

PROPOSED MARKETING STRATEGY FOR PT KASPEA CAHAYA UTAMA

STRATEGI PEMASARAN YANG DIUSULKAN UNTUK PT KASPEA CAHAYA UTAMA

Nisrina Dwianti¹, Atik Aprianingsih²
Institut Teknologi Bandung^{1,2}
[@nisrinadwianti@gmail.com¹](mailto:nisrinadwianti@gmail.com)

ABSTRACT

Demand for building materials are increasing and causing industry players to compete fiercely to develop their business. Kaspera Bangunan is one of the players in retail building materials store facing this strong competition. Currently, Kaspera Bangunan's sales is decreasing and does not meet the company's sales target. Based on the 5 Why's analysis, Kaspera Bangunan has not yet optimized its digital marketing, and it is identified as the root cause of the sales decline. The purpose of this study is to explore customer behavior, and their purchasing preferences in the building materials retail industry which aims to get a deeper understanding on what factors are influencing consumer purchasing decisions at Kaspera Bangunan. This study shows how purchasing decisions are influenced by the marketing mix (4P), namely product, price, place, and promotion. The promotional mix consisting of advertising, public relation, personal selling, direct and digital marketing, and sales promotion also plays a significant role as consumers respond to this promotional mix strategy. The internal analysis and external analysis were conducted and used in this study to generate alternative strategies and eventually find the appropriate strategy for Kaspera Bangunan. The result of this study suggested Kaspera Bangunan to enhance and focus on the digital marketing strategy to follow consumer's shifting behavior and increase brand awareness.

Keywords: Marketing Strategy, Building Materials Store, Internal Analysis, External Analysis, Consumer Analysis

ABSTRAK

Permintaan akan bahan bangunan meningkat dan menyebabkan para pelaku industri bersaing ketat untuk mengembangkan bisnis mereka. Kaspera Bangunan adalah salah satu pemain di toko ritel bahan bangunan yang menghadapi persaingan ketat ini. Saat ini, penjualan Kaspera Bangunan menurun dan tidak mencapai target penjualan perusahaan. Berdasarkan analisis 5 Why, Kaspera Bangunan belum mengoptimalkan pemasaran digitalnya, dan hal ini diidentifikasi sebagai akar penyebab penurunan penjualan. Tujuan penelitian ini adalah untuk mengeksplorasi perilaku pelanggan, dan preferensi pembelian mereka di industri ritel bahan bangunan yang bertujuan untuk mendapatkan pemahaman yang lebih dalam tentang faktor-faktor apa yang memengaruhi keputusan pembelian konsumen di Kaspera Bangunan. Penelitian ini menunjukkan bagaimana keputusan pembelian dipengaruhi oleh bauran pemasaran (4P), yaitu produk, harga, tempat, dan promosi. Bauran promosi yang terdiri dari periklanan, hubungan masyarakat, penjualan pribadi, pemasaran langsung dan digital, serta promosi penjualan juga memainkan peran penting karena konsumen merespons strategi bauran promosi ini. Analisis internal dan analisis eksternal dilakukan dan digunakan dalam penelitian ini untuk menghasilkan strategi alternatif dan akhirnya menemukan strategi yang tepat untuk Kaspera Bangunan. Hasil penelitian ini menyarankan Kaspera Bangunan untuk meningkatkan dan memfokuskan strategi pemasaran digital guna mengikuti perubahan perilaku konsumen dan meningkatkan kesadaran merek.

Kata kunci: Strategi Pemasaran, Toko Bahan Bangunan, Analisis Internal, Analisis Eksternal, Analisis Konsumen

INTRODUCTION

According to the *Badan Pusat Statistik* (BPS) related to the Wholesale Price Indices (WPI) of Building/Construction Materials, in February 2025, the IHPB of the building/construction group increased

by 0.83% compared to February 2024. This increase was triggered by rising commodity prices such as cement, logs, asphalt, wires, and marble/granite floor tiles. The WPI increase can be seen in figure 1.



Figure 1. Wholesale Price Index of Building Materials

Source: Badan Pusat Statistik (BPS)

Wholesale Price Index (WPI) data for building and construction materials released by BPS indicates a tendency of increasing prices for a number of main commodities in the construction sector. This changes in building materials market conditions in Indonesia is crucial for the industry players.

The construction sector plays a vital role in Indonesia's economic development, functioning as both a driver of infrastructure growth and a significant contributor to national income. According to the *Badan Pusat*

Statistik (BPS), the construction sector ranks fourth in its contribution to Indonesia's economy, with its share of the Gross Domestic Product (GDP) reaching 10.06 percent in the third quarter of 2024. This data given by BPS not only highlights the sectors contribution but also suggest a steady upward trend which supported by the increasing demand for construction services and materials. The percentage distribution of GDP data can be seen in figure 2.

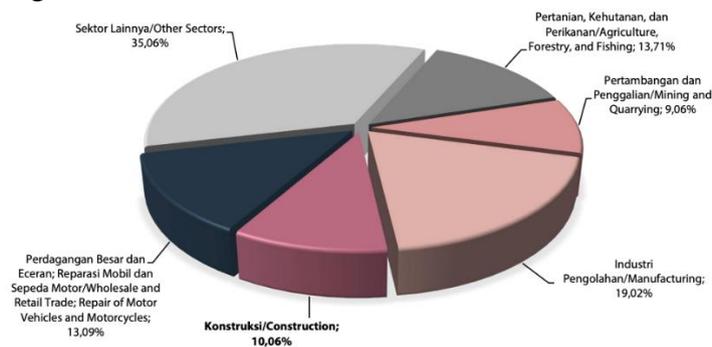


Figure 2. Percentage Distribution of Gross Domestic Product at Current Price by Industry (3rd Quarter 2024)

Source: Badan Pusat Statistik (BPS)

The increasing demand for construction services and materials causes business players to continue competing fiercely to develop their businesses in terms of service, price, product quality, and other aspects. The

retail industry in Indonesia has undergone significant transformations over the years, reflecting the country's economic development, changes in consumer behaviour, and evolving market

dynamics (Ministry of Trade of the Republic of Indonesia, 2023). The rapid movement of this industry has led the management team of Kaspea Bangunan to seek the right marketing strategy for their business.

LITERATURE REVIEW

Theoretical Foundation

Implementation of suitable and appropriate methodologies is crucial in solving problems for this research. The approaches may develop under the influence of actual requirements based on theoretical models and literature review information. A thorough theoretical foundation will help researcher in strengthening arguments, data analysis, and interpretation of result from the research.

1. Marketing Strategy

Kotler & Keller (2016) emphasized that an effective marketing strategy must be based on thorough understanding of the company's internal and external conditions. Internal factors include strengths and weaknesses, resources, and capabilities, External factors include opportunities, threats, environment, and trends.

According to Kotler & Keller (2016), Marketing Strategy is a comprehensive plan designed by a company to reach potential consumers and convert them into customers by creating, delivering, and communicating value.

2. Marketing Mix



Figure II.1 Marketing Mix 4P

(Source: Armstrong, Kotler, & Silva, 2006)

As Kotler and Keller (2016) state, Marketing Mix is a collection of tactical marketing tools which can be applied by companies or firms in order to get a desired response from the targeted market. Marketing Mix includes four aspects which are:

a. Product

Everything that includes selling of goods or services which would satisfy the consumer in terms of quality, design, feature, and post sales service. Anything that can be provided to a market to fulfill a want or need is considered as a product. This may include all product lines in the building materials store

b. Price

Price refers to the cash or any type of payments that the customer must have to purchase the product or service. A pricing mechanism which takes into consideration the perceived value of consumers, cost, and the prices charged by other competitors. A competitive pricing is important for building material store to stay ahead of competitors

c. Place

Place is where the products or services will be sold to the

customers. This involves any channels of distribution and methods of product delivery to reach the target market with ease, such as physical store and warehouse

d. Promotion

Promotion includes all the marketing activities that gives information about the value of the product or service which aim to convince customers to eventually make a purchase. This is the marketing communication services that are meant to build awareness, influence people’s perceptions, and encourage them to purchase

3. Promotional Mix



Figure II.2 Integrated Marketing Communication (Source: Kotler & Armstrong, 2022)

Promotional Mix or often called as the marketing communication mix includes advertising, public relations, personal selling, sales promotion, and direct marketing tools used by the company to engage consumers, persuade the customer about the value of a product, and build relationship with customer (Kotler & Armstrong, 2022). The definition of each promotional mix is explained below.

a. Advertising: Any form of non-personal, paid presentation and promotion of ideas, goods, or services by an identified sponsor. Advertising examples includes prints, broadcast, mobile, and

outdoor

b. Sales promotion: A short-term incentive provided to encourage the purchase or sale of a product or service. Sales promotion examples include discounts, coupons, displays, demonstrations, and events

c. Personal selling: Direct interaction with customers conducted by a company's sales force with the goal of engaging customers, increasing sales, and building long-term relationships. Personal selling examples includes presentations, trade shows, and incentive programs

d. Public relations: Efforts to build good relationships with a company's various publics through positive publicity, building a good corporate image, and addressing or preventing negative rumors, stories, and events. Examples of public relations are press releases, sponsorships, events, and webpages

e. Direct and digital marketing: Direct approaches to individual consumers or specifically targeted customer communities to elicit an immediate response while building long-term customer relationships. Examples of direct and digital marketing are direct mail, email, catalogs, online and social media, and mobile marketing.

4. Customer Analysis

Customer Analysis is a systematic process in understanding the existing and

potential customer, their needs and preferences, and their purchasing behavior. This analysis includes market segmentation, profiling, and mapping the customer journey. Kotler & Keller (2016), emphasize that a good understanding of customer segmentation and profiles is the base of determining effective target markets and product positioning in order to match the marketing mix elements with the customer needs.

5. Consumer Journey

According to Lemon & Verhoef (2016), consumer journey is a series of multidimensional processes that involves consumer interactions with

various touchpoints like websites, advertising, or applications which originates from consumer reviews, word of mouth, or personal experience. Kotler & Keller (2016) emphasize that there are five stages of consumer buying process. This process includes problem recognition, information search, evaluation of alternatives, purchase decision, and post purchase behavior can be seen in Figure II.4

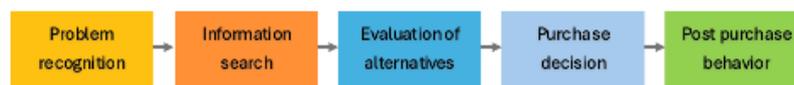


Figure II.4 Consumer Buying Process Model

(Source: Kotler & Keller 2016)

Conceptual Framework

The conceptual framework of this research is using the model of buyer behavior based on Kotler & Armstrong (2018). The environment or marketing stimuli uses the promotional mix which

affect the attitude toward buying the product and produce purchase intention. Below is the detailed figure of the conceptual framework.

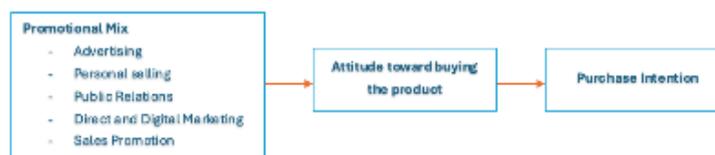


Figure II.7 Conceptual Framework

(Source: Conceptual Framework Developed by Author, 2025)

H1: Promotional Mix positively correlates with attitude toward buying a product.

H1a: Advertising positively correlates with attitude toward buying a product.

H1b: Personal Selling positively correlates with attitude toward buying a product.

H1c: Public Relations positively correlates with attitude toward buying a product.

H1d: Direct and Digital Marketing

positively correlates with attitude toward buying a product.

H1e: Sales Promotion positively correlates with attitude toward buying a product.

H2: Attitude towards buying a product positively correlates with Purchase Intention.

RESEARCH METHODS

Customer Analysis (Survey)

In this research, customer

analysis was conducted to understand the profile, behavior, and preferences of potential consumers regarding the purchase of building materials, particularly those relevant to Kaspera Bangunan's market conditions. This stage aims to explore in more depth how potential customers carry out the purchasing process, from recognizing needs to making purchasing decisions, as well as the factors that influence these decisions.

The conceptual framework of this study is supported by several previous studies showing that promotional mix elements have a positive influence on attitude towards buying a product and attitudes toward the product have been shown to influence purchase intention.

Through a survey designed for potential customers, this study seeks to

obtain an overview of the demographic characteristics of respondents, their stages of the consumer journey in purchasing building materials, their allocated budget range, and the sources of information used before making a purchase. The results of this survey will serve as the basis for analyzing the suitability of Kaspera Bangunan's marketing strategy and designing more effective and customer-oriented strategic recommendations.

The first section focuses on identifying the demographic characteristics of respondents to better understand the target market of Kaspera Bangunan. The questions regarding respondents' profile can be seen in Table III.X

Table III.X Respondent Profile Questions

No	Question	Answers
1	Age	< 25 years old
		25–34 years old
		35–44 years old
		45–54 years old
		≥ 55 years old
2	Gender	Male
		Female
3	Occupation	Private Employee
		Entrepreneur
		Professionals (architects, contractors, interior designers, etc)
		Housewife
		Others: _____
4	Location	Bekasi
		Bogor
		Depok
		West Jakarta
		Central Jakarta
		South Jakarta
		East Jakarta
North Jakarta		

This research uses five variables based on Promotional Mix elements which are Advertising, Personal Selling, Public Relations, Direct and Digital Marketing, and Sales Promotion. The total questions in this survey is 31 questions. The table below is the survey questions.

Code	Question
ADV1	I think Kasper's advertisements provide clear information about products.
ADV2	I think Kasper's advertisements provide useful information about products.
ADV3	Kasper's advertisements make me interested.
ADV4	The messages in Kasper's advertisements appear consistent.
ADV5	The messages in Kasper's advertisements appear professional.
ADV6	I feel the advertisements are relevant to people like me who need building materials.
PS1	Kasper's sales staff seem knowledgeable about the products they offer.
PS2	I believe Kasper's sales staff would provide honest information.
PS3	Kasper's sales approach appears to communicate clearly with customers.
Code	Question
PS4	I believe Kasper's sales staff can understand customer needs.
PS5	I believe Kasper's sales staff can match offers with customer needs.
PR1	I perceive Kasper as a reputable and trustworthy company.
PR2	Kasper seems transparent as a company.
PR3	Kasper appears to care about the community through public activities.
PR4	Events by Kasper make me have a positive impression about them.
DM1	Kasper's online promotions feel tailored to customer needs.

Code	Question
DM2	It seems easy to find Kasper's product information through online channels.
DM3	Kasper's digital marketing looks engaging
DM4	Kasper's digital marketing looks interactive.
DM5	I believe Kasper would respond quickly if customers asked questions online.
SP1	Kasper's discount offers would encourage me to consider buying.
SP2	Bundled products or package deals from Kasper seem attractive.
SP3	Promotional vouchers from Kasper would make me more likely to buy.
SP4	Limited-time promotions from Kasper would increase my purchase interest.
Code	Question
ATT1	I believe Kasper would be a good option when buying building materials.
ATT2	I feel positive when I think about buying from Kasper.
ATT3	I would be willing to recommend Kasper as a place to buy building materials.
ATT4	I would prefer Kasper compared to other building material stores.
PI1	I intend to purchase from Kasper in the future.
PI2	I will likely consider Kasper for my next building/renovation project.
PI3	If I need building materials, I will choose Kasper over other stores.

Determining Sample Size

According to Malhotra (2020), sample size is the number of elements used in a study. Research with samples of fewer than 50 respondents is generally not analyzed, and a sample size of 100 or more is recommended (Hair et al., 2019). Based on Malhotra (1993), sample size is determined

when the population size is unknown. In such cases, the approach used is to multiply the number of sub-variables by 5. In this study, there are 31 variable indicators. Therefore, with 31 variable indicators multiplied by 5, the minimum number of respondents is 155.

RESULT AND DISCUSSION

Survey Result

Researcher was able to collect data from 200 respondents that are qualified to fill the questionnaire. The respondent's characteristics, such as age, gender, occupation, and location based on the questionnaire are explained on Table IV.X.

No	Characteristics	Criteria	%
1	Age	< 25 years old	17%
		25 - 34 years old	55%
		35 - 44 years old	28%
		45 - 54 years old	1%
2	Gender	Male	32%
		Female	69%
3	Occupation	Housewife	19%
		Private Employee	46%
		Student	2%
		Professionals	2%
		Entrepreneur	32%
4	Location	Bekasi	24%
		Bogor	3%
		Depok	5%
		West Jakarta	16%
		Central Jakarta	10%
		South Jakarta	15%
		East Jakarta	17%
		North Jakarta	12%

Pilot Test

No	Question	CC	CV	Valid / Not Valid
1	Advertising (ADV 1 – 6)	0.621	0.138	Valid
		0.654	0.138	Valid
		0.676	0.138	Valid
		0.603	0.138	Valid
		0.588	0.138	Valid
2	Personal Selling (PS 1 – 5)	0.639	0.138	Valid
		0.657	0.138	Valid
		0.664	0.138	Valid
		0.639	0.138	Valid
		0.631	0.138	Valid
3	Public Relation (PR 1 – 4)	0.647	0.138	Valid
		0.703	0.138	Valid
		0.688	0.138	Valid
		0.592	0.138	Valid
		0.608	0.138	Valid
4	Direct and Digital Marketing (DM 1 – 5)	0.642	0.138	Valid
		0.655	0.138	Valid
		0.662	0.138	Valid
		0.648	0.138	Valid
		0.593	0.138	Valid
5	Sales Promotion (SP 1 – 4)	0.668	0.138	Valid
		0.655	0.138	Valid
		0.671	0.138	Valid
		0.659	0.138	Valid
6	Attitude (ATT 1 – 4)	0.701	0.138	Valid
		0.709	0.138	Valid

No	Question	CC	CV	Valid / Not Valid
7	Purchasing Decision (PD 1 – 3)	0.698	0.138	Valid
		0.682	0.138	Valid
		0.707	0.138	Valid
		0.694	0.138	Valid
		0.718	0.138	Valid

All 31 items were found to be valid indicating that the instrument demonstrates excellent construct validity. This result implies that all statements are strongly perceived by customers. Next is the reliability test result. A Cronbach's Alpha value greater than 0.6 indicates good reliability and according to the reliability test, every variable is considered as reliable.

Variable	Cronbach's Alpha	Reliable / Not Reliable
Advertising	0.723	Reliable
Personal Selling	0.688	Reliable
Public Relations	0.661	Reliable
Direct and Digital Marketing	0.642	Reliable
Sales Promotion	0.665	Reliable
Attitude	0.683	Reliable
Purchase Intention	0.637	Reliable

This section will include the calculation of average for each variable in the questionnaire statements that are measured with 1 – 5 Likert Scale (1 = Strongly Disagree, 5 = Strongly Agree). This research has a total of seven variables which are Advertising, Personal Selling, Public Relations, Direct and Digital Marketing, Sales Promotion, Attitude, and Purchase Intention. The average score is used to describe the tendency of respondent's responses to each indicator. Interpretation of the average score refers to Hamzah et al. (2016): 1.00 – 1.80 (Very Low), 1.81 – 2.60 (Low), 2.61 – 3.20 (Moderate), 3.21 – 4.20 (High), 4.21 – 5.00 (Very High). The results in this section shows that all indicators receive a high average

score.

Variable	Mean	Score
Advertising	3.59	High
Personal Selling	3.75	High
Public Relations	3.78	High
Direct and Digital Marketing	3.67	High
Sales Promotion	3.82	High
Attitude	3.69	High
Purchase Intention	3.86	High

Validity and Reliability Test

Validity was also tested using the Average Variance Extracted (A.V.E.) to

Items	Loadings	Cronbach's Alpha	AVE	C.R.
ADV1	0.781	0.891	0.692	0.947
ADV2	0.804			
ADV3	0.816			
ADV4	0.829			
ADV5	0.841			
ADV6	0.847			
PS1	0.805	0.874	0.703	0.936
PS2	0.829			
PS3	0.842			
PS4	0.854			
PS5	0.866			
PR1	0.801	0.852	0.691	0.919
PR2	0.829			
PR3	0.864			
PR4	0.892			
DM1	0.816	0.859	0.742	0.94
DM2	0.835			
DM3	0.862			
DM4	0.871			
DM5	0.882			
SP1	0.801	0.845	0.728	0.89
SP2	0.826			
SP3	0.849			
SP4	0.875			
ATT1	0.793	0.831	0.715	0.896
ATT2	0.823			
ATT3	0.845			
ATT4	0.867			
PI1	0.858	0.802	0.742	0.912
PI2	0.867			
PI3	0.875			

Based on the result above, all constructs have an outer loading value of > 0.7 , Cronbach's Alpha value of > 0.6 , Composite Reliability of > 0.7 , and Average Variance Extracted of > 0.5 which means that this measurement model is valid and reliable.

measure how much the latent variables can explain the variance of their indicators. According to Hair et al. (2012), a construct is considered valid if the Average Variance Extracted value is ≥ 0.5 . Based on the analysis results, all constructs in this study have A.V.E. values above 0.5 which means that this model meets the criteria for convergent validity. Table IV.X is the result from the validity test from the respondents data.

Discriminant validity testing was conducted with Fornell-Larcker Criterion to ensure that each construct in the model is unique and does not have a high correlation with other constructs. The table below is the results

validity results.

Var	ADV	PS	PR	DM	SP	ATT	PI
ADV	0.832						
PS	0.621	0.854					
PR	0.577	0.664	0.846				
DM	0.594	0.672	0.651	0.853			
SP	0.602	0.689	0.673	0.701	0.862		
ATT	0.538	0.663	0.634	0.654	0.712	0.850	
PI	0.563	0.676	0.665	0.701	0.743	0.718	0.866

The table above shows that the square root of Average Variance Extracted for each construct is higher than the correlation between the other constructs. Thus, this model has good discriminant validity and can be used for hypothesis testing. The R^2 value is used to measure how much the independent variables can explain the dependent variable. The results are shown on Table IV.X based of the test results in SmartPLS.

Dependent Variable	R^2
Attitude	0.524
Purchase Intention	0.678

Hypothesis Testing

The hypothesis formulated in the beginning was tested using the data collected from 200 respondents who participated in the survey. This hypothesis testing was conducted through Partial Least Square-Structural Equation Modelling (PLS-SEM) analysis using SmartPLS 3.0. The T-Statistics and P-Value were used as the basis for determining whether the hypothesis was accepted or rejected. According to Hair et al. (2014), a hypothesis can be declared as accepted if the P-Value is < 0.05 or the T-Statistics value is > 1.960 . The test results are shows where one hypothesis was insignificant with P-Value > 0.05 , namely H1b (Personal Selling). The other hypotheses showed significant results

with P-Value < 0.05 . All paths with significant results also indicate a positive relationship between the independent and dependent variables.

Hypothesis	T-Statistics	P-Value	Results
H1	7.324	0.000	Accepted
H1a	4.128	0.000	Accepted
H1b	1.413	0.158	Rejected
H1c	3.925	0.000	Accepted
H1d	2.634	0.009	Accepted
H1e	5.124	0.000	Accepted
H2	3.826	0.000	Accepted

From the seven hypothesis tested, six of them, which are H1, H1a, H1c, H1d, H1e, and H2, are accepted. One of the hypothesis, which is H1b is rejected because the P-Value is > 0.05 and the T-Statistic is < 1.960 .

Hypothesis 1: Promotional Mix positively influenced Attitude toward buying a product (H1). Hypothesis H1 indicates that the overall promotional mix has a significant influence on attitudes toward purchasing a product. The original sample value = 0.421 shows that the influence is positive and quite strong. The T-statistic value = 7.324 and p-value = 0.000 (< 0.05) indicate a highly significant result, thus H1 is supported.

Hypothesis 2: The influence of each Promotional Mix Elements

positively correlated with attitude toward buying a product (H1a – H1e).

Hypothesis 2 indicates that each promotional mix elements has a significant influence on attitude

H1a: Advertising

(Coefficient 0.276, T = 4.128, p = 0.000)

H1b: Personal Selling

(Coefficient 0.097, T = 1.413, p = 0.158)

H1c: Public Relations

(Coefficient 0.244, T = 3.925, p = 0.000)

H1d: Direct & Digital Marketing

(Coefficient 0.183, T = 2.634, p = 0.009)

H1e: Sales Promotion

(Coefficient 0.321, T = 5.124, p = 0.000)

Hypothesis 3: Attitude toward Buying a Product positively correlated with Purchase Intention (H2).

T = 3.826, p = 0.000 indicates that attitude toward buying a product has a positive and significant influence on purchase intention. This finding aligns with previous research showing that a positive consumer attitude is a strong predictor of purchasing tendencies.

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that promotional mix elements have a positive influence on attitudes towards buying building materials and are significant on purchase intention.

The main problem of Kaspera Bangunan is not only in declining sales but the ineffectiveness and limitations of canvassing method as the current marketing strategy and the unoptimized digital marketing. Strengthening Kaspera's digital marketing capability is essential to improve customer reach,

influence buying decisions, and regain sales performance.

BIBLIOGRAPHY

Badan Pusat Statistik. (2024). *Indikator Konstruksi Triwulan I 2024*.

Badan Pusat Statistik. (2024). *Construction in Figures 2024*. Retrieved from

Badan Pusat Statistik (2025). *Perkembangan Indeks Harga Perdagangan Besar. Berita Resmi Statistik No.20/03/Th.XXVIII, 3 Maret 2025*.

Ministry of Trade Republic of Indonesia (2023). *Retail Industry in Indonesia*. Directorate General for National Export Development.

Kotler, P., & Keller, K. L. (2022). *Marketing management* (16th ed.). Pearson.

Kotler, P., & Keller, K. L. (2016). *Marketing management* (Global ed.). Pearson Education Limited.

Kotler, P., & Armstrong, G. (2022). *Principles of marketing* (17th ed., Global edition). Pearson Education Limited.

Malhotra, N. K. (2020). *Marketing research: An applied orientation* (7th ed.). Pearson.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.