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Marketing Strategy Analysis at Kompas Gramedia Xpress (KGX) Bandung Branch

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Abstract: The increasingly competitive logistics industry requires companies to implement appropriate marketing strategies. Kompas Gramedia Xpress (KGX) Bandung, as a technology-based logistics service provider, needs to evaluate its marketing strategies to remain relevant to market demands. This study aims to analyze the implementation of Segmenting, Targeting, Positioning (STP) and the 7P Marketing Mix at KGX Bandung, as well as identify challenges in its implementation. This research employs a descriptive qualitative method with data collected through interviews, observations, and document analysis. The findings indicate that KGX Bandung targets Business-to-Business (B2B) customers, positioning itself as a reliable logistics partner offering technology-based services. The 7P Marketing Mix is effective in terms of product, place, process, and physical evidence, while promotion and human resources require further optimization.

Keywords: 7P Marketing Mix, Logistics, Marketing, STP.

INTRODUCTION

The logistics industry is a sector experiencing rapid development, driven by the increasing demand for goods shipping in the digital era. The rapid expansion of e-commerce has transformed consumer consumption patterns, leading to a surge in online transactions. As a result, logistics services have become a crucial element in the distribution of goods, facilitating efficient and timely delivery from sellers to buyers. According to Sari (2017), the volume of goods shipped through logistics services increased by 40% at the beginning of the year, indicating significant industry growth. In response to this development, companies operating in the logistics sector are required to implement effective marketing strategies to maintain their competitiveness in an increasingly saturated market.

Soepriyadi (2021) predicts that the logistics business in Indonesia will grow by 65% during the 2020-2024 period, with an annual growth rate of approximately 10%. Several sub-sectors within the industry have exhibited significant growth, including freight forwarding, which is projected to increase by 82%, air transportation services by 64%, and the Courier, Express, and Parcel (CEP) sector by 52%. This upward trend is primarily driven by

technological advancements and the rapid expansion of e-commerce, which serves as a key catalyst for increasing demand for goods delivery services. These developments highlight the critical role of marketing strategies in determining the success of logistics service providers amidst intensifying industry competition.

Kompas Gramedia Xpress (KGX) is a business unit established by the Kompas Gramedia Group to address distribution and logistics needs. Initially functioning as an internal logistics unit, KGX expanded its service offerings to external customers in response to growing market demand. The company now provides a range of technology-driven logistics services, supported by an extensive distribution network across Indonesia. KGX envisions becoming the largest courier and logistics service provider in the country, with an integrated network spanning the entire nation and leveraging cutting-edge technology to ensure high-quality, reliable, and trusted services.

KGX operates several core service units, including KGXpress, which focuses on rapid delivery from the first mile to the last mile; KGX Logistics, which offers trucking and warehousing services; and KGXpress Point, a delivery outlet catering directly to consumers. Over the past five years, KGX has expanded significantly, establishing more than 2,156 partnerships and nine regional hub offices across major Indonesian cities, including Bandung, which serves as one of its operational centers.

KGX Bandung functions as an operational hub that manages various logistics activities within the West Java region. The office is divided into two main divisions: the operational division and the business division. The operational division oversees the entire delivery process, from receiving goods and inputting data into the system to arranging transportation and ensuring final delivery to customers. Meanwhile, the business division is responsible for marketing efforts and managing corporate clients, with a primary focus on the Business-to-Business (B2B) segment. Despite its growth, KGX Bandung faces several challenges in marketing, particularly in promotional strategies and effectively reaching potential customers. Marketing strategy is a fundamental aspect that companies must implement to sustain their presence in the logistics industry.

According to Pratama et al. (2023). marketing strategy is a comprehensive and integrated plan designed to achieve a company's marketing objectives. One widely adopted approach in marketing strategy is the concept of Segmenting, Targeting, Positioning (STP) and the Marketing Mix 7P (Product, Price, Place, Promotion, People, Process, and Physical Evidence). The STP framework enables companies to identify the most promising market segments and direct marketing efforts more effectively, while the Marketing Mix 7P provides a structured approach to developing and implementing marketing strategies that encompass various business aspects, ranging from product offerings to customer service.

Kotler et al. (2024) define STP as a marketing strategy composed of three key stages: Segmenting, Targeting, and Positioning. Segmenting involves dividing a market into specific groups based on demographic, geographic, psychographic, and behavioral characteristics (Pratama et al., 2023). Aini et al. (2024) elaborates that market segmentation aims to classify consumers into groups with similar characteristics and needs, enabling companies to design more effective marketing strategies. In the logistics sector, segmentation considers variables such as shipment size, service type, and customer location.

Targeting entails selecting market segments with the highest potential based on evaluations of market attractiveness and alignment with the company’s capabilities (Kotler et al., 2024). Targeting strategies may include undifferentiated marketing, differentiated marketing, concentrated marketing, or micromarketing. Positioning aims to establish a distinct and favorable product image in customers’ minds, setting the brand apart from competitors (Halim et al., 2021). In logistics, market segmentation can be based on shipping requirements, preferred service types, or geographic reach. Effective targeting helps logistics firms identify the most profitable customer segments, whether individuals, small businesses, or large

enterprises. Strong positioning ensures that customers recognize the unique value offered by a company's services compared to its competitors.

The Marketing Mix 7P framework encompasses seven critical elements that contribute to a company's marketing success. According to Kotler et al. (2024), these elements include Product, Price, Place, Promotion, People, Process, and Physical Evidence. The framework ensures that products and services align with market needs while enhancing competitiveness. The Product element pertains to the core service offerings; Price reflects the value proposition to customers; Place determines distribution efficiency; Promotion involves strategies to enhance customer awareness; People represent the workforce responsible for service delivery; Process highlights the operational flow in service provision; and Physical Evidence pertains to tangible aspects of logistics services. This comprehensive strategy enables companies to optimize their marketing efforts and sustain competitive advantages within the service industry (Pratama et al., 2023).

In the context of KGX Bandung, the implementation of marketing strategies encounters several challenges. Initial observations with one of KGX Bandung's Business Development Executives indicate that the aspects of Product, Place, Process, and Physical Evidence are well-managed, whereas Promotion, Price, and People require further enhancement. This study aims to analyze the implementation of Segmenting, Targeting, Positioning (STP) and the Marketing Mix 7P at KGX Bandung, identify existing challenges, and explore opportunities to enhance marketing effectiveness. The findings of this study are expected to provide valuable insights for companies in optimizing their marketing strategies.

Beyond contributing to marketing theory, this study also offers practical implications for KGX Bandung. The research findings are anticipated to serve as a reference for companies in formulating more effective marketing strategies, thereby strengthening their competitive position in the logistics industry. By identifying existing challenges and opportunities, KGX Bandung can adapt to market dynamics and foster sustainable business growth.

METHOD

The study employs a descriptive qualitative method to analyze the marketing strategy implemented by Kompas Gramedia Xpress (KGX) Bandung Branch in addressing competition within the logistics industry. This approach aligns with the principles of descriptive research, which emphasize understanding phenomena in real-world contexts (Sugiyono, 2022). Data collection was conducted through both primary and secondary sources. Primary data were obtained from semi-structured interviews with five key informants, selected using purposive sampling techniques (Sugiyono, 2022). The informants included the Head of Operation (Non-Metro Area), Business Development Executive, Bandung Operation Supervisor, KGX customers, and external logistics experts. Each informant was chosen to provide distinct perspectives, such as service descriptions, marketing strategies, customer satisfaction, distribution efficiency, and the integration of technology in marketing logistics services.

Additionally, this study incorporates secondary data derived from KGX internal documents and academic references discussing marketing strategies within the logistics industry. To enhance data validity, the source triangulation method was employed by comparing interview findings with internal documents and academic literature (Sugiyono, 2022). Data analysis followed the Abdussamad (2021), which consists of data reduction, data display, and conclusion drawing. This analytical approach enables researchers to assess the effectiveness of KGX Bandung's marketing strategy and identify challenges that hinder its competitiveness within the logistics industry.

RESULTS AND DISCUSSION

Segmenting, Targeting, and Positioning (STP)

Table 1. STP Analysis

Aspect	Category	KGX Bandung Analysis
Segmentation	Geographic	Operational area in West Java, with national shipping coverage.
	Demographic	E-commerce, manufacturing, and retail (B2B) businesses.
	Psychographic	Prioritizing speed, efficiency, and technology-based services.
	Consumer Behavior	Loyal to fast and customizable logistics services.
Targeting	Targeting Strategy	Concentrated Marketing – Focus on B2B customers with high-volume shipments.
Positioning	Market Image	A trusted logistics partner for businesses with technology-based services.
	Competitive Advantage	Operational efficiency, service flexibility, real-time tracking system, and international ISO 9001:2015 certification.

Source: Data processed by the author

KGX Bandung implements a Segmenting, Targeting, and Positioning (STP) strategy that is tailored to the characteristics of the logistics market within its operational area. Market segmentation is conducted based on geographic, demographic, psychographic, and consumer behavior aspects to ensure the effectiveness of the marketing strategy (Gajanova et al., 2019). Geographically, KGX Bandung operates in Bandung and the West Java region, with delivery coverage extending to various major cities across Indonesia. In terms of demographics, KGX primarily targets B2B customers, including e-commerce, manufacturing, and retail companies that have substantial logistics needs. However, in addition to business customers, KGX also offers One Time Shipment (OTS) services for individual customers who require single-instance, small-scale deliveries. Psychographic segmentation indicates that KGX customers prioritize fast, efficient, and technology-driven logistics services that enable transparency and full control over the shipping process. In terms of consumer behavior, the majority of KGX customers are regular clients with recurring delivery patterns, particularly for Express and Full Truck Load (FTL) services, whereas OTS customers tend to utilize the service on an incidental basis.

Based on this segmentation, KGX Bandung implements a targeting strategy with a concentrated marketing approach, focusing primarily on B2B customers with large-scale shipping requirements. The company's key target segments include medium to large e-commerce enterprises, manufacturing businesses, and retail companies that require express services, scheduled shipments, and warehouse fulfillment solutions (Putri et al., 2023). Through this approach, KGX is able to offer more personalized services tailored to the specific needs of large-scale businesses while continuing to accommodate individual customers through its OTS services.

In its positioning strategy, KGX Bandung positions itself as a trusted logistics partner for B2B businesses by emphasizing operational efficiency, service flexibility, and advanced technology support. The integration of real-time tracking, customer dashboards, and dedicated key account officers serves as a key differentiator in enhancing customer confidence in KGX services. Furthermore, as part of its commitment to quality standards, KGX Bandung has obtained ISO 9001:2015 certification, ensuring that its quality management system is consistently applied across all operational aspects. By combining cutting-edge technology with

adherence to international quality standards, KGX aims to deliver reliable logistics services that cater to the demands of large-scale businesses, thereby solidifying its position in Indonesia's logistics industry.

Marketing Mix 7P

Product. KGX Bandung offers a comprehensive range of logistics services tailored to meet the specific needs of customers, particularly within the B2B sector. According to Nurhayaty (2022), its primary services include express delivery options (Express REG, ECO, and Same Day Service/SDS), Full Truck Load (FTL) for large-scale shipments, and warehouse fulfillment services encompassing storage and inventory management.

A key competitive advantage of KGX lies in its integration of advanced technology within operational processes. The implementation of a real-time tracking system enables customers to monitor shipment status seamlessly, while the merchant dashboard facilitates the printing of receipts and efficient shipment management. For large-scale business customers, KGX provides the exclusive service of a Key Account Officer (KAO) to ensure smooth operations and priority support.



Source: KGX Document (2023)

Figure 1. KGX Services

As a service-based entity, KGX exhibits distinct characteristics that differentiate it from tangible products. In accordance with the theoretical framework presented by Kotler et al. (2024), the services offered by KGX can be analyzed through the four primary characteristics of service marketing:

Table 2. Service Marketing Analysis

Service Characteristics	Implementation at KGX Bandung	Impact on Customers
Intangibility	Addressing service uncertainty through real-time tracking transparency and strong branding.	Customers have greater trust in the reliability of shipments.
Inseparability	Direct interaction with customers through Key Account Officers and personalized services.	Services are more responsive to customers' specific needs.
Variability	Strict SOP standardization, periodic evaluations, and ISO 9001:2015 certification to maintain service quality.	Service consistency is maintained even during high-demand periods.
Perishability	Optimization of shipping capacity through yield management and dynamic pricing.	Services become more flexible, and pricing remains competitive according to market demand.

Source: Data processed by the author

Price. KGX adopts a Value-Based Pricing strategy, wherein pricing is determined based on the perceived value delivered to customers rather than merely on production costs. According to Kotler et al. (2024), Value-Based Pricing is an approach that prioritizes customer perceptions of product or service benefits. KGX aligns its pricing model with value-added services such as Express REG, Warehouse solutions with multiple customization options, and FTL services equipped with Full APD. The Business Solution (Busol) and Pricing teams regularly assess these services to ensure that pricing reflects the benefits received by customers. Customers with formal partnerships benefit from customized pricing based on projected shipping volumes and pick-up services, whereas one-time shipment customers are offered periodic promotional discounts (Devina, 2024). Operational excellence and technological innovations, including real-time tracking, merchant dashboards, and Key Account Officers for high-turnover customers, reinforce this pricing strategy.

Additionally, KGX incorporates a Competition-Based Pricing approach when formulating discounts and promotional programs. In line with Kotler et al. (2008), this strategy entails pricing based on competitor benchmarks while taking into account the relative value KGX provides. While KGX may not always offer the lowest price, it upholds customer trust by delivering superior service quality. The flexibility in discount structures and promotional initiatives further reflects KGX's adaptability in response to market competition.

Place. KGX Bandung employs a strategic distribution model that integrates an extensive network of branches, hubs, and collaborations with local vendors to enhance logistics efficiency. This infrastructure consists of branch offices and hubs strategically positioned to facilitate seamless distribution and optimized shipping routes (Fathurrohman et al., 2022). By partnering with local vendors, KGX extends its reach without requiring substantial infrastructure expansion, thereby maintaining cost efficiency.

Moreover, KGX utilizes a white-label logistics model, functioning as a logistics partner for businesses that require shipping solutions without managing an independent fleet. This approach has been successfully implemented in 17 cities, enabling efficient service expansion. Beyond its physical network, KGX leverages digital platforms to enhance service accessibility. The real-time tracking system allows customers to monitor delivery status, while the merchant dashboard streamlines shipment management and receipt generation.

Promotion. KGX Bandung employs a Promotion Mix strategy, utilizing a multifaceted approach to customer acquisition and retention. Promotion serves as a fundamental component of its marketing strategy, with a focus on expanding the customer base and strengthening business loyalty (Wijaya & Sirine, 2016). Based on interview findings, KGX Bandung prioritizes direct customer engagement through Personal Selling, complemented by Sales Promotion, selective Advertising, and Public Relations via strategic partnerships. However, elements of the Promotional Mix, such as Publicity, Event Marketing, and Direct Marketing via email or SMS, are not actively pursued.

Personal Selling constitutes the primary promotional strategy, where Business Development Executives (BDEs) engage potential clients through direct and virtual meetings to assess customer needs, recommend suitable services, and negotiate pricing based on shipping volumes (Rismawati et al., 2019). This direct engagement fosters long-term business relationships and reinforces customer trust. Furthermore, Sales Promotion is implemented through tailored discounts and special pricing for contracted customers (Customer ID) and one-time shipment clients via periodic promotional programs managed by the central Marketing Communication (Marcomm) team.

Regarding Advertising, KGX utilizes social media platforms such as Facebook, Instagram, and TikTok, but its management is still centralized in the Jakarta Marcomm team, so the Bandung branch's social media account @kgx_bandung is less active. Additionally,

traditional advertising methods, including banners and flyers, continue to be employed to attract customers in key locations. Public Relations efforts involve collaborations with other logistics providers under the white-label model, positioning KGX as a strategic partner within the industry. Despite the effectiveness of its B2B-focused promotional strategy, challenges persist, particularly concerning branch-level social media management and diversification of marketing tactics beyond discount-based incentives.

Table 3. Promotional Mix Analysis

Component	Strategy
Personal Selling	Direct approach by BDE (Business Development Executive) for price and service negotiations with B2B customers.
Sales Promotion	Special discounts for ID Customer members and incidental promotions for one-time shipment customers.
Advertising	Banners and pamphlets.
Public Relations	White label partnerships with other logistics companies.

Source: Data processed by the author

People. KGX Bandung operates with approximately 30 employees, predominantly assigned to operational and transportation roles, including drivers and couriers. The marketing division comprises two Business Development Executives (BDEs), one Sales Support Intern contracted for 4–5 months for administrative support, one Admin Sales Officer, and one General Admin for the Bandung hub. Given the limited number of marketing personnel, the BDEs play a pivotal role in managing the entire marketing and sales process, from client acquisition and negotiation to service execution, posing a challenge in workload distribution.

To uphold service quality and employee competency, KGX Bandung implements structured human resource management mechanisms. According to Muharromah & Nugroho (2022), new employees undergo a one-week orientation program, while long-serving employees are provided with opportunities for advanced training, including cross-branch rotations within West Java. Performance evaluations are conducted using the Balanced Scorecard and Key Performance Indicator (KPI) frameworks. Additionally, KGX has obtained ISO 9001:2015 certification, ensuring adherence to standardized quality management systems.

However, human resource challenges persist, including marketing staff limitations that impact customer acquisition and business relationship management . Moreover, the temporary nature of the Sales Support Intern role contributes to workforce turnover, potentially disrupting operational continuity. Another issue pertains to digital marketing management, as the Bandung branch lacks a dedicated social media manager, with all digital promotional activities centralized at the head office.

Process. KGX implements a structured workflow system designed to ensure the efficiency and effectiveness of its logistics services. The process commences with the Business Development Executive (BDE) presenting service offerings to potential customers based on products introduced by the Quality Management (QM) team (Wahyuni, 2019). Subsequently, the Business Solutions (Busol) team conducts a comprehensive analysis of customer needs to determine whether the required service falls within the standard (non-custom) category or necessitates customization. If the service request is feasible, the Pricing team establishes a pricing scheme based on the estimated shipping volume and specific customer requirements. Upon agreement on the pricing structure, the relevant service information is communicated to

the operational team for execution, encompassing the arrangement of goods pick-up, temporary storage (if required), and final delivery to the designated recipient. Goods entering the system undergo processing through the creation of an Airwaybill (AWB) before being classified according to their shipping destinations, whether intra-city or inter-city. Furthermore, KGX enforces stringent Standard Operating Procedures (SOPs), incorporating a real-time tracking system, meticulous documentation at each stage of the shipping process, and prompt investigative measures in the event of service disruptions.

To enhance operational efficiency, KGX employs an Enterprise Resource Planning (ERP) system based on Microsoft Odoo, developed and managed by the Kompas Gramedia Group's technology team. Initially reliant on third-party technology, KGX has since transitioned to an internally managed system that offers greater flexibility and adaptability to the company's logistics operations. This technological integration optimizes various operational aspects, including order management, shipment tracking, and seamless service integration with corporate customers through the merchant dashboard feature (Pambudi, 2021). The system enables customers to manage shipments, generate AWBs, and monitor the real-time status of their goods, thereby enhancing both transparency and operational efficiency. Among its key features is the mass AWB upload functionality, which facilitates the bulk printing of shipping receipts without the need for manual data entry—a particularly beneficial feature for B2B customers handling high shipping volumes, such as e-commerce platforms and manufacturing enterprises.

Additionally, KGX has implemented an internal monitoring system equipped with a real-time dashboard capable of tracking goods movement on a minute-by-minute basis. In the event of anomalies, such as deviations from estimated delivery schedules, the system promptly detects these issues, enabling the operational team to take immediate corrective action. This proactive approach ensures timely deliveries and enhances the overall reliability of KGX’s logistics services.

Moreover, KGX adheres to the ISO 9001:2015 standard to maintain high service quality. Compliance with this quality management system is reinforced through quarterly audits conducted by an independent ISO-accrediting body to verify adherence to SOPs and to facilitate continuous service improvement. To further evaluate operational performance, KGX utilizes the Balanced Scorecard methodology to assess individual employee contributions and ensure that each process aligns with predefined standards (Tenda et al., 2022). Regular operational evaluations are conducted through daily briefings and monthly forums to identify potential challenges and implement necessary improvements, thereby fostering continuous enhancement in service quality and operational excellence.

Physical evidence. KGX Bandung operates from a strategically located office at Jl. Caringin No. 74, Kec. Babakan Ciparay, Bandung City, serving as the primary operational center for the Bandung area and its surrounding regions. This office is equipped with comprehensive facilities that support various business and operational activities, including dedicated workspaces for each division, such as administration, Business Development Executives (BDEs), and operational teams. Each workspace is furnished with essential equipment, including workstations with personal computers, telephones, and document storage racks for the safekeeping of important files (Ledy et al., 2019). Additionally, a CCTV monitoring room is utilized to oversee office activities, vehicle operations, and warehouse movements, thereby enhancing security measures.



Source: Author's documentation

Figure 2. KGX Bandung Office

As a logistics service provider, KGX Bandung maintains robust physical infrastructure, including a large fulfillment warehouse designed to accommodate high volumes of goods. The office also features an extensive vehicle garage to facilitate the storage and maintenance of various operational vehicles. At present, KGX Bandung operates approximately 25–26 non-motorized vehicles, comprising blind vans, Colt Diesel Engkel (CDE), Colt Diesel Double (CDD), and wingboxes, along with courier motorcycles for intra-city deliveries. Each KGX vehicle is equipped with a GPS tracking system, enabling real-time location monitoring of the fleet. This technology enhances shipment tracking accuracy and ensures optimized distribution routes, contributing to overall operational efficiency (Syamruddin, 2017).



Source: Author's documentation

Figure 3. KGX Bandung Fleet Garage

Beyond tangible physical assets, KGX integrates advanced technology as an essential component of its physical infrastructure. The company employs a customer dashboard and merchant dashboard, allowing clients to generate shipping receipts, track shipments in real-time, and efficiently manage their logistics transactions. The implementation of a real-time tracking system enhances service transparency, while the AWB mass upload feature facilitates the automated generation of bulk shipping receipts, catering to the needs of business customers with high shipping volumes (Muliadi, 2022). These technological advancements significantly contribute to operational efficiency and reinforce customer confidence in KGX's services.

From a customer perspective, the presence of a well-established physical office, a modern logistics system, and a well-maintained fleet of vehicles fosters trust in KGX Bandung's services. Business-to-business (B2B) customers benefit from streamlined large-scale shipment arrangements, facilitated by the company's extensive warehouse capacity and flexible fleet management. Additionally, security measures, such as CCTV surveillance and GPS-equipped vehicles, ensure the safety of goods throughout the shipping process, further strengthening KGX's reputation as a reliable logistics service provider.

CONCLUSION

Based on the analysis, the marketing strategy implemented by KGX Bandung demonstrates a structured approach in navigating the dynamics of the logistics industry, particularly through the application of Segmenting, Targeting, and Positioning (STP) and the 7P Marketing Mix. By targeting the B2B customer segment, KGX Bandung seeks to establish itself as a reliable logistics partner by emphasizing operational efficiency, service flexibility, and the utilization of advanced technology, such as real-time tracking systems and merchant dashboards. The personal selling approach carried out by the Business Development Executive (BDE) team also plays a crucial role in strengthening business relationships and enhancing customer acquisition.

Although the marketing strategy has showcased various aspects that contribute to competitive advantage, several challenges remain, particularly in optimizing human resources within the marketing team. A limited number of marketing personnel may impact the ability to reach a broader customer base, while the continuity of the Sales Support role remains a critical factor in ensuring smooth operations. Therefore, strengthening human resource capacity in marketing, along with optimizing communication strategies and business relationships, can serve as strategic steps to enhance KGX Bandung's competitiveness in the increasingly challenging logistics industry landscape.

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