



## MARKETING STRATEGY ANALYSIS TO INCREASE SALES OF DELIVERY SERVICES AT GERAI MULTIEKSPRES

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### Abstract

This study aims to formulate an appropriate strategy to increase sales for Gerai Multiexpres, a delivery service company in Indonesia. This research employed a qualitative case study method. Data were collected through document review, interviews, and observations. The analysis was conducted using several strategic management tools, including the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), Strategic Position and Action Evaluation (SPACE) matrix, and Internal-External (IE) matrix. The IFAS and EFAS calculations showed a score of 2.83 for strengths, 0.33 for weaknesses, 2.25 for opportunities, and 0.70 for threats. The SPACE matrix analysis indicated that Gerai Multiexpres is in quadrant I with a positive SW (Strengths, Weaknesses) value of 2.50 and a positive OT (Opportunities, Threats) value of 1.55. Furthermore, the IE matrix analysis showed that Gerai Multiexpres is in Cell I with a total weighted score of 3.15 for IFAS and 2.95 for EFAS. The findings suggest that Gerai Multiexpres should pursue an aggressive growth strategy, given its dominance of strengths and opportunities, as well as a favorable position in the SPACE and IE matrices.

**Keywords:** Marketing Strategy, SWOT, IFAS & EFAS Matrix, SPACE Matrix, IE Matrix, Delivery Service, Logistics

### INTRODUCTION

The logistics and express delivery services sector in Indonesia plays a crucial role in the economy, contributing approximately 5% to the national Gross Domestic Product (GDP). The COVID-19 pandemic has accelerated the growth of this sector, particularly in postal and express delivery services, which recorded a 33.62% increase in 2021. Along with the growth of the e-commerce industry, the demand for logistics services has risen, creating intense competition among delivery service providers. The Multiexpres Hub, established by the Indonesian Express Delivery, Postal, and Logistics Association (ASPERINDO), aims to offer express delivery services that encompass various delivery service operators in one place. This hub implements the slogan "Competing Yet Together," reflecting the spirit of collaboration among service providers. In this context, companies need to deliver excellent service to enhance customer satisfaction and competitiveness.

However, data on delivery growth at the Multiexpres Hub shows a decline in the past two years (2022-2023), despite previous increases in 2019 and 2021. This decline necessitates an in-depth analysis of the marketing strategies implemented to drive sales growth once again. This research aims to identify the appropriate marketing strategies for Multiexpres Hub to improve its sales.

Theoretically, this study is expected to contribute to the development of marketing management knowledge, particularly within the context of the logistics industry in Indonesia. Practically, this research is anticipated to provide valuable insights for the Multiekspres Hub and related stakeholders in formulating effective strategies.

## **LITERATURE REVIEW**

This study focuses on the analysis of the marketing strategies implemented by Gerai Multiekspres to increase sales of express delivery services. According to Kotler and Keller (2016), marketing strategy is a series of steps taken by a company to meet market needs and achieve business objectives. In the context of the delivery services industry, an effective marketing strategy involves market analysis, market segmentation, target market selection, and service positioning. In the logistics sector, these strategies often lead to service differentiation, promotion, and customer relationship management (CRM), which are essential for maintaining customer satisfaction and loyalty.

Factors influencing customers' decisions in choosing delivery services are also key elements in this research. Several main factors identified in previous studies include service quality, shipping rates, delivery speed, and parcel tracking facilities. Rohaeni and Marwa (2018) emphasize that service quality significantly impacts customer satisfaction, which in turn affects repeat purchase decisions. Furthermore, competitive shipping rates are an important consideration for customers (Salsabilla, 2021), while delivery speed and the ease of tracking shipments have a substantial effect on customer satisfaction (Dewantoro et al., 2020; Saha and Zhao in Eviani & Hidayat, 2021).

The logistics and express delivery services industry in Indonesia has been rapidly growing along with the increasing penetration of e-commerce, driving the sector's expansion. According to data from ASPERINDO, the sector has shown significant growth despite facing intense competition. Gerai Multiekspres, as an innovation by the Indonesian Express Delivery, Postal, and Logistics Association (ASPERINDO), facilitates collaboration between various delivery service operators at a single service point. This concept offers more options for customers, yet also requires companies to implement effective marketing strategies to enhance their competitiveness.

This study differentiates itself from previous research by specifically focusing on the marketing strategies employed by Gerai Multiekspres, which integrates multiple delivery operators into one location. Unlike studies that analyze marketing strategies of individual delivery companies, this research explores how collaboration among service providers can influence competitiveness and sales growth. Additionally, the study also examines the impact of post-pandemic e-commerce growth and digitalization on consumer behavior in choosing delivery services, which is crucial for formulating more adaptive marketing strategies. Given the decline in delivery growth over the past two years (2022 and 2023), this research aims to provide recommendations for marketing strategies that can help Gerai Multiekspres improve its sales performance amid the increasingly fierce competition.

## Framework

The conceptual framework of this study is designed to formulate an effective marketing strategy for Multiexpres Delivery Service through a systematic analysis. The first step involves analyzing the internal and external factors to identify the strengths, weaknesses, opportunities, and threats affecting the company's operations. Subsequently, a SWOT analysis is conducted to provide an overview of Multiexpres' strategic position. This analysis is complemented by IFAS and EFAS matrices to quantitatively assess the weight and priority of these factors. Then, the SPACE Matrix is utilized to determine the company's strategic position based on industry strength and competitive advantage, followed by an Internal-External (IE) Matrix, which integrates internal and external factors to ascertain the most suitable strategic direction. Based on the entirety of this analysis, a concrete marketing strategy is developed to enhance sales, customer satisfaction, and the company's competitiveness within the competitive landscape of the delivery service industry.

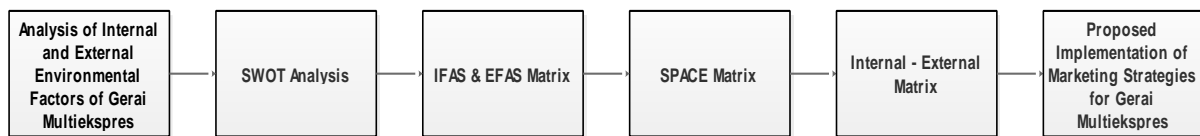


Figure 1 Conceptual Framework

Source: Author (2024)

## METHOD

This research employs a qualitative approach with a case study method to analyze the marketing strategies of Gerai Multiexpres in increasing sales of delivery services. The qualitative method was chosen due to its ability to deeply understand marketing phenomena, including behaviors, motivations, and constraints, within a natural context (Moleong, 2017). Data was collected through three primary techniques: document review, interviews, and observation. Document review was utilized to obtain secondary data, such as financial reports, organizational structure, and turnover data. Interviews were conducted with key informants, including the management of Koperasi Asperindo, gerai managers, sales counter officers, and customers, focusing on business processes, marketing challenges, and company targets. Participant observation was carried out to directly observe operational activities, workflows, and marketing strategies at Gerai Multiexpres. Data validity was ensured through triangulation by comparing the results from all three methods.

Data analysis was conducted using a descriptive qualitative method based on the Miles and Huberman model, which includes three stages: data reduction, data display, and conclusion drawing/verification. Data reduction filtered relevant information, data display in the form of tables or narratives helped to understand patterns, while conclusions were drawn by verifying the results against marketing theory and data triangulation. The results of this process provide an in-depth picture of the

effectiveness of the marketing strategies implemented at Gerai Multiekspres, while also formulating strategic recommendations to enhance competitiveness and sales.

## **RESULT AND DISCUSSION**

SWOT analysis is a technique used to identify strengths, weaknesses, opportunities, and threats for a business or even a specific project. To gain an overview of the strengths, weaknesses, opportunities, and threats faced by the company in relation to the influence of internal and external factors on Gerai Multiekspres, a Focus Group Discussion (FGD) was conducted with several Gerai Multiekspres administrators. The results of the Focus Group Discussion are summarized as follows.

### **1. Strengths**

- a. No licensed competitors offering similar services.
- b. Collaborations with well-known delivery service companies.
- c. Delivery services covering all of Indonesia (domestic) and international destinations.
- d. Offers a variety of delivery service companies in one location.
- e. Fully supported by the association.
- f. Competitive pricing and credible companies.
- g. Availability of advanced technology.

### **2. Weaknesses**

- a. Lack of public familiarity with Gerai Multiekspres.
- b. Limited human resources.

### **3. Opportunities**

- a. The ever-increasing trend of online shopping.
- b. Annual growth of e-commerce.
- c. Abundance of online sellers.
- d. Increasing demand for delivery services.
- e. Emergence of new markets requiring delivery services.

### **4. Threats**

- a. The emergence of online platforms consolidating delivery service companies (Multi Expedition).
- b. The prevalence of unlicensed delivery service companies.
- c. Companies offering rates that do not comply with regulations.
- d. The government's less than optimal role in improving regulations related to delivery services.



Figure 2 SWOT Analysis Gerai Multiexpres

Source: Data Analysis, (2024)

Based on the External Factor Analysis (EFAS) matrix for Gerai Multiexpres, the opportunity score is 2.25, while the threat score is 0.70. From the scores obtained through the questionnaire distribution, it can be said that the opportunity score is greater than the threat score. This indicates that the company has been able to overcome the threats it has faced so far. After knowing the results of IFAS and EFAS, the next step is to conduct an analysis using the SPACE matrix and IE matrix. The SPACE matrix and IE matrix function to determine the position of Gerai Multiexpres and as tools to determine the right strategies that the cooperative can implement in the future.

Based on the results obtained from the internal and external analysis in the table as written above, the results can be summarized as follows.

1. Total Strength Score = 2,83
2. Total Weakness Score = 0,33
3. Total Opportunity Score = 2,25
4. Total Threat Score = 0,70

From the calculations above, the strategy calculation requires confirmation of the position in the Cartesian diagram, specifically between strengths and weaknesses, as well as opportunities and threats, all depicted in positive and negative lines with the visualization of the SPACE matrix approach, namely:

1.  $SW = 2,83 - 0,33 = + 2,50$
2.  $OT = 2,25 - 0,70 = + 1,55$

Based on the calculations above, the strategy formulation was carried out using the SPACE matrix, as shown in the following image.

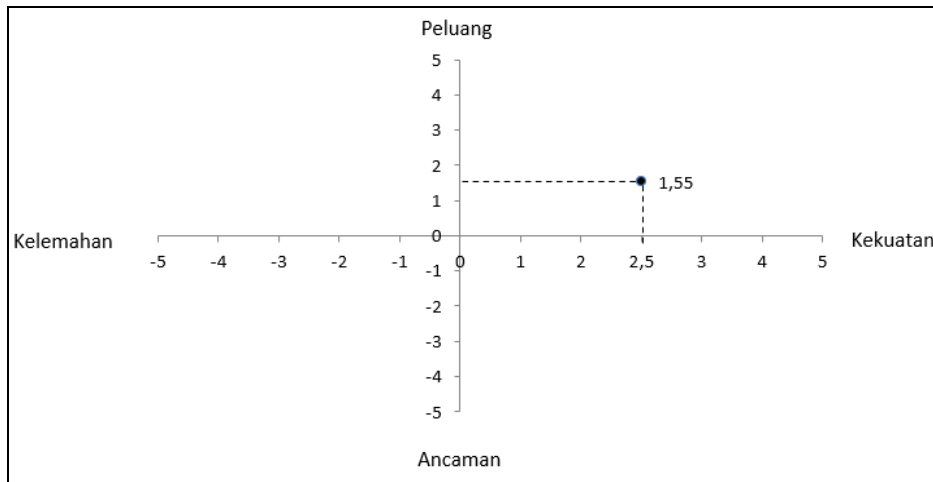
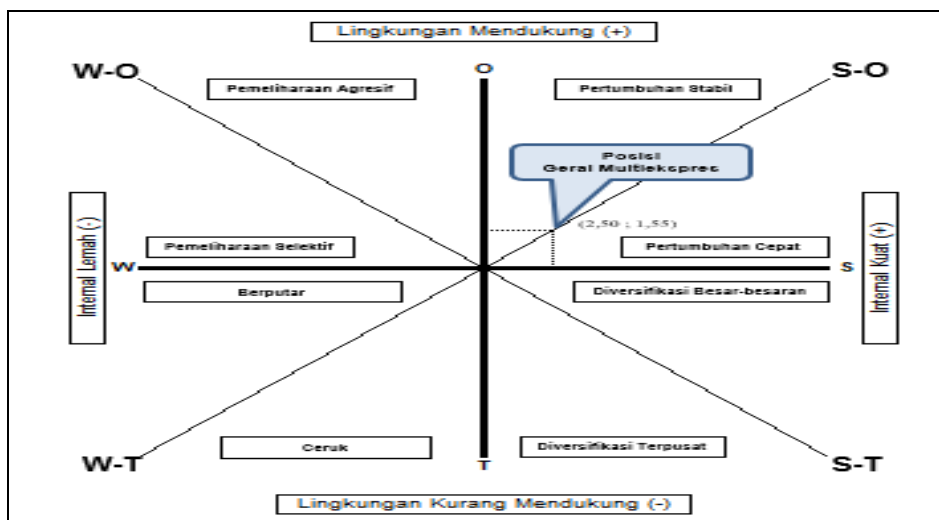


Figure 3 *SPACE Matrix* Gerai Multiekspres (Cartesian coordinate)

Source: Data Analysis, (2024)

To further clarify and detail the strategic position of Gerai Multiekspres, the author visualizes the SPACE matrix as shown in Figure 4 below.



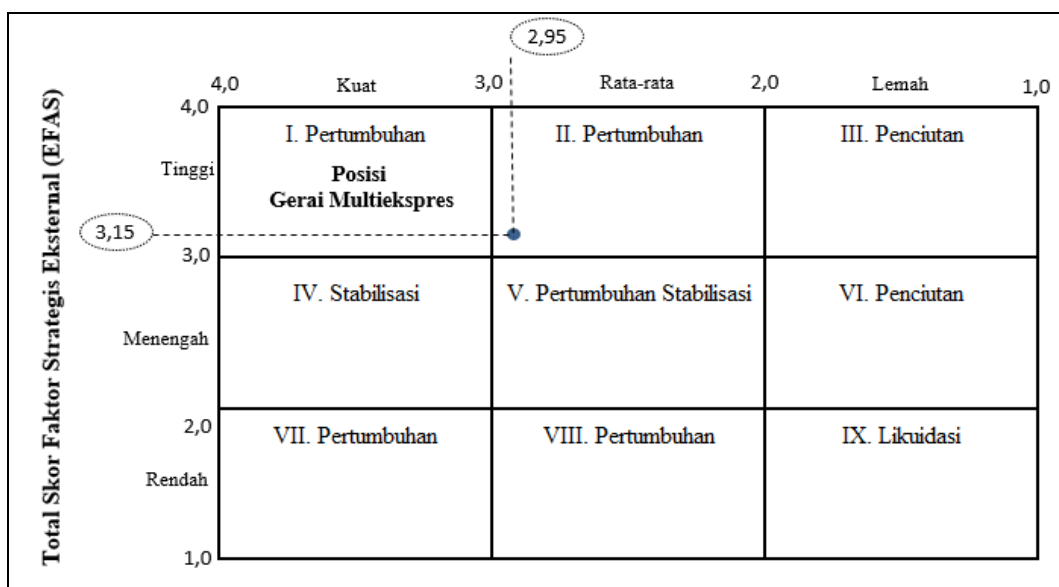
Figurer 4 *SPACE Matrix in the Strategy Formulation of Gerai Multiekspres*

Source: Data Analysis, (2024)

Figures 3 and 4, which illustrate the strategy formulation using the SPACE matrix, show that the SW value has a positive difference of 2.50, while the OT value is positive at 1.55. This places Gerai

Multiexpres in quadrant 1, supporting an aggressive strategy. According to Rangkuti (2013), quadrant 1 represents a very advantageous situation because the company has both opportunities and strengths, enabling it to capitalize on existing opportunities. The strategy that should be adopted in this quadrant is to support an aggressive growth policy (Growth Oriented Strategy). The next step is to transfer the score values into the IE matrix. The total weighted score for IFAS at present is 3.15, while the total weighted score for EFAS is 2.95. The position of Gerai Multiexpres on the matrix will be visualized with the Internal-External matrix (IE Matrix) in the strategy formulation for Gerai Multiexpres, as shown in Table 1 below.

Table 1 Internal-External Matrix of Gerai  
Multiexpres



Source: Data Analysis, (2024)

According to Table 1, the Internal-External Matrix, Gerai Multiexpres is located in Cell 1, which indicates a growth strategy position. This is because both the IFAS score and EFAS score have positive values. Furthermore, the table above shows that both IFAS and EFAS scores are high. Therefore, based on the analysis through both the SPACE matrix and IE matrix, the conclusion of this study is that the appropriate strategy formulation for Gerai Multiexpres is an aggressive (growth) strategy. The researcher visualizes this strategy for Gerai Multiexpres in Figure 5 below.

## ANALISIS STRATEGI PEMASARAN GERAI MULTIEKSPRES

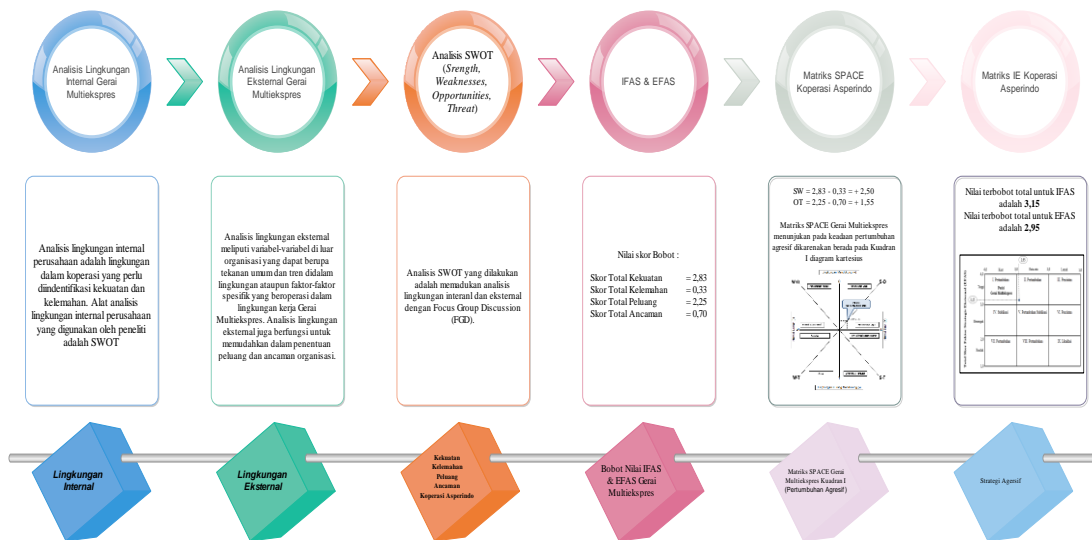


Figure 5 Marketing Strategy Analysis of Gerai Multiekspres

Source: Data Analysis, (2024)

### CONCLUSION

Based on the research results at Gerai Multiekspres, the IFAS and EFAS calculations yielded the following scores: a strength score of 2.83, a weakness score of 0.33, an opportunity score of 2.25, and a threat score of 0.70. The SPACE matrix analysis revealed a positive SW (Strengths, Weaknesses) value difference of 2.50 and a positive OT (Opportunities, Threats) value of 1.55, placing Gerai Multiekspres in quadrant 1. According to the Internal-External (IE) Matrix analysis, the total weighted score for IFAS is currently 3.15, while the total weighted score for EFAS is 2.95. This positions Gerai Multiekspres in Cell 1 of the IE Matrix, which indicates a growth strategy. Therefore, based on the analysis using both the SPACE Matrix and the IE Matrix, this study concludes that the appropriate strategy formulation for Gerai Multiekspres is an aggressive (growth) strategy.

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