**Competitive Strategy Analysis to Increase Consumer Purchasing Decisions on Minimarket Business**

**Abstract**. *The growth of the minimarket business in Indonesia is attractive and very fast, as a result, the competition is very tight. This study aims to analyze the effect of product quality, price discounts and servicescape on consumer purchasing decisions. Associative descriptive research methods, and multiple linear regression analysis techniques. The minimarket consumer research sample in the cities of Manado, Tomohon, and Bitung. Test statistics include classical assumptions, hypothesis testing (F and t-test, the significance of 5%). The results of product quality research, price discounts, and servicescape, both simultaneously and partially have a positive and significant effect on consumer purchasing decisions. These results indicate for consumers the three variables are the main elements considered when shopping at Minimarket. The right management strategy will improve consumers' decision to buy products, thereby increasing profits and maintaining business sustainability.*

**Keywords.** *product quality, price discounts, servicescape, purchase decision, minimarket*

**Abstrak.** *Pertumbuhan bisnis minimarket di Indonesia menarik dan sangat cepat, akibatnya persaingan sangat ketat. Penelitian ini bertujuan untuk menganalisis pengaruh kualitas produk, diskon harga dan servicescape terhadap keputusan pembelian konsumen. Metode penelitian deskriptif asosiatif, dan tehnik analisis regresi linier berganda. Sample penelitian konsumen minimarket di kota Manado, Tomohon, dan Bitung. Statistik uji meliputi asumsi klasik, uji hipotesis (uji F dan t, signifikansi 5%). Hasil penelitian kualitas produk, diskon harga, dan servicescape, baik secara simultan dan parsial berpengaruh positif dan signifikan terhadap keputusan pembelian konsumen. Hasil ini menunjukkan bagi konsumen ketiga variabel adalah unsur utama yang dipertimbangkan saat berbelanja di Minimarket. Strategi manajemen yang tepat akan meningkatkan keputusan konsumen membeli produk, sehingga meningkatkan laba dan dapat mempertahankan keberlanjutan usaha.*

**Kata kunci**. *kualitas produk, diskon harga, servicescape, keputusan pembelian, minimarket*

# Introduction

This research aims to determine the use of competition strategies for minimarket managers in Indonesia, through competition in product quality, price discounts and servicescape against consumer purchasing decisions, with a sample of three major cities in North Sulawesi, Indonesia. Previous research has focused more on distribution strategies, location, consumer attitudes and service quality in retail businesses.

In Indonesia, retail business growth is very fast and has a positive impact on economic growth. Anggraini (2013) stated that the development of a minimarket in almost all major cities in Indonesia has an impact on economic development. Towards the last decade of the Millenium, however, the battleground has expanded to developing countries, where deregulations in the retail sector aimed at increasing foreign direct investment (FDI) have resulted in the proliferation of supermarket chains (Reardon, and Hopkins, 2006). Many investors are interested in investing in the hope that they will benefit through this fast-paced business. As a result, competition occurs, not only in the business between supermarkets, the competition also occurs between modern retailers and traditional shops that have the same customers (Suryadarma, et al., 2007).

Modern mini-markets and retails (ie, hypermarkets & supermarkets) are currently attractive for consumers to shop, especially to meet their daily needs, the reason being the availability of products and locations that are very easy to reach, in addition to the atmosphere and the servicescape support for shopping. Amin and Mahasan (2019) stated that consumers visit the modern retail store for several reasons i.e. variety, easy availability and cleanliness with an additional facility of entertainment. The retail business, including the Mini-market business in North Sulawesi (Sulut), is currently growing rapidly. The rapid growth of the retail business has caused the challenges of competition in the field of product marketing among business people to increase very sharply. Mini-market business in business expansion requires only relatively small capital, in contrast to the supermarket and hypermarkets businesses that require a large capital. As a result, the growth of the Mini-market business in North Sulawesi is very fast, and almost always exists in strategic places or new locations.

The consumptive nature of the people of North Sulawesi is high, causing interest in buying products offered by Minimarkets, Supermarkets, and Hypermarkets. This encourages entrepreneurs engaged in the retail business to be interested in expanding their businesses to become leaders in occupied markets such as the Mini-market. The presence of Minimarkets such as Alfa Mart and Indo Maret increasingly crowded found in almost all villages in the Manado city (Beritamanado.com, 2015). For example, Indomaret for 2015 is targeting to establish 50 Mini-market outlets in the Manado city. Emor & Soegoto (2015) states Indomaret in its business competition, must compete closely with similar shops/ outlets that have already operated in Manado cities such as Gelael, Freshmart Express, Daily-Mart, and 24-Mart.

The initial observation of the writer of Indomaret has several advantages offered to buyers, such as daily offerings of products that are relatively cheaper, diverse and impose price discounts, which are not carried out by their closest competitors such as Daily Mart, 24-Mart, K-Mart. According to the author, the competitive strategy adopted is thought to be a source of competitive advantage from Indomaret to its closest competitors, which received a positive response from buyers at Indomaret. Data on the development of Supermarket and Minimarket outlets in North Sulawesi in 2019 are as follows :

**Tabel 1. Supermarket and Mini-market in North Sulawesi**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No. | Supermarket | | Minimarket | |
| Outlets | Amount | Outlets | Amount |
| 1. | Hypermart | 3 | Indomaret | 182 |
| 2. | Multimart | 5 | Alfamart | 147 |
| 3. | Freshmart | 1 | Freshmart Express | 5 |
| 4. | Transmart | 2 | Dailymart | 5 |
| 5. | Jumbo | 5 | 24-Mart | 2 |
| 6. | Golden | 1 | Golden | 1 |
| 7. | Gelael | 1 | Gelael | 1 |
| 8. | Fiesta | 2 | Sahabat Swalayan | 1 |

Source: Survey results in February 2019.

Table 1 can be seen in the distribution of minimarkets and supermarkets in North Sulawesi in 2019 from the data collected from 8 mini-market that were used as samples to be observed. When viewed in the minimarket business in North Sulawesi, based on the number of mini-market outlets that have been established, the number of outlets from Indomaret is the highest, 182 outlets compared to Alfamart with 147 outlets. The phenomenon of competition in the retail business at this time is the level of competition from world business people who are getting higher and the markets that are served are increasingly narrow. The brand can use as an aggressive marketing tool to retain existing customers as well as to attract new customers (Ahmed, et.al. 2018). This means that Minimarket business entrepreneurs must always try to get a market share that is growing every day and increasingly narrowed due to intense competition from business people.

Competition between retailers is very tight to fight over buyers. The rapid growth of the mini-market franchise system has also an impact on high competition and new problems for stores with traditional retail. The managers try to excel in competition, the retail store's managers need to secure their competitive advantages to be successful. So, retailers offer different promotional activities i.e. product quality, price discount, after-sales services, to attract the customer (Popkowski, et., 2000). In the context of competition like this, consumer purchases are unique because each person's preference for a product is different. In the retail field, the application of marketing strategies is very important to create excellence in business competition. Marketing is an organizational function and a series of processes to create, communicate and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders. In marketing operations, marketing management is needed. Kotler & Keller (2009) defined marketing management as the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value.

Retail business is a set of business activities carried on to accomplish the exchange of goods and services for personal, family, or household use, whether performed in-store or by some form of non-store selling. Other definitions retailing as a combination of those activities that increase the value of the product and the services for the end-user. Retailing has both spectra of sales of products and the sale of services (Dhotre, 2010; Levy & Weitz, 2009). Retailing includes all the activities in selling goods or services directly to final consumers for personal, nonbusiness use (Amit & Kameshvari, 2012). Retail store is any business enterprise whose sales volume comes primarily from retailing. The previous definition emphasizes exchanges with end-users, by increasing the value of goods and services by benefiting the retail users.

Product quality is the totality of features and characteristics of a product or service that depends on its ability to satisfy the stated or implied needs of users (Kotler and Armstrong, 2012). Product quality is a characteristic of a product or service that depends on its ability to meet and satisfy customer needs for the product used. McDonnel, & Hall, (2008) stated that consumer perceptions of product quality will shape preferences and attitudes that will influence the decision to buy or not.

The consumer who are sensitive to price and respond to change the prices for particular products and services (Wakefield & Inman, 2003; Pi et al., 2011). Many economists assume that consumers are "price takers" and accept prices at "face value" or as given (Kotler & Keller, 2009). This factor is relating the consumer's choices about shopping outlets to product prices in terms of price fairness and affordability whether they purchase fresh food products or any other kind of product (Newholm, et, al. 2011). A discount is a discounted price given by the seller to the buyer of a product or service. Consumers are interested in getting a fair price, in the form of perceived value at the time of sale. Discount shops are retailers who intend to sell to the consumer branded goods at low prices continuously and working with the self-service system (Mucuk, 2009). Consumers assume that a product with an expensive price means that it has good quality, whereas if a cheap price has a poor quality. (Assauri, 2009). The price discount is a discount to the price of the product or service as a cost reduction in a buy-sell transaction conducted by consumers.

Servicescape for business people is one strategy to attract consumers interest in shopping for products offered. Appropriate servicescape arrangement structured is expected to determine the success of a marketing program designed by retailers. Servicescape is a unity of the physical environment of a service that affects the consumer experience (McDonnel & Hall, 2008). Architectural design and related design elements are important components of a servicescape. Servicescape is a physical environment in which a service meeting occurs that will affect consumers' perceptions of product offerings and subsequently on internal responses and external responses namely customer behavior to repurchase, (Rosenbaum & Massiah, 2011).

Consumers in shopping are always confronted with purchasing decisions. Consumer decision making is a process to integrate that combines knowledge to evaluate two or more alternative product choices, to choose one of them (Peter and Olson, 2005). Consumer purchasing decisions are unique because each person's preference for a product is different. Purchasing decisions are consumer decisions that are influenced by several factors of financial conditions, product offerings, prices, location, promotions, and other factors, which form an attitude to conclude products offered for purchase (Schiffman & Kanuk, 2008).

The novelty of this research is looking at the competition made by minimarket managers, to excel through offering quality products, price discounts, and servicescape to maintain and improve consumer purchasing decisions in the minimarket business. This is very little research that has been done before, especially in the retail business in Indonesia. Preliminary survey results show that some consumers are interested in shopping because of the low price strategy, some consumers are interested and deliberately looking for products that are given a discounted price, or a comfortable shopping environment, etc. The shopping interests of these consumers are the subject in this study, mainly related to consumer decision making for purchasing products in the minimarket.

# Methods

This research was conducted in the North Sulawesi especially at the Manado, Tomohon and Bitung City (three major cities in North Sulawesi), from February to October 2019. The associative descriptive research method aims to uncover the model of the relationship between the research variables. Predictable variables include Product quality, Price discounts, and Servicescape as the independent variable (X) and Customer Purchase Decisions as the dependent variable (Y). The analysis technique uses multiple linear regression. The research data was taken randomly using the proportional sampling method so that respondents could represent the population. The population of this study is consumers who shop for Minimarket. The sample used was 100 respondents, according to the specified criteria. The sample used proportionally on retail business in Minimarkets such as Indomaret 20 respondents, Alfa-Mart 20 respondents, Fresh-Mart Express 20 respondents, Golden 20 respondents, Gelael 10 respondents, and Sahabat Swalayan 10 respondents. The purposive technique is used when the researchers select a sample based on several criteria (Cooper & Schindler, 2006). Statistical analysis includes classical assumption tests, hypothesis testing is performed F and t-test (significance level of 5%) using SPSS 20. The estimation is done to predict changes/ responses from dependent variables to some independent variables. To test the hypothesis, the following research model is used:

PD = b0 + β1 Pq+ β2 Pd + β3 Sc + εt (1), Where:

|  |  |  |
| --- | --- | --- |
| b0 | = | Constant |
| 1 | = | Regression coefficient for PQ |
| 2 | = | Regression coefficient for PD |
| 3 | = | Regression coefficient for Sc |
|  | = | Standard error |
| PD | = | Purchase Decision |
| Pq | = | Product quality |
| Pd | = | Price discounts |
| Sc | = | Servicescape |

**Hypothesis**

After reviewing the literature, this study proposes the following set of hypotheses regarding the consumer's mini-market preference for a purchase decision:

H1: Product quality, price discounts, servicescape allegedly influence customer purchase decisions.

H2: Product quality is partially thought to affect the customer purchase decision.

H3: Price discount is partially thought to affect customer purchase decisions.

H4: Servicescape is partially thought to influence the customer purchase decision.

# Result and Discussion

**Result**

The results of data collection based on questionnaires distributed and returned by the research respondents are as follows: The questionnaire was spread by 100 (100%) and Questionnaires who did not return 2 (2.00%), so the response rate of the questionnaire is 98.00%, then the qualified questionnaires are from 100 respondents, which are used as the sample in the study. The growth of the Mini-market business in North Sulawesi and other cities in Indonesia is very fast driven by the increasing needs and attitudes of people who want to be practical in shopping coupled with the location of a mini-market that is increasingly approaching residential areas. In addition to the general mini-market established in residential areas, the supply of materials directly comes from distributors who are distributed directly to the warehouse or shop center (Fahirah, 2008). Mini-market is a shop-like place of business that has a maximum floor area of 200 m2, which sells direct goods for daily needs.

The test results of the research instruments are all valid and reliable. All items are valid questions having a value above the value of rcount > rtable, and also the value of r is greater than the critical value that is above 0.30 (>0.30). While the reliability test shows all variables are reliable because it has Cronbach alpha values above the value of 0.60 or > 0.60 (Malhotra, 2007). The value of Reliability (Alpha Cronbach) of each variable. For Product quality variable Alpha Cronbach value 0,775 for Price discounts variable 0,734 and Servicescape decision 0,80 because of the value of each statement on the variable of Product quality, Price discounts and Servicescape Cronbach Alpha value >0.6 so it is declared Reliable.

Formulation of the hypothesis is tested with the level of significance used in this study for 5 percent or α = 0.05, then the results of testing the hypothesis are: Ftest, The result of regression analysis using SPSS 20.0 obtained Fcount = 13,227 > Ftable 3,12 with significant level p-value = 0,000 < 0,05, hence it can be concluded that Ho refused or Ha accepted meaning that Product quality, Price discounts, and Servicescape have a positive and significant impact on customer purchase Decision in Minimarket. By the t test, it can be seen that Product quality tcount = 2,051 > 1,9935 and significance p-value = 0,032 < 0,05, hence it can be concluded that Ha accepted and reject Ho or Product quality have a positive, and significant impact on customer purchase Decision in Minimarket. The result of the t-test also can be seen that Price discounts tcount = 3,085 > 1,9935 and significance p-value = 0,004< 0,05, hence it can can be concluded that Ha accepted and reject Ho or Price discounts have a positive and significant impact on Customer purchase decision in Minimarket. The result of the t test also can be seen that Servicescape tcount = 3,290 > 1,9935, and significance p-value = 0,003< 0,05, hence it can be concluded that Ha accepted and reject Ho or Servicescape have a positive and significant impact on Customer purchase decision in Minimarket. The multiple linear regression equation as follows:

PD = 4,165 + 0,257 Pq + 0.503 Pd + 0.406 Sc(2)

The regression model of PD = 4,165 + 0,257 Pq + 0.503 Pd + 0.406 Sc + , illustrates that independent variable Product quality, Price discounts and Servicescape in the regression model can be stated if one independent variable is changed by 1 (one) and the other Constant, the change of Minimarket Customer in Noth Sulawesi is equal to coefficient value (b) = 4,165 from value of independent variable. The coefficient of determination (KD) is the square of the correlation coefficient (R) or also known as R2. The coefficient of determination serves to determine how much influence Product quality, Price discounts and Servicescape on customer purchasing decisions. From the SPSS 20 output, it is known that the coefficient of determination or R2 is 0.7016 or 70.16%. This shows that Product quality, Price discounts and Servicescape simultaneously have an implication on the variable of customer purchasing decisions by 70.16%, So Product quality, Price discounts and Servicescape have major implications for improving customer purchasing decisions because the quality of products that are managed well, applied Price discounts and Servicescape enhancements are expected to improve customer purchasing decisions. While the remaining 29.84% is the influence of other variables not examined outside the quality of Products and Servicescape.

**Discussion**

The results of this study show that Product quality, Price discounts, and Servicescape have a positive and significant effect on the Purchase Decision of Mini-market customers in North Sulawesi. The results of this study fit according to the opinion of Grewal and Levy (2010) that green marketing as strategic efforts that can be done by the company's management to provide eco-goods and services to the target consumers. Another opinion is that Green marketing and green product development have various benefits to firms in terms of increasing the sustainable environmental benefits and to increase the awareness of the brand image of the firm (Yan & Yazdanifard, 2014). According to Ankit and Mayur (2013), most marketers use green advertising with pollution-free messages to attract consumers' attention; it can enhance their knowledge of the products.

The results of the analysis of the implementation of the strategy of product quality, price discounts, and servicescape on consumer purchasing decisions in the Mini-market business in North Sulawesi, the results show that there is a positive and significant effect. Thus the application of the right strategy used by Mini-market managers will be able to improve consumer purchasing decisions. The retail business in North Sulawesi is currently growing rapidly, so competition for buyers has become tighter. Some retailers were unable to compete, which eventually had to be closed down because they were unable to attract consumer buying interest, for example, Coco Supermarket, Borobudur, GIANT, and Circle K were forced to close their businesses due to losses, as a consequence of being unable to compete to get buyers, due to very tight competition due fast-growing supermarket and minimarket businesses.

Product quality is one of the strategies implemented by retail businesses to attract consumers to buy and stay in business competition. Consumer perceptions of product quality will affect preferences and attitudes that will influence the decision to buy a consumer (Bailia, Soegoto, & Loindong, 2014). Product quality can increase consumer confidence in the company and encourage interest in buying products for consumers. Servicescape from the results of this study has a positive and significant influence on consumer purchasing decisions. Servicescape refers to the style and appearance of the physical environment and also includes other elements of the service environment that shape the experience of a consumer (McDonnel and Hall, 2008). Servicescape is the differentiator and characteristic of a unified physical environment of the services offered and affects the perception of a consumer. An important component of a servicescape, namely architectural design, and related supporting elements.

In the current competitive environment, consumer preferences become very relied upon by companies to win the competition. The ultimate goal is the decision to buy products offered by retailers. Consumer purchasing decisions become something unique and important because everyone's preferences for products offered by retailers differ. The results of this study indicate that consumer purchasing decisions are influenced by Product Quality, Discounted Prices and Servicescape (physical environment) and there are also other considerations according to the level of consumer interest. Purchasing decisions are the result of consumer selection of two or more choices of bids received by consumers (Schiffman & Kanuk, 2008). The unity of competing in the Mini-market and Supermarket businesses is greatly influenced by the high level of consumer interest in shopping at the Mini-market or Super-market (Chen and Chang, 2012). Although the price is the key factor that consumers concerned the most (Nasution, et al., 2019), however, other factors way consumers purchasing intentions such as attitudes, reference groups and others (Chang, Lai, & Wu, 2010). Other competition challenges are increased competition in the field of product marketing (product diversity) and lower prices (price discounts) among retail businesses due to advances in technology and information, consequently, consumers are more interested in the best offers offered by retail businesses. For example, Indo Maret, Golden Supermarket, and Fresh Mart have their customer segments and market share that are loyal in making purchases (transactions) to meet the daily needs of customers. The consumers who are of a low-price sensitive are willing to pay more on the product than the variation of the price (Eze & Ndubizi, 2013). The tight business competition for managers of Minimarkets and Supermarkets today causes the store or outlet managers are always required to be able to innovate to attract consumers and their businesses have their advantages, meaning that the desire to shop for consumers remains high when they are in their shopping areas. At this stage, consumer purchases become something unique that is supposed to get special attention, because each consumer's buying preferences and interests for a product are always different and are driven by the best offer, offered by managers. Performance seen from the speed, quality, service and value the meaning of speed in the process of working that have reliable quality and good service and value is seen from the achievement of a performance or not (Soegoto and Kadisi (2017). High-performance businesses are differentiated on all that looks attractive to have, along with other independent activities that focuses effort on functional groups on important and meaningful matters in the marketplace (Day, 1999).

# Conclusion

This research conducts a study mainly on how the application of marketing strategies especially in the mini-market business in the face of very competitive competition with other parties, conducted in North Sulawesi, Indonesia. Several studies have been conducted on supermarkets, but studies that specifically examine mini-markets are still lacking in number, especially for competition between mini-markets in Indonesia. The result of this research is that there is simultaneously and partially a positive and significant influence of Product quality, Price discount and Servicescape on Customer purchasing decisions. Positive preferences on product quality, price discounts, and servicescape have a significant effect on consumer purchasing decisions. Consumers who visit feel happy because they feel their needs can be met by mini-market service providers, this will affect consumers' impressions that will drive purchasing decisions, thereby increasing the profitability of mini-market businesses.

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