The Influence of Market Strategy and Marketing Mix Toward The Brand Image of Pertamax and The Implication Toward The Consumer's Decision Making of Purchasing Fuel in Jakarta[*]

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Abstract

Pertamax is one of the PT. Pertamina (Persero)'s products designated for automobile in Indonesia. The number of automobile is increasing every year, but it does not equaled by the consumption of Pertamax. The Pertamax competitiveness research is conducted by analyzing the performance of market strategy and marketing mix toward the brand image of Pertamax and its implication to the decision making of consumer's fuel purchase in Jakarta. This research is involving 100 respondent of automobile users by using Path Analysis to measure the performance of market strategy, marketing mix and brand image toward consumer's decision making, which will affect the competitiveness of Pertamax in the future. The objective of this research is to evaluate the performance of Pertamax in order to increase the competitiveness of Pertamax in Indonesia.

Keywords: Market Strategy Performance, Marketing Mix Performance, Brand Image, Decision Making Process

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Introduction

Indonesia is one of the countries which are rich of natural resources especially oil and gas. In this term, the management of fuel in Indonesia is organized by the government through its state owned company, Pertamina. Pertamina as a state owned company is hoped to work more professionally and to practice a more modern and effective marketing strategy to create a superior product. Because of that reason, Pertamina as a state-owned company cannot rely too much on the government. Strategic policies must be produced more creatively, so the company do not rely on government's involvement in selling a product, for instance the dependency on government's policy.

However, the reality shows that there is an unbalance between the consumption of Pertamax and the growth of automobile's usage. Based on the data published by *Badan Pusat Statistik (Center Board of Statistic)*, we further call it BPS, it is shown that there were only 2.5% Pertamax consumption from the total 25 million kiloliter. The number is highly insignificant considering the number of automobiles in 2011 reaching 9.548.866. This facts show that Pertamax fuel which is produced specifically for automobile (with the technology of HOMC-High Octane Mogas Components) gives more perfect combustion which gives a machine better endurance and more power. However, most of the automobile users do not use Pertamax in their daily use. They tend to use subsidized fuel, which is designated for motorcycle, home industry and middle to low income society.

Fuel usage looks not so important for the automobile users, which is contrary to the fact that choosing the right fuel for their car is very important, because if they choose the wrong fuel, it will make the car machine has a short age. Simply put, bad quality fuel gives bad impact to the car's machine. The right way of fuel usage is that the compression ratio on the car must be compatible with the car specifications, because the compression ratio is related with the octane level of fuel. Fuel with high octane level such as Pertamax is equipped with cleaner additive.

Compression ratio is the comparison of combustion chamber's volume between when the piston is positioned in the Bottom Dead Center (the position of piston in which it is farthest from the cylinder head/craft shank https://en.wikipedia.org/wiki/Dead_centre) and when the it is positioned in the Top Bottom Center (the position of piston in which it is nearest from the cylinder head). The bigger the compression ratio when it is in the Bottom Dead Center, the bigger the pressure and temperature when it is in the Top Bottom Center. Each machined vehicle, has its level of compression ratio on their guide book when they buy the vehicle or you can access it through the dealer of the vehicle.

Octane level is a value that shows the endurance level of the fuel in particular temperature and pressure before the combustion. Higher level

octane means higher fuel's endurance. Thus, the usage of octane level is compatible with the compression ratio of the machine.

When the fuel usage is compatible with the machine, the performance will be optimized and the combustion process will be perfect. Additionally, fuel usage will be more efficient and the machine will be in a good condition in a long time. However, when the usage is not compatible with the compression ratio, the combustion will not be perfect and the machine will not have an optimized power. For instance, a motorcycle with the compression ratio 6.9:1 (Yamaha RX King) which uses Pertamax with 92 octane level will cause a failure in the combustion process and will end up with crust accumulation in the combustion chamber. It occurs because the high octane fuel has high endurance on temperature, which makes the combustion process slower. Meanwhile, when a vehicle uses a fuel which has lower octane level than the requirement, for instance Premium (Pertamina's product with 88 octane level), it will cause a faster combustion process and will end up with a knocking. Knocking has a long term effect, which is damaging the combustion chamber and the piston.

It will be a good start to use a correct fuel for our vehicle, a fuel compatible with the compression ratio in order to keep the condition and the performance of the machine. In an effort conducted by Pertamina to make Pertamax become favorite for automobile users, Pertamina tried to advertise the product through TV advertisement, banner and printed media to educate people about the advantages of Pertamax. Yet, with only explaining to people about the advantages, it was not enough. Thus, it needs a new effort to make the consumers aware about the advantages of Pertamax, so that it can make it becomes a common opinion. In the next phase, it will become their liking, preference and conviction. In the final phase, it will become purchases. However, it is not enough only to purchase. It needs to make the consumer satisfy with the product, so that they will purchase it again.

Some important things to do by the company is that they need to understand the needs and wants of the Pertamax consumers (automobile user). Even after the endorsement or Pertamax advertisement about the advantages of Pertamax, they still need to find another way to increase consumers' interest and purchasing willingness. One of the solution is by evaluating the performance of market strategy to find whether the strategy works effectively or not. The evaluation process is conducted by evaluating market segmenting, market targeting, positioning and differentiation of Pertamax fuel. If Pertamax is segmented for middle-upper class, but according to our findings there are luxury cars which still use subsidized fuel.

Most of the middle-upper class move to subsidized fuel because of its cheap price. Pertamax's price is twice bigger than the subsidized fuel. With that economic reason middle-upper class consumer change their fuel consumption from Pertamax to subsidized fuel. In this case, we try to refer to

the theory which says that high price will gives you high quality. For example, we take the case of a branded coffee such as Starbucks and a coffee from a street vendor. Although the coffee price of a street vendor is Rp3000.00 and Starbucks coffee price is Rp30,000.00, they still have their own buyers. Street vendor coffee is targeted by middle-lower class buyers, while the Starbucks is targeted by middle-upper class buyers. Moreover, the delivery of their service is also significantly different. In a street vendor there is no fast service, electronic or fast transaction facility, Wi-Fi, etc. It is different with Starbucks. You can get Wi-Fi facility, good service from the employees, and you can go to Starbucks, which is prestigious for the consumers, for hangout.

The case is far more different from Pertamax. Pertamax is segmented for middle-upper class consumers with a relatively more expensive compared with the subsidized fuel. According to an observation on the field by a researcher, there is no significant difference in term of benefit (except for the quality of the fuel) received by consumer if they purchase Pertamax. There is no better transaction facility, faster fuel filling process or better service from the employees. Because of that reason, it is important for researchers to investigate this phenomenon further by evaluating how far the marketing mix of Pertamax works. In the evaluation of the marketing mix we can evaluate it as a whole, starting from the product and price, to see if it is already suitable with customer wants and perception.

Third, we need to see if the promotion conducted by Pertamina related to Pertamax is correct. Fourth, we need to see if the places in the distribution channel of Pertamax are being set in a well manner, so that there will not be any scarcity. They need to make it right to avoid consumer's disappointment caused by the fact that they cannot buy Pertamax at some particular gas station, that will make them look for another product to fulfill their needs. Another important point is that we also need to see the service in the gas station. We need to make sure that the service received by Pertamax's consumers is worth it compared to the expensive price paid by them. In current reality, we can see that Pertamax's consumers still have to wait together with the subsidized fuel. Thus, there is no differences from purchasing Pertamax and subsidized fuel. The last but not least is the physical facility of the gas station. A gas station is expected to have large parking field, public bathroom and toilet, mosque, air tire station, etc.

After the evaluation of the market strategy and the marketing mix performance on Pertamax, the next step seeing how the brand image of Pertamax is perceived by consumers. We need to see if consumer's perception over Pertamax is good or bad, until it affect the decision-making process of consumers in purchasing the fuel for their vehicles.

Based on description of the facts above, the author wants to evaluate the performance of Pertamax with the objective of increasing Pertamax's competitiveness in Indonesia, through the identification of market strategy

and marketing mix performance for the brand image of Pertamax and its impact on the decision-making process in purchasing fuel in DKI Jakarta. Furthermore, the problem formulation is described as:

1. How far is the influence of market strategy and marketing mix on Pertamax, simultaneously or partially?
2. How far is the influence of market strategy, marketing mix and brand image on the process of decision-making in purchasing Pertamax?
3. Is there any influence from the performance of market strategy and marketing mix on the process of decision-making in purchasing Pertamax through brand image?

Literature Review

The Performance of Market Strategy

In an effort to achieve consumer satisfaction in the middle of the competition, a company needs to understand the needs and wants of their consumers. It must be aware that they cannot fulfill various consumer wants. The firm can create a marketing strategy by choosing the best customer segment which can create highest profitability. This process includes market segmentation, market targeting, positioning and differentiation (Kotler & Armstrong, 2012:214).

The Performance of Marketing Mix Strategy

After the target market is chosen, the firm decides a detailed planning for the marketing mix. According to Kotler and Armstrong (2012:253), marketing mix is a set of marketing tactics that can be controlled, which includes product, price, and promotion. All of them are combined to create a respond from the targeted market. Product is the combination of goods and services from the firm offered to the targeted market to fulfill the needs and wants of the consumers. Product as whole includes design, brand, patent, positioning and new product development. Price is some amount of money to be paid by a costumer to purchase particular goods or services. Price is also a message about how a brand is positioned in the market. Promotion is the firm's activity of communicating the products to make the targeted costumer buy their products. Place is their activity of placing their products in the targeted market. The strategy of choosing a place includes transportation, warehousing, inventory management and order placement for customers.

Brand Image

According to Keller (in a research by Severi and Ling 2013:127), brand image is defined as an image which clings in the customers' mind with its brand association. According to Roydan and Banerjee (2007:140-148), brand image is define as a thought and feeling of the customers about a brand. Aaker (in a research by Severi and Ling 2013:127) emphasizes that brand image has a significant connection with customers. Meanwhile, Bearden and Etzel (1982:183-195) and Park and Arinivasan (1994:271) state that brand

image has a strong connection with the uniqueness of some particular products. Hsieh and Li (in a research by Burmann *et al*. 2008:159) mention that a strong brand image will create a more superior product than the others, so that customer behavior will be affected and decided by that brand image. Thus, in this case, the brand image is the ideas and impressions of the people about Pertamax.

Process of Decision-making

A decision-making is started by the fulfillment of needs. The fulfillment of needs is related to several alternatives, so it needs to be evaluated in order to find the best alternative in customers' perception. Kotler and Keller (2012:214) explain that the process of decision-making is a basic psychological process which plays an important role in understanding how customers make a decision in a purchase.

Research Hypotheses

Based on the problem formulation and literature review, the hypotheses of this research are the following.

1. The performance of market strategy and marketing mix influences the brand image, both simultaneously and partially.
2. The performance of market strategy, marketing mix and brand image influences to the decision-making process of purchasing Pertamax.
3. The performance of market strategy and marketing mix influences the decision-making process of purchasing Pertamax through brand image.

Research Methodology

Research methodology employed in this research is survey explanatory method. We use this methodology because it is explain the causal relationship among the variables through hypotheses test. The survey is conducted by collecting samples from one population by using questioners as the data collection tools.

Research Type

The type of research is descriptive analytic and explanatory research. Descriptive analytic research is a research intended to describe the phenomena happening in the real world. Meanwhile, explanatory research is a type of research intended to find the causal relationship from the research variables.

Data Collection Procedure

Research data is obtained by using questioner. By using semantic differential scale, which uses two extreme values and the subject to decide the response between the two extreme values, the space available for the response is called the semantic space. On the numeric differential scale, semantic space is changed by numeric numbers.

In this research, we use the interval scale from 1 to 8. In giving a space for respondent answer, researcher do not give a chance to the respondents to answer in doubt. This will give respondent a tendency to respond in statements, whether they are negative or positive.

Variable Classification

The variables in this research are market strategy (X_1) and marketing mix (X_2) as independent variables (exogenous variables), brand image (Y) as intervening variable, and purchase decision (Z) as dependent variable (endogenous variable).

Data Analysis Technique

To answer the problem formulation and the proposed hypotheses test, then the obtained data will be processed. For the intention of discussion, data is processed and exposed based on statistic principles descriptive and verification, meanwhile for the intention of analysis and hypotheses testing, we used the path analysis methodology.

Data Analysis Model

Path diagram model is made based on the paradigm of the connections among variables, as described in **Figure 1**.
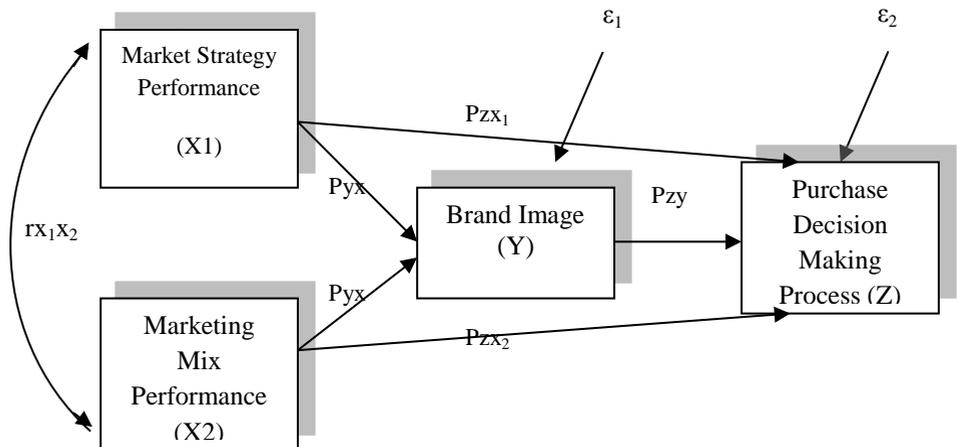

Figure 1. Path Diagram of Market Strategy Performance, Marketing Mix Performance, Brand Image and Purchase Decision-making Process

The path diagram above consists of two structural equation where X_1 and X_2 are exogenous variables, and Y and Z variables are endogenous variables. The structural equation is explained below.

I. $Y = \rho yx_1.X_1 + \rho yx_2.X_2 + \varepsilon_1$ (as substructure equation 1)
II. $Z = \rho zx_1.X_1 + \rho zy.Y + \rho zx_2.X_2 + \varepsilon_2$ (as substructure equation 2)

To answer the first, second and third problem formulation in this research, the author uses path analysis. Path analysis is a statistic analysis technique

which is developed from double regression analysis. In the regression model, the model is used to predict the dependent variable if the independent variable is known. Meanwhile, in path analysis, the shaped model is used to explain the amount of influence (not predicting) of exogenous variable to the endogenous variable.

Here are the steps in forming path analysis:

1. Creating the model for structural equation of path analysis which describes the connection between endogenous and exogenous variables;
2. Tabulating raw data in the form of ordinal data;
3. Tabulated ordinal data is being transformed into interval data;
4. Each endogenous variable is calculated to find its coefficient correlation in order to calculate relationship value of each exogenous variable which influences the endogenous variable. Afterward, we create the path coefficient matrix;
5. After getting the coefficient correlation value, we search the value of path coefficient using the same regression to see the influence of each exogenous variable on the endogenous variable both simultaneously and partially;
6. Significant level test, conducted by comparing p-value with α, if p-value < α, then Ho is accepted. If p-value > α, then Ho is rejected, and Ha is accepted;
7. Calculating the value of variable influence outside the model; the calculation is value 1 deducted by determinant coefficient value, such as:

$\varepsilon = 1 - R^2$

8. Finally, the data are interpreted.

Result and Discussion

To find that the questioner is reliable or not, reliability test is conducted using SPSS 17 for windows program. The criterion of reliability test is that Alpha is bigger than significant level of 60% or 0.6, then the questioner is reliable (Hair *et al*, 2006 and Ghozali, 2002). In the result of data processing using the Alpha Cronbach method, we find the result of reliability test.

Table 1: Result of Reliability Test of the Variables from Market Strategy Performance, Marketing Mix Performance, Brand Image and Purchase decision-making

Qu	Reliability Coefficient	Critical Value	Explanation
Market Strategy Performance	0.915	0.60	Reliable
Marketing Mix Performance	0.923	0.60	Reliable
Brand Image	0.694	0.60	Reliable
Purchase Decision-making	0.903	0.60	Reliable

In the reliability test above, we can find that each instrument has higher than 0.60 critical point. It means that if the instruments are used for several times to measure the same object, it will result the same data. Reliability shows particular reliability.

The Influence of Market Strategy and Marketing Mix Performance on Brand Image of Pertamax Simultaneously and Partially

Verification analysis is conducted after the analysis on research instruments and the descriptive analysis on research variables. Thus, the next step is hypotheses test. In research activity, hypotheses test is very important because it is intended to answer research problem and to prove the rightness of the hypotheses. The statistic tool used in this term is path analysis. Verification analysis is conducted by using the SPSS 17 for windows program. Based on the testing of market strategy and marketing mix performance on brand image, the results are presented on the table below:

Table 2: Path Model Coefficient I

The Result of Path Coefficient of Market Strategy and Marketing Mix Performance on Brand Image of Pertamax

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.285	3.956		-.325	.746
	X1	.024	.165	.017	.148	.882
	X2	.477	.094	.578	5.079	.000

a. Dependent Variable: Y

Based on the path coefficient shown by the standardized coefficient value, we find that path coefficient of market strategy performance on brand image ρ_{yx1} is 0.017 and coefficient of marketing mix strategy ρ_{yx2} is 0.578 with these structural equation:

$$Y = \rho yx_1 X1 + \rho yx_2 X2 + \varepsilon_1$$

$Y = 0.017 \, X_1 + 0.578 \, X_2 + 0.65 \, \mathfrak{C}$

In those path coefficient above, it is shown that:

a. The path coefficient value for market strategy performance is positive, which is 0.017. It is not significant with 0.882 whereas the significant value is > 0.05, meaning that the performance of market strategy on brand image (Y) conducted by Pertamina does not work well.

b. The path coefficient value for marketing mix performance variable is a positive value 0.578, meaning that the amount of influence of marketing mix performance on brand image is 0.578 or 58%. It means that the level of brand image is affected by marketing mix performance by 58%, meanwhile the rest is 42% explained by other factors outside the model.
c. Based on the path coefficient value, the most influential factor on brand image is marketing mix performance. It is shown by the highest coefficient value compared to other variables, which is 0.578 with the significant value $0.000 < 0.05$

However, the result calculation of the influence of market strategy and marketing mix performance on brand image of Pertamax is explained below:

Table 3: The Determinant Coefficient of Market Strategy and Marketing Mix Performance on Brand Image of Pertamax

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.590[a]	.348	.334	7.83587

a. Predictors: (Constant), X2, X1

Based on the result, we find that the determinant coefficient is (R2) 0.348, meaning that the percentages of Pertamax's brand image value can be explained by the variable of market strategy and marketing mix performance as much 34,8%. This indicates that the variable of market strategy and marketing mix performance is still relatively low in defining the brand image of Pertamax, meanwhile the rest of it is affected by other factors outside this research.

The Result of Simultaneous Hypotheses Test

Based on the data processing, then we can see the simultaneous test as a whole by looking at the F test result, such as:

Table 4: The Result of Hypotheses Test from Market Strategy and Marketing Mix Performance on Brand Image Simultaneously

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3177.782	2	1588.891	25.877	.000[a]
Residual	5955.878	97	61.401		
Total	9133.660	99			

a. Predictors: (Constant), X2, X1   b. Dependent Variable: Y

In the table above, we find that the value of $F_{calculation}$ in the amount of 25.877 whereas the Ho criteria is rejected if the value of $F_{calculation}$ higher or equal to F_{table} with degree of freedom = 100-2-1 = 97 (df = v1 = k and v2 = n-k-l) and the level of mistakes (α) in the amount of 0.05 or 5%, then from distribution table F we have F_{table} = 3.09. Thus, the value of $F_{calculation}$ 25.877 is higher than F_{tabel} 3.09. It indicates that Ho is rejected, meaning that there is a linear connection between marker strategy and marketing mix performance on the brand image of Pertamax, or it could be interpreted as an influence simultaneously between market strategy and marketing mix performance on brand image of Pertamax.

The Influence of Market Strategy Performance, Marketing Mix Performance and Brand Image on Purchase decision-making of Pertamax

To answer the second problem formulation which is how far the performance of market strategy, marketing mix and brand image on the purchase decision-making of Pertamax, and the third problem formulation which is whether there is the influence of market strategy and marketing mix performance on purchase decision-making of Pertamax through brand image, using second substructure analysis equation, which is $Z = \rho zx_1.X_1 + \rho zy.Y + \rho zx_2.X_2 + \varepsilon_2$ with the help of SPSS 17 for windows. The results are presented below:

Table 5: Path Coefficient Model II

The Result of Hypotheses Test of Market Strategy and Marketing Mix Performance on Purchase decision-making through Brand Image Partially

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.339	1.613		.210	.834
	X1	.312	.067	.386	4.647	.000
	X2	.186	.043	.404	4.318	.000
	Y	.076	.041	.135	1.827	.071

a. Dependent Variable: Z

Based on the path coefficient above shown by the standardized coefficient value, with the consideration that this research is a qualitative research, it can be stated through path coefficient equation, as explained:

$$Z = 0.386 \ X_1 + 0.404 \ X_2 + 0.135 \ Y + 0.344 \ \mathbb{C}$$

From the path coefficient equation above, it is shown that:

a. Path coefficient value for market strategy variable shows a positive value with significant value 0.386 and significant value $0.000 < 0.05$, meaning that the market strategy given by Pertamina affects the purchase decision-making directly. The amount of market strategy performance on the process of purchase decision-making is 0.386 or 39%. It means that the level of purchase decision-making of Pertamax is affected by market strategy performance in the amount of 39%, meanwhile the rest of it or 61% is explained by other factors outside the model.

b. Path coefficient value for the marketing mix performance shows a positive value in the amount of 0.404 or 40%. It means that the level of marketing mix performance influence on the purchase decision-making is 0.404 or 40%, which means that the level of purchase decision-making affected by marketing mix performance is in the amount of 40%, meanwhile the rest of it or 60% is explained by other factors outside the model.

c. Path coefficient value for Pertamax brand image variable shows positive value in the amount 0.135 with the significant of $0.71 > 0.05$, which means that the amount of influence of marketing mix performance on purchase decision-making in the amount of 13.5%. Meaning that the level of purchase decision-making is affected by Pertamax brand image as much 13.5%, meanwhile the rest of it or 82.5% is explained by other factors outside the model. However, the correlation is not so strong.

d. Based on the path coefficient value mentioned, the most influencing factor on purchase decision-making is the marketing mix performance. It is shown as the highest coefficient value compared to other variables, which is 0.404 with the significant $0.000 < 0.05$.

The Result of Simultaneous Hypotheses Test

Based on the result of the processing data, we can see through simultaneous or overall test by looking at the result of F test.

Table 6: The Result of Hypotheses Test of Market Strategy Performance and Marketing Mix Performance on Purchase decision-making trough Brand Image

<div align="center">

ANOVA[b]

ANOVAb

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Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1864.899	3	621.633	60.920	.000[a]
Residual	979.592	96	10.204		
Total	2844.491	99			

a. Predictors: (Constant), Y, X1, X2

b. Dependent Variable: Z

Based on the table above, we obtain the value of $F_{calculate}$ in the amount of 60.920 where the test criteria Ho is rejected if $F_{calculate}$ higher or equal to the value of F_{table} with the degree of freedom = 100-2-1 = 97 (df = v1 = k and v2 = n-k-l) and the level of mistake (α) in the amount of 0.05 or 5%, so in the F distribution table, we obtained F_{tabel} = 3.09. Furthermore, with the value of F_{hitung} 60.920 higher than F_{tabel} 3.09, it indicates that Ho is rejected, which means that there is a linear connection between market strategy performance, marketing mix performance and brand image on Pertamax purchase decision-making. In another way, it can be interpreted as a simultaneous influence among market strategy performance, marketing mix performance and brand image on the purchase decision-making of Pertamax.

The Influence of Market Strategy and Marketing Mix Performance on the Purchase Decision-Making through Brand Image

The result of the research shows that t-value of brand image is in the amount of 1.827 with significant value 0.071 > 0.05. Meanwhile, through the significant level 0.025 and the degree of freedom 96, resulting in the value of t-table in the amount of 1.984. So, the value of t = 1.827 < t-table value = 1.984. This fact shows that there is a significant influence between brand image and purchase decision-making.

This fact becomes interesting because it is a new finding that the connection between brand image and the consumers' decision-making in purchasing Pertamax is not significant. It means that the consumer assume that the brand image of Pertamax is not their basic in choosing fuel for their vehicles. Based on the descriptive research, we find that the consumers are relatively good in identifying (brand awareness) the brand of Pertamax. However, the level of popularity of Pertamax is not an impulse in purchasing the product. This happens because if we relate the brand image variable to the marketing mix performance variable of Pertamax, we will know in the descriptive analysis that the sub-variable of marketing mix performance is price. Consumers assume that the price of Pertamax is expensive. So, we can conclude that brand image in consumers' mind is a negative one, which is

the expensiveness of Pertamax. Thus, it is related to the decision-making in purchasing Pertamax. They think twice before buying Pertamax, even though Pertamax brand awareness is relatively high.

The Determinant Coefficient of Market Strategy Performance, Marketing Mix Performance and Brand Image on Purchase decision-Making

Based on the result of the data processing, we can see through simultaneous or overall test by looking at the result of F test.

Determinant coefficient analysis is used to measure the ability of model in explaining dependent variables. It is shown by the value of adjusted R square. Here are the result processed by SPSS:

Table 8: The Determinant Coefficient of Market Strategy Performance, Marketing Mix Performance and Brand Image on Purchase Decision-making

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810ᵃ	.656	.645	3.19438

a. Predictors: (Constant), Y, X1, X2

Based on the table above, it is shown that the percentage of decision-making process can be explained by market strategy, marketing mix and brand image variables, shown by the R Square which is 0.656 with the determinant coefficient = r^2 x 100% = 65.6%. Those numbers show that the influence of market strategy performance, marketing mix performance and brand image as a whole in the process of decision-making of Pertamax is 65.5%, while the rest of it 34.4% is affected by other factors. So, the variability of purchase decision-making can be explained by variables of market strategy performance, marketing mix performance and brand image in the amount of 65.5%, while the rest of it, which is 34.4%, is affected by other variables outside the model.

Path Diagram

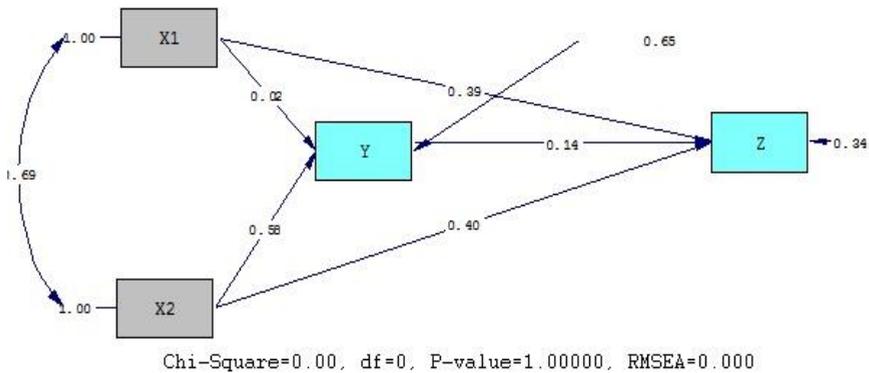Based on the calculation above, we describe the path diagram as:

Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000

Figure 2 Path Diagram

The structural equation in this research is as in the following:

Sub-structure **I**: $Y = 0{,}017\ X_1 + 0{,}578\ X_2 + 065\ \text{€}$
Sub-structure **II**: $Z = 0{,}386\ X_1 + 0{,}404\ X_2 + 0{,}135\ Y + 0{,}344\ \text{€}$

Conclusions and Suggestions

Conclusion

Based on the data processing and analysis about market strategy performance, marketing mix performance and brand image on purchase decision-making of Pertamax, then we can conclude that:

1. The influence of market strategy performance and marketing mix on Pertamax both simultaneously and partially is that:

- The market strategy performance of Pertamax shows that the market segmentation of Pertamax is not well-segmented and the market targeting of automobile users above 2005 is not optimized. It can be seen that the consumption of Pertamax is still low. In term of positioning, Pertamax fuel is fuel without lead.
- The marketing mix performance of Pertamax shows that product and promotion are good enough. Yet, in term of place, it is not optimized because in reality Pertamax's consumers have to make a line together with other consumers, which is contrary with the sub-variable price of Pertamax, which is assumed as expensive by consumer.
- The brand image of Pertamax shows that in term of brand awareness, consumers can identify and memorize the brand of Pertamax very well. In term of brand association, consumers perceive Pertamax as fuel with high octane and high quality. In term of loyalty, partial consumers state that they are interested in buying Pertamax.

- In term of purchase decision-making process of Pertamax, partial consumers assume that Pertamax is compatible with their automobiles. Before the automobile users purchase the fuel, they first compare it with other fuel. Most of the consumer feels satisfied of buying Pertamax and planning to ask other people to buy Pertamax as well. This fact indicates that the consumers of Pertamax are loyal.

- The performance of market strategy does not influence the brand image of Pertamax. The strategy conducted by Pertamina is not correctly executed in targeting their consumers. In other words, the segment set by Pertamina in term of the marketing to influence the brand image of Pertamax is not optimized.

- The performance of marketing mix does not influence the brand image of Pertamax. If the quality of marketing mix performance is increased it will make an impact on the brand image of Pertamax.

- The performance of market strategy and marketing mix influences Pertamax's brand image. There is a linear connection between them, or there is a simultaneous performance between them on Pertamax's brand image.

2. The influence of market strategy performance, marketing mix performance, and brand image on the purchase decision-making of Pertamax shows that:

- The variable of market strategy directly influences on the decision-making process. Market strategy, including segmenting, targeting, differentiation, and positioning, will place Pertamax in the consumers' mind correctly, so the segment accuracy and the targeted consumers on Pertamax will give an impulse for the consumers in purchasing Pertamax.

- The performance of marketing mix directly influences the process of decision-making. If the performance is being improved, then it will give an influence in consumers' purchase decision-making.

- The marketing mix performance will give a direct influence on decision-making process of Pertamax compared to the market strategy performance.

- The performance of market strategy, marketing mix, and brand image directly influences the decision-making process. There is a linear connection among them in the purchase decision-making of Pertamax, or there is a simultaneous influence among them on the purchase decision-making of Pertamax.

3. Brand image variable does not influence the decision-making process. It means that in this research consumers assume the brand image of Pertamax is not their basic reason in choosing the fuel for their cars. Based on the descriptive analysis of Pertamax, we find that the consumers have a good brand awareness on Pertamax, but it does not give an impulse to buy Pertamax. This happens because Pertamax is perceived to be expensive.

They assume that the brand image of Pertamax is not good as having the assumption that Pertamax is expensive.

Furthermore, based on the explanation above, it can be concluded that the implementation of brand image on Pertamax is not too important in creating purchases. That is why brand imaging is not necessary for Pertamax. Yet, the improvement and implementation of marketing program such as market strategy and marketing mix play a significant role in creating purchases. If the two marketing programs are well-applied and well-implemented, it will create an increase in the sales of Pertamax.

Suggestion

Based on the result and conclusion in this research, here are several suggestion for the company's consideration:

1. The market strategy performance is a work resulted from Pertamina accuracy in segmenting the market, choosing the market and placing the Pertamax's market in different ways into consumers' mind. The market strategy performance of Pertamax shows a bad result. It can be seen from the insignificant influence on the brand image. According to the theory of marketing, there should be an influence between market strategy performance and brand image. The matters become interesting because in this research it is not applied because:

- First, segmented market of Pertamina for Pertamax's market is middle-upper class. In this research, we find that middle-upper class segment is moving to subsidized fuel because the price disparity is too far between Pertamax and the subsidized fuel.

- Second, the service for the consumers between Pertamax and the subsidized fuel is the same. If we refer to the theory, an expensive product should be delivered by good service too. It can be seen that there is no special slot for Pertamax at the gas station. So, Pertamax consumers must queue with subsidized fuel consumers.

- Third, the advertisement of Pertamax is still limited in explaining the advantage of Pertamax in term of quality (more sophisticated technology), and not emphasizing on the benefit if they use Pertamax. If we see Shell's advertisement, it correctly promotes the benefit of Shell fuel by explaining the benefits. It explains that by using Shell, consumers will have a formula for long journey. Even though technically it is still debatable but it hits consumers' mind effectively in that more distance means more efficient in term of cost.

- Fourth, based on the data of the research, we find that the stock of Pertamax is not balanced in every gas station in DKI Jakarta. This is risky because when consumers wants to buy Pertamax they can keep the supply.

At least, those four findings are the reason why segmentation, targeting, differentiation and positioning of Pertamax do not work very well. That is why as the suggestions from this research, Pertamina need to improve several things:

- First, that Pertamax's price is perceived as expensive by consumers will be compensated if the service for Pertamax consumers is differentiated from those of the subsidized-fuel. The consumers of Pertamax can receive better service by providing more slot for Pertamax at the gas station or a VIP line for Pertamax consumers without queuing. Other example of better service is that windshield care treatment, free tire-pressure check, and free hydrogen filling for tire. All these treatments are intended to make the consumers of Pertamax satisfied.
- Second, the way they advertise should be changed from just comparing Pertamax with subsidized-fuel. The advertisement should emphasize the benefits the consumer can get if they buy Pertamax.
- Third, they need equal distribution of Pertamax among their gas station to avoid scarcity of Pertamax in particular areas.

2. The performance of marketing mix shows a good result, yet it still needs an improvement in the place variable which is measured by the respondents as low. Improvement in the place can be done by adding more slot at the gas station and separating it from that for the subsidized-fuel. Then, in the promotion variable, they need to improve by emphasizing on the benefits of the product, not only the promotion about the advantages of Pertamax. The last one, price variable, an improvement can be done by increasing the quality of service received by consumers, do not let the consumers received bad service with expensive price.

Research Limitation

From the research conducted, there are several limitations and weaknesses in compiling this thesis. The limitations and weaknesses are the focus of the research which only on 2 independent variables, which are market strategy performance and marketing mix performance, and brand image as moderating variable affecting the process of decision-making in purchasing Pertamax. Meanwhile, the process of decision-making can be explained by market strategy performance variable, marketing mix variable, and brand image in the amount of 65.6%, while the rest of it, 34.4% is affected by other variables outside this research.

Suggestion for the Future Researches

1. In this research, the process of purchase decision-making can be explained by the variables of market strategy performance, marketing mix, and brand image in the amount of 65.6%. Whereas the rest of it 34.4% is affected by other factors outside the research. Furthermore, for future researches, we suggest more variable used beside the current variable such as market

strategy performance and marketing mix variable, so that we can affect the dependent variable, purchase decision-making, and the moderating variable such as brand image. Because with more variable such as service quality (Hume 2008:349), positioning strategies (Zvandasara and Sibanda 2012:266), gasoline prices and consumer sentiment (Maryland 2012:43), the decision-making process will be affected.

2. In future researches, we should have broader research object and wider population and more samples, so that the next research will have more specific descriptions.

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