustworthy, including honesty, integrity, and reliability. Trustworthiness means that a brand endorser consistently makes the audience believe what they convey (Shimp 2007). Jati (2016) added that trustworthiness is measured by three aspects: ability, benevolence, and integrity. These three aspects form the foundation of trustworthiness, which is essential in various contexts including interpersonal relationships, business, and public communication. Demonstrating ability, benevolence, and integrity helps individuals or organizations build strong and trustworthy reputations, supporting better relationships and positive outcomes.

2.4 Hypothesis Development

Relationship between Product Mix Marketing and Attitude Intention

The hypothesis proposed in this study is that a product has a significant influence on consumer attitude intention. High-quality products that meet consumer expectations can enhance positive consumer attitudes toward a brand (Phillip Kotler & Armstrong, 2020; Philip Kotler & Keller, 2016). In this context, a product is a key element of the marketing mix that can influence consumers' attitudes toward a brand. Therefore, the following hypothesis was formulated to test the influence of products on consumers' attitude intention:

H1: A product has a positive and significant influence on consumers' attitude intention.

2.4.1 Relationship between Price Mix Marketing and Attitude Intention

The hypothesis proposed in this study is that price significantly influences consumers' attitude intention. Competitive prices that align with the value perceived by consumers can enhance positive consumer

attitudes toward the offered products or services (Phillip Kotler & Armstrong, 2020). In this context, price is an element of the marketing mix that can influence consumers' attitudes toward a brand. Therefore, we formulate the following hypothesis to test the influence of price on consumer attitude intention:

H2: Price has a positive and significant influence on consumers' attitudes and intentions.

2.4.2 Relationship between Place Mix Marketing and Attitude Intention

The hypothesis proposed in this study is that place and distribution have a significant influence on consumers' attitude intention. Effective and easily accessible distribution channels can enhance positive consumer attitudes toward the offered products or services (Biyanto, Fadlan, & Prasetyasari, 2023; Gajali, Hufon, & Rahman, 2020; Phillip Kotler & Armstrong, 2020). Place or distribution, which includes strategic location selection, ease of access, and efficiency in providing products to consumers, can positively impact consumer attitudes. Therefore, the following hypothesis was formulated to test the influence of place or distribution on consumer attitude intention:

H3: Place or distribution has a positive and significant influence on consumers' attitude and intention.

2.4.3 Relationship between Promotion Mix Marketing and Attitude Intention

The hypothesis proposed in this study is that promotions have a significant influence on consumers' attitude intention. Effective promotions can increase consumer awareness and interest in the products (Phillip Kotler & Armstrong, 2020; Marpaung, Simarmata, Sofira, & Aloyna, 2021). Appropriate promotions can enhance consumers' understanding of product benefits, build a positive image, and encourage purchase decisions. Therefore, the following hypothesis is formulated to test the influence of promotions on consumer attitude intention:

H4: Promotion has a positive and significant influence on consumer attitude intention

2.4.4 Relationship between People Mix Marketing and Attitude Intention

The hypothesis proposed in this study is that people have a significant influence on consumers' attitude intentions. Services provided by competent and friendly employees can enhance positive consumer attitudes toward the company (Philip Kotler & Keller, 2016; Svongoro, Chigora, & Katsande, 2023). Good service from a company's human resources can create a positive experience for consumers, thereby increasing their intention to repurchase products or services. Therefore, the following hypothesis was formulated to test the influence of people on consumer attitude intention:

H5: People have a positive and significant influence on consumers' attitudes and intentions.

2.4.5 Relationship between Physical Evidence Mix Marketing and Attitude Intention

The hypothesis proposed in this study is that physical evidence has a significant influence on consumers' attitude intentions. Good physical evidence can increase consumer confidence and positive perceptions of the offered products or services (Mandasari, 2023; Panjaitan, Sinulingga, & Wibowo, 2019). Good physical evidence can enhance consumer confidence and positive perceptions of products or services, ultimately increasing consumers' intention to purchase. Therefore, the following hypothesis was formulated to test the influence of physical evidence on consumer attitude intention:

H6: Physical evidence has a positive and significant influence on consumers' attitudes and intentions.

2.4.6 Relationship between Process Mix Marketing and Attitude Intention

The hypothesis proposed in this study is that the process has a significant influence on consumers' attitude intention. Effective and efficient service processes can enhance consumer experience and positive attitudes toward products or services (Dwinanda & Nur, 2020; Philip Kotler & Keller, 2016; Suganda & Aprianingsih, 2024). A good process includes easy access to information, simple purchase flow, and satisfactory after-sales service. Well-designed processes can increase consumer satisfaction and encourage consumers to repurchase products or services. Therefore, the following hypothesis was formulated to test the influence of the process on consumer attitude intention:

H7: Process has a positive and significant influence on consumer attitude intention

2.4.7 Relationship between Attitude Intention and Purchase Intention

The hypothesis proposed in this study was that attitude intention has a significant influence on purchase intention. Positive consumer attitudes toward a brand tend to increase their intention to purchase (Keller, Parameswaran, & Jacob, 2010; Kim, 2016). Therefore, the following hypothesis was formulated to test the influence of attitude intention on purchase intention:

H8: Attitude intention has a positive and significant influence on consumer purchase intention Product

3. Research Methodology

3.1 Data Collection Methods

Data were collected using quantitative and qualitative methods. According to Sugiyono (2017), quantitative techniques such as surveys, experiments, and non-reactive research are used, whereas qualitative techniques involve field research and historical-comparative studies. The study "Marketing Mix Strategy Analysis to Increase B2C Volume at XXX" used closed questionnaires as the primary instrument. Data collection techniques included questionnaires for customer analysis, observation, and documentation of the marketing mix, Segmentation, Targeting, Positioning (STP), and competitor analysis, as well as secondary data for PESTEL analysis. The questionnaires were distributed via Google Forms to customers at various XXX branches with the help of the branch marketing teams. Observations were made to obtain a real picture of company activities and documentation was used to complement the data obtained. This approach ensures that the data collected cover various aspects relevant to the research objectives, providing comprehensive insights for analyzing XXX's marketing mix strategy.

3.2 Data Analysis Methods

In this study, data were obtained from various sources using triangulation techniques, which involve the use of multiple data collection methods to gather data from the same source. Researchers simultaneously used participatory observation and in-depth interviews, and the research was conducted continuously until the data were deemed sufficient, focusing on customer analysis. According to Sugiyono (2017), the population includes all groups that are the focus of the research, whereas Moleong (2016) describes the population as an abstract concept of a large group in various contexts. In this study, the target population included XXX customers from certain areas. A non-probability sampling technique, purposive-judgment sampling, was used because researchers could not obtain preliminary information from the entire population. Based on Roscoe's practical rule of thumb (1975), Osborne and Costello (2019), and SEM analysis methods by Hair, Hult, Ringle, and Sarstedt (2014), the researchers decided to use a minimum of 200 samples to meet all minimum criteria and ensure the validity and reliability of the results. This technique is expected to provide accurate and reliable results for analyzing the relationships between the studied variables.

3.3 Data Analysis Techniques

Once all the required research data were collected, the researchers proceeded with a data analysis tailored to the research needs. According to Neuman, Rosenbaum, Ludwig, Zubizarreta, and Silber (2014), scales are used to measure quantitative data, while indexes measure a combination of several specific indicators within a construct. A Likert scale was used to measure the variables studied. Validity tests were conducted to assess the reality of the research concepts, whereas reliability tests measured the consistency of the observation results. This study used equivalent reliability because it examined whether all indicators measuring a particular variable provide consistent results. To analyze the relationships between variables, this study applied Structural Equation Modeling (SEM), which combines the elements of factor analysis and multiple regression. Relevant indicators were selected based on a literature review and processed using Partial Least Squares (PLS) with the Smart PLS software. Path analysis was performed to evaluate construct validity and reliability, and to identify the variables that have the greatest impact on XXX's brand identity. This approach is expected to provide useful insights for companies to develop effective marketing strategies.

3.4 Operational Concepts

This study evaluates nine main variables related to XXX services. The product variable includes aspects of service quality, features, innovative design, brand reputation, and service variety offered (Zahedy, Jafari, & Ramezan, 2021). The price variable covers affordability, price-value parity, discount appeal, price competitiveness, and refund policies (Philip Kotler & Keller, 2016). The place variable examines accessibility, service availability, and quality of goods storage facilities (Hadiwijaya & Yustini, 2023). The promotion variable assesses the effectiveness of advertising, sales promotions, public relations, direct sales, and online marketing activities (Sutisna 2019). The people variable evaluates the skills and attitudes of employees, service levels, responsiveness to customer needs, and service experiences (Kuo, Wood, & Williams, 2021). The physical evidence variable assesses the appearance of offices, availability of supporting facilities, cleanliness and comfort, layout, and accessibility of facilities (Tjiptono and Chandra 2019). The process variables include efficiency, quality consistency, speed, transparency, and ease of service procedures (Kasmir, 2018). The attitude intention variable measures positive feelings toward the service, confidence, tendency to recommend, readiness to try new products, and overall satisfaction (Setiadi 2019). Finally, the purchase intention variable evaluates the likelihood and tendency of future purchases, brand preference, interest despite high prices, and readiness for repeat purchases (Fandy 2020).

4. Results and discussion

4.1 Overview of Respondents

Data on respondents were collected using an online survey questionnaire distributed through Google Forms. The study involved 214 respondents, who were XXX customers in Indonesia. Data were collected using an online questionnaire, ensuring that the respondents met the study criteria. The general overview of respondents was based on age, gender, last education, occupation, monthly expenditure, frequently used expeditions, and average monthly shipping budget. Based on the research results, the data showed that the majority of respondents were aged 26-35 years (68.22%), with an almost equal proportion of males (47.66%) and females (52.34%). Most of the respondents had a bachelor's degree (71.50%) and worked as private employees (52.80%). In terms of monthly expenditure, most respondents spent between Rp 1,000,000 and Rp 3,000,000 (35.05%) or more than Rp 5,000,000 (33.18%). Most respondents allocated less than 50,000 RPS per month for shipping (47.66%). These data indicate that XXX customers are primarily young, highly educated, and have stable jobs with relatively moderate spending preferences for shipping services.

4.2 Descriptive Analysis

The description of the research data shows the results of the analysis of respondents' responses to the variables studied by categorizing scores based on average values to determine the classification of assessments. This descriptive analysis aimed to describe the condition of each variable, such as product, price, place, promotion, people, physical evidence, process, attitude intention, and purchase intention. The results of the descriptive analysis showed that most variables received high ratings from the respondents, with average values indicating a positive response. For example, XXX's product services scored high for service quality and advanced features, while the price and process variables also showed positive ratings related to price suitability with quality and service efficiency. However, some variables such as promotion and place showed moderate average values, indicating room for improvement. This study concludes that Overall, respondents had a positive view of XXX services, with some areas requiring further attention to enhance customer satisfaction and loyalty.

4.3 Model Measurement Analysis (Outer Model)

The outer model is a structural analysis measurement model that assesses the validity and reliability of latent constructs through relationships with directly measurable indicators using parameters such as convergent validity, discriminant validity, composite reliability, and Cronbach's alpha.

4.3.1 Convergen Validity

Convergent validity is used to determine the validity of each indicator towards its latent variable, which can be seen in the outer loading table in the SmartPLS software, where indicators are considered valid

if they have a value >0.7 . The following image displays the measurement model structure along with the loading factor values of each indicator related to the variables studied.

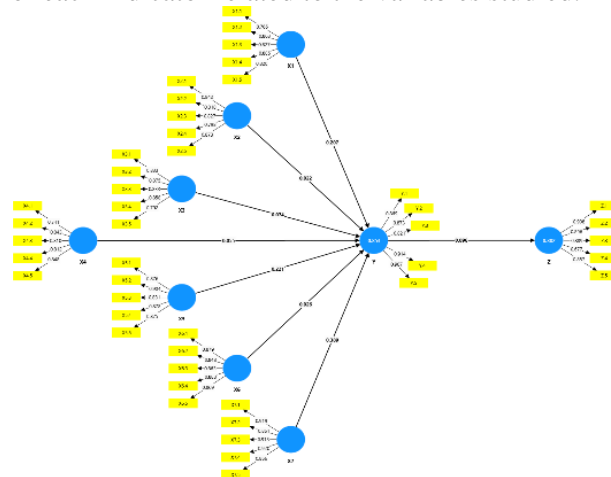


Figure 2. Loading Factor Analysis
Source: Data analiyze (2024)

Based on the loading factor analysis, it can be concluded that all indicators for the variables Product, Price, Place, Promotion, People, Physical, Process, and Attitude Intention demonstrate adequate validity, with loading factor values above 0.700, indicating that these indicators are reliable in measuring their respective constructs. However, one indicator in the Purchase Intention variable, Z.4, has a loading factor value of 0.677 and is considered invalid. Thus, it must be removed or reevaluated to generate a new model.

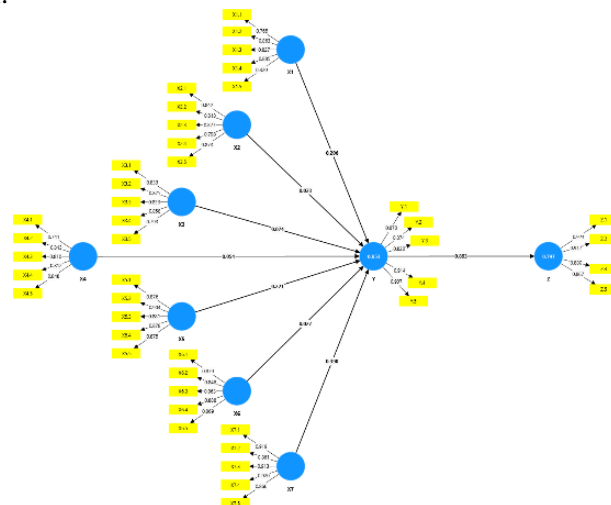


Figure 3. Loading Factor (Evaluation)
Source: Data analiyze (2024)

Based on the loading factor analysis, all indicators for the variables Product, Price, Place, Promotion, People, Physical, Process, Attitude Intention, and Purchase Intention showed adequate validity with values above 0.700, indicating that all indicators are valid and reliable in measuring their respective constructs and are suitable for further analysis.

4.3.2 Discriminant Validity

To determine whether a reflective indicator is a good measure for its construct based on the principle that indicators correlate highly with their constructs, discriminant validity testing was conducted using SmartPLS to ensure that each construct had a higher correlation with its own indicators compared to indicators from other constructs through cross-loading tests. The analysis results show that each indicator has a higher correlation with its respective construct than the others, demonstrating adequate discriminant validity. Besides cross-loading, discriminant validity was also tested by examining the

Average Variance Extracted (AVE) values and the square root of AVE, where an AVE value is considered valid if it is greater than 0.5.

Table 1. Average Variance Extracted (AVE)

	AVE	Square Root of AVE
Product	0,694	0,833
Price	0,692	0,832
Place	0,703	0,838
Promotion	0,659	0,812
People	0,780	0,883
Physical	0,756	0,869
Process	0,803	0,896
Etitude Itension	0,770	0,877
Purchase Itension	0,805	0,897

Source: Data analiyze (2024)

Based on the AVE (Average Variance Extracted) and the square root of AVE values, it can be interpreted that all constructs demonstrate good convergent validity, as the AVE values for all variables exceed the threshold of 0.5, indicating that more than half of the variance in the indicators is explained by the latent construct. The square root of the AVE values for all constructs also exceeded the threshold of 0.7, further confirming the validity of the constructs. Specifically, constructs such as process (0.803, 0.896) and Purchase Intension (0.805, 0.897) show particularly high values, indicating strong validity. This implies that the measurement model is reliable and valid for assessing the constructs of product, price, place, promotion, people, physical, process, attitude, and purchase intentions in this study.

4.3.3 Reliability Test

The reliability test aims to assess the reliability of the measurement tool in this study using composite reliability and Cronbach's alpha, where a construct is considered reliable if both values are above 0.70.

Table 2. Composite Reliability dan Cronbach Alpha

	Composite Reliability	Cronbach Alpha
Product	0,895	0,889
Price	0,891	0,889
Place	0,898	0,895
Promotion	0,879	0,871
People	0,930	0,929
Physical	0,920	0,919
Process	0,940	0,938
Etitude Itension	0,926	0,925
Purchase Itension	0,921	0,919

Source: Data analiyze (2024)

The reliability test aimed to assess the reliability of the measurement tools used in this study, utilizing composite reliability and Cronbach's alpha, where a construct is considered reliable if both values are above 0.70. The results indicated that the composite reliability and Cronbach's alpha values were greater than 0.70. Thus, it can be concluded that the questionnaire was consistent and reliable.

4.4 Structural Model Analysis (Inner Model)

4.4.1 R square value

After the estimated model met the discriminant validity criteria, the structural model (inner model) was tested by examining the Coefficient of Determination (R^2) and path coefficient. The Coefficient of Determination (R^2) measures the extent to which endogenous constructs are explained by exogenous constructs, with an R^2 value of 0.75 indicating a strong model, 0.50 a moderate model, and 0.25 a weak model, respectively. The path coefficient was used to test the significance and strength of relationships and to test hypotheses, where the higher the R^2 value, the better the model prediction.

Table 3. Coefficient of Determination

	<i>R-square</i>	<i>R-square adjusted</i>
<i>Attitude Intension</i>	0.853	0.848
<i>Purchase Intension</i>	0.797	0.796

Source: Data analyze (2024)

Based on the R-square and R-square adjusted analyses, the Attitude Intention variable has an R-square value of 0.853 and an adjusted R-square of 0.848, indicating that 85.3% of the variation in Attitude Intention can be explained by the independent variables in the model, with 84.8% still explained after adjustment, indicating a strong and reliable model. The Purchase Intention variable had an R-square value of 0.797 and an adjusted R-square of 0.796, indicating that 79.7% of the variation in Purchase Intention can be explained by the model, with this value only slightly reduced to 79.6% after adjustment. This indicates that the model is valid and reliable for explaining the relationships between independent and dependent variables.

4.4.2 Path Coefficient

The path coefficient describes the strength and direction of the relationships between variables in the structural model, where the path coefficient values indicate the direct relationships between the independent variables (X1, X2, X3, X4, X5, X6, and X7) and the dependent variable (Y), as well as the moderation variable (Z) on the dependent variable (Y).

Table 4. Path Coefficient

	X1	X2	X3	X4	X5	X6	X7	Y	Z
X1	-	-	-	-	-	-	-	0,206	-
X2	-	-	-	-	-	-	-	0,023	-
X3	-	-	-	-	-	-	-	0,074	-
X4	-	-	-	-	-	-	-	0,054	-
X5	-	-	-	-	-	-	-	0,221	-
X6	-	-	-	-	-	-	-	0,027	-
X7	-	-	-	-	-	-	-	0,390	-
Y	-	-	-	-	-	-	-	-	0,893
Z	-	-	-	-	-	-	-	-	-

Source: Data analyze (2024)

In Table 4, variables X1 (Product), X5 (People), and X7 (Process) show a significant and positive influence on Attitude Intention (Y), with Purchase Intention (Z) as a moderating variable that strengthens this relationship, while variables X2 (Price), X3 (Place), X4 (Promotion), and X6 (Physical) have a weaker influence on Attitude Intention, indicating that the model shows some significant relationships that can be used to understand the dynamics between the variables studied, especially with the moderating role of variable Z.

4.4.3 Hypothesis Testing

Hypothesis testing was conducted by comparing the t-value from the bootstrapping results using Smart PLS software with the t-table to determine if there is an effect between variables, where the t-statistic value for $\alpha=5\%$ is 1.96, so H_a is accepted, and H_0 is rejected if the t-statistic > 1.96 , which also minimizes data non-normality issues.

Table 5. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ($ O/STDEV $)	P values
X1 -> Y	0,206	0,214	0,064	3,225	0,001
X2 -> Y	0,023	0,027	0,061	0,381	0,704
X3 -> Y	0,074	0,072	0,073	1,015	0,311
X4 -> Y	0,054	0,061	0,061	0,886	0,376
X5 -> Y	0,221	0,217	0,068	3,268	0,001
X6 -> Y	0,027	0,029	0,069	0,390	0,697
X7 -> Y	0,390	0,377	0,090	4,323	0,000
Y -> Z	0,893	0,892	0,018	48,394	0,000

H_1 : A product has a positive and significant influence on consumer attitude intention, with a T-statistic value of 3.225 and a P-value of 0.001, indicating that this hypothesis is proven true.

H_2 : Price does not have a significant influence on consumer attitude intention, with a T-statistic value of 0.381 and P-value of 0.704. Thus, this hypothesis has not yet been confirmed.

H_3 : Place or distribution does not have a significant influence on consumer attitude intention, with a T-statistic value of 1.015 and P-value of 0.311. Thus, this hypothesis has not yet been confirmed.

H_4 : Promotion does not have a significant influence on consumer attitude intention, with a T-statistic value of 0.886 and p-value of 0.376. Thus, this hypothesis has not yet been confirmed.

H_5 : People or employees have a positive and significant influence on consumer attitude intention, with a T-statistic value of 3.268 and a P-value of 0.001, proving this hypothesis.

H_6 : Physical evidence does not have a significant influence on consumer attitude intention, with a T-statistic value of 0.390 and P-value of 0.697. Thus, this hypothesis has not been proven.

H_7 : The process has a positive and significant influence on consumer attitude intention, with a T-statistic value of 4.323 and a p-value of 0.000, proving this hypothesis.

H_8 : Attitude intention has a positive and significant influence on consumer purchase intention, with a T-statistic value of 48.394 and a p-value of 0.000, proving this hypothesis.

4.5 Business Solutions

Based on the SWOT and root cause analyses, XXX needs to implement several strategic business solutions to address the weaknesses faced and capitalize on available opportunities. The proposed business solutions include diversifying shipping services by adding special services for large and valuable items as well as services with special handling. Additionally, XXX should leverage advanced technology and automation, such as AI and machine learning, for route optimization, real-time tracking, and demand prediction to reduce operational costs and improve efficiency. Collaboration with SMEs in Indonesia is also important to increase shipping volume and support the local economy by offering affordable and tailored service packages. XXX also needs to develop a customer loyalty programme to enhance retention by providing reward points, special discounts, and priority access to premium services. Finally, improving customer service quality through regular staff training and using chatbots for 24/7 services will help handle complaints quickly and increase customer satisfaction and loyalty.

4.6 Discussion

Based on the results, the product has a positive and significant influence on consumer attitude intention, indicating the importance of XXX's product quality in enhancing positive attitudes toward the brand. Price does not significantly influence attitude intention, suggesting that other factors such as service quality are more dominant. The distribution also does not show a significant influence, although it is important for product availability. Promotion did not have a significant influence, indicating the need for more creative approaches. Employees have a significant influence, demonstrating the importance of good service. Physical evidence does not significantly influence consumer trust, although it is important. Efficient and effective delivery processes have a significant influence, emphasizing the importance of a good customer experience. Finally, positive attitude intention significantly influences consumer purchase intention, affirming the importance of consumer attitudes toward the brand in purchasing decisions.

5. Conclusions

Based on the research results regarding XXX customers in Indonesia, the majority of respondents were young to middle-aged adults, dominated by females with a bachelor's degree and working as private employees. Additionally, the majority of respondents allocated relatively small funds per month for shipping, indicating that shipping services are used for infrequent purposes. The research also shows that the product has a positive and significant influence on consumer attitude intention, while price, distribution, promotion, and physical evidence do not have significant influences. However, employees and processes have a positive and significant influence on consumer attitude intention, which in turn greatly influences consumer purchase intention. Therefore, XXX is advised to continue improving product quality, considering competitive pricing strategies, optimizing distribution channels, developing innovative promotional strategies, training and empowering employees, ensuring that physical elements support marketing strategies, and enhancing operational process efficiency. By implementing these suggestions, XXX is expected to increase customer satisfaction, positive attitude intention, and purchase intention towards the brand.

Research Limitations and Future Study

This study has several limitations that need to be noted. First, the study only used data from XXX customers in Indonesia, so the results may not be generalizable to other regions or countries. Second, this study relied on data from online questionnaires, which may not fully represent the entire customer population. Third, the variables studied in this research are limited to certain aspects of the marketing mix; therefore, other influencing factors may not have been studied. Fourth, this study is cross-sectional; therefore, it cannot capture changes in consumer dynamics over time. Future research should expand the geographical and demographic scope of the respondents to obtain a more comprehensive picture. Longitudinal studies are also recommended to understand changes in consumer behavior over time. Additionally, adding other variables such as psychological and social factors can provide deeper insights into consumer purchasing decisions. Further research can also use different data collection methods, such as in-depth interviews or case studies, to obtain richer perspectives

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