

THE INFLUENCE OF PROMOTIONAL STRATEGY, USER EXPERIENCE, AND PRODUCT INNOVATION ON CUSTOMER SATISFACTION, WITH COMPETITIVE ADVANTAGE AS AN INTERVENING IN THE SHOPEE E-COMMERCE BUSINESS

Susi Mutiara Susanti^{1*} Chalimah²

^{1,2} Department of Management, Faculty of Economics and Business, Pekalongan University, Pekalongan, 51111, Indonesia

ABSTRACT

The development of digital technology has drastically changed business dynamics, especially in the e-commerce industry. These changes open up huge opportunities for companies to reach global consumers and improve their shopping experience. However, intense competition between e-commerce platforms is an unavoidable reality. This research aims to analyze the influence of promotional strategies, user experience, and product innovation on customer satisfaction, with competitive advantage as a mediating factor on the Shopee e-commerce platform. The research method used was a quantitative survey with data collection via questionnaires to 100 respondents. Data analysis was carried out using Structural Equation Modeling (SEM) to test the relationship between variables. The research results show that promotional strategies, user experience, and product innovation have a positive and significant influence on customer satisfaction. Additionally, competitive advantage strengthens the relationship between promotional strategies, user experience, product innovation, and customer satisfaction.

ARTICLE KEYWORD

Promotion Strategy,
User Experience,
Product Innovation,
Customer Satisfaction,
Competitive Advantage

* Corresponding Author at Department of Management, Faculty of Economics and Business, Pekalongan University, Jl. Sriwijaya No. 3 Pekalongan City, 51111, Indonesia
E-mail address: susimutiara79@gmail.com (author#1), chalimah@unikal.ac.id (author2)

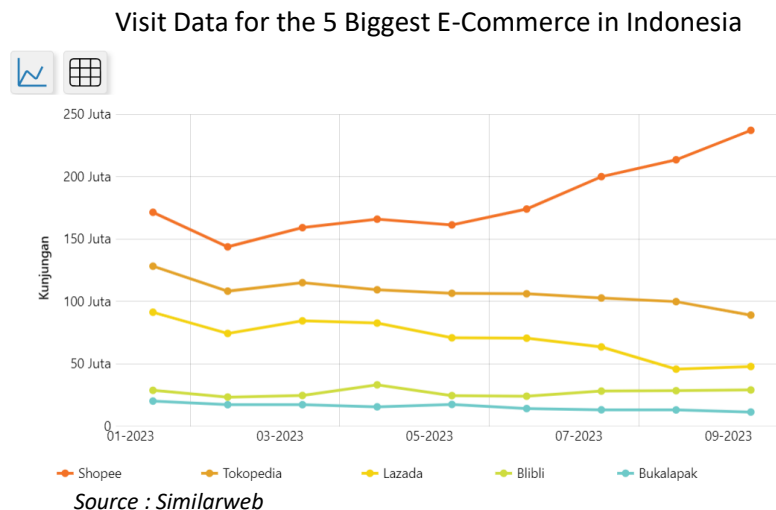
1. Introduction

The growth of digital technology has changed business dynamics drastically, especially in the *e-commerce industry*. This development creates a huge opportunity for companies to reach consumers globally and optimize their shopping experience. However, behind these opportunities, intense competition among e-commerce platforms is an unavoidable reality. In facing this competition, understanding the factors that influence customer satisfaction and competitive advantage is the key to maintaining and increasing market share.

Shopee, as one of the leading e-commerce platforms in Southeast Asia, has become the center of attention in this industry. Shopee was founded in 2009 by Forrest Li and was first launched in Singapore in 2015 by Chris Feng (<https://id.wikipedia.org/wiki/Shopee>). With a focus on inclusivity, ease of use, and a fun shopping experience, Shopee has grown rapidly to become one of the leading

e-commerce platforms in Southeast Asia. Through aggressive marketing strategies, technology investments and strong partnerships with brands and merchants, Shopee is gaining significant market share in countries such as Indonesia, Malaysia, Thailand, the Philippines and Vietnam. With innovations and adaptation to market trends, Shopee continues to be one of the most popular and trusted e-commerce platforms in the region, changing the way Southeast Asians shop online.

Figure 1



Similarweb data , currently Shopee is the e-commerce site in the marketplace category with the most visitors in Indonesia. In September 2023, the Shopee site was recorded to have received 237 million visits, up around 38% compared to the position at the beginning of the year (year-to-date/yttd). Shopee's visitor growth far exceeds its main competitors, namely Tokopedia, Lazada, Blibli and Bukalapak.

Shopee's rapid growth and widespread adoption by consumers shows the platform's immense potential in defining customer service and experience standards in the regional e-commerce market. In an effort to remain relevant and competitive, Shopee must deeply understand how promotional strategies, user experience and product innovation impact customer satisfaction, which in turn can impact their competitive advantage.

In the midst of the rapid growth of the e-commerce industry, customer experience and competitive advantage have become key factors that differentiate the success and failure of a platform. However, in the context of *e-commerce businesses* , the main challenge is not only acquiring new customers, but also retaining and increasing their satisfaction. Although promotional strategies, user experience and product innovation are considered important elements in achieving this goal, there is still an unmet need to thoroughly understand how these factors interact and influence each other in the context of e-commerce businesses, especially on the Shopee platform .

Although Shopee has achieved great success as an e-commerce platform in Southeast Asia, there are still several challenges that need to be overcome to maintain and improve its performance. One of the main problems is customer satisfaction. Although Shopee has succeeded in attracting many users, it is important to understand the extent of customer satisfaction with the services and experiences offered. The level of customer satisfaction is the key to maintaining customer loyalty and increasing retention.

Customer satisfaction is an important factor that determines business success. Satisfied customers will be more loyal and more likely to make repeat purchases. So it is important to

understand the factors that influence customer satisfaction and overall business performance. These factors are key in shaping customer perceptions and optimizing e-commerce business models.

However, there is still a lack of understanding of the deeper relationships between these factors and how customer satisfaction can be influenced by the competitive advantage of an e-commerce platform. Therefore, this research will fill this knowledge gap by systematically examining the influence of promotional strategies, user experience, and product innovation on customer satisfaction on the Shopee platform, as well as examining the role of competitive advantage as a mediator in this relationship.

By better understanding the factors that influence customer satisfaction and how customer satisfaction relates to competitive advantage, companies can develop more effective strategies to improve their performance in the increasingly competitive e-commerce marketplace. This research has great significance in providing practical guidance for e-commerce business practitioners, enriching the academic literature on management and marketing, and making a meaningful contribution to our understanding of the dynamics of modern e-commerce markets .

2. Literature Review

2.1. Customer satisfaction

2.2. Customer satisfaction is very important in the business world which is full of intense competition. Companies that do not prepare new products will face serious risks in facing competition with their competitors (Sukarmen et al., 2013) . Customer satisfaction depends on the perceived performance of the product against the buyer's expectations. (Kotler & Armstrong, 2002) explains that consumer satisfaction is closely related to the quality of the products and services produced by a company . Consumers who are satisfied usually remain loyal to using the product for a longer period of time, make repeat purchases and share positive experiences about the company and its products with others . Indicators of customer satisfaction according to customer satisfaction have several dimensions, namely: 1. Remaining loyal, 2. Buying new company products and updating products. 3. Recommend products, 4. Pay less attention to competitors and are less sensitive to price. Satisfied customers are willing to pay more to the company and have trust in the Company (Setyawati et al., 2022)

2.3. Promotion Strategy

Promotion is an activity carried out by a company in an effort to communicate a product to consumers, so that it can influence consumer buying interest in the company's products (Izza, 2024) . Promotional activities involve various aspects, including advertising, personal selling, sales promotion, publicity, and public relations (Ansori, 2015) . Promotion is one of the determining factors for the success of a marketing program. The main purpose of promotion is to inform, influence, persuade, and remind target consumers about the company and its marketing mix (Izza, 2024) .

Research by (Izza, 2024) , (Zendrato et al., 2023) , (Nadiansyah et al., 2022) , (Naninsih & Hardiyono, 2019) , (Andira & Sundari, 2021) shows that promotional strategies have a significant effect on customer satisfaction . However, this is different from research conducted by (Artika & Nelwan, 2018) which shows that marketing strategy has no effect on customer satisfaction.

2.4. User Experience

User experience is how to feel pleasure and satisfaction when using a product, by seeing or holding the product (Izza, 2024) . It can be interpreted that user experience is how the user feels about each interaction they are facing with what is in front of them. User experience is not about how the

inside of a product or service works, but about how the product or service works as seen from the outside when the user is interacting with the product or service .

Research conducted by (Hendra, 2017) , (Harsono et al., 2020) , (Ronaldo Sae et al., 2022) shows that user experience influences customer satisfaction .

2.5. Product Innovation

Product innovation is any item or product that has been developed or modified to be considered new. In his research, he measured product innovation using three indicators, namely, relative advantage, compatibility and ease of use (Adinegoro et al., 2018) . There are several studies related to product innovation. According to (Afriyani & Muhajirin, 2021) , (Hidayat et al., 2023) , (Prasetya et al., 2022) , (Dwi Cahyani et al., 2022) , (Rahman et al., 2021) which shows that innovation influences on customer satisfaction. However, this is different from research (Izza, 2024) which shows that innovation has no effect on customer satisfaction.

2.6. Competitive Advantage

Competitive advantage is a strategy for a product or service in order to get superior feedback that also benefits customers and is not easily analyzed by competitors (Fadila & Yuniarti, 2021) . According to (Kotler & Armstrong, 2002) competitive advantage is an advantage obtained by creating and delivering superior customer value, by providing more benefits in accordance with what customers expect and need . Meanwhile, Porter (2008) states that competitive advantage is a company's ability to achieve economic profits above the profits achieved by competitors in the market in the same industry.

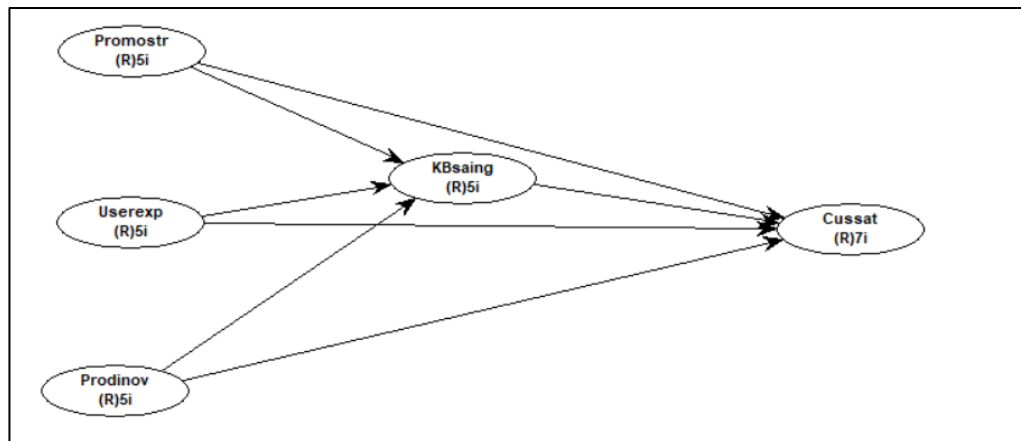
According to (Bharadwaj et al., 2013) the indicators used as competitive advantage variables consist of: (1) valuable, (2) different from others, (3) not easily replaced. Customer satisfaction is the result of a comparison between perceptions or performance results of a service product and customer expectations. The results of the performance of these products and services

Based on the literature review and relevant research results, the proposed hypothesis in this research is as follows:

- H1 : Promotion Strategy has a positive effect on Customer Satisfaction
- H2 : User Experience has a positive effect on Customer Satisfaction
- H3 : Product Innovation has a positive effect on Customer Satisfaction
- H4 : Promotion Strategy has a positive effect on Competitive Advantage
- H5 : User experience has a positive effect on Competitive Advantage
- H6 : Product Innovation has a positive effect on Competitive Advantage
- H7 : Competitive Advantage has a positive effect on Customer Satisfaction
- H8 : Promotion Strategy has a positive effect on Customer Satisfaction through Competitive Advantage
- H9 : User Experience has a positive effect on Customer Satisfaction through Competitive Advantage
- H10 : Product Innovation has a positive effect on Customer Satisfaction through Competitive Advantage

The following is an overview of the research framework or *conceptual framework* in this research:

Figure 2 Research Model Image



3. Methods, Data and Analysis

This research uses quantitative methods through primary data obtained using a Google Form questionnaire. The scale used in this research is the Likert scale

The population of this research is customers who have made transactions via Shopee e-commerce. Sampling used a purposive sampling method, namely respondents were selected directly based on certain considerations. According to [(Hair et al., 2019) the sample size is determined using a formula because the population is not known with certainty. The general rule is, the minimum sample size is 5 times the number of indicators to be analyzed and it would be better if the sample size is 10 times the number of indicators. The number of samples used in this research was 100 respondents.

Analysis techniques used SEM-PLS (Structural Equation Model - Partial Least Square) by utilizing WarpPLS software Version 7.0. As stated by (Mahfud & Ratmono, 2013) with a small sample size and complex model, SEM-PLS is able to do the job efficiently. Apart from that, PLS is a variant-based structural equation analysis which is capable of testing the measurement model as well as the structural model simultaneously. Furthermore, PLS can be used to explain whether there is a relationship between latent variables and confirm the theory .

4. Results and Discussion

Convergent Validity Test and Discriminant Validity Test

The convergent validity test was carried out to see the *output value of combined loadings and cross-loadings* from the questionnaire . The loading values of all indicators in this study were indicators whose loading values were below 0.7 which were then deleted or dropped, namely SP04 , PP01 , PP06 , IP01 and KP07, and then tested again on the model. The results of retesting (second iteration) showed that all the indicators used in this research had *loading values* above 0.7.

Testing of overall convergent validity for each construct variable is seen from the *average variance extracted (AVE)* value, it is recommended that it must be above 0.5 so that the construct is declared to have met the convergent validity criteria. The AVE value of all variables used in this research is above 0.5 so it can be concluded that all variables have met the convergent validity test. The results of the second convergent validity test can be seen in table 2.

Table 2. Convergent Validity Test Result

Variable	Indicator	Factor Loading Value	p-value	AVE
Promotion Strategy	PS01	0.806	<0.001	0.614
	PS02	0.768	<0.001	

Variable	Indicator	Factor Loading Value	p-value	AVE
User Experience	PS03	0.725	<0.001	0.676
	PS05	0.865	<0.001	
	PS06	0.746	<0.001	
	UE02	0.811	<0.001	
	UE04	0.721	<0.001	
	UE05	0.888	<0.001	
	UE07	0.867	<0.001	
	UE08	0.813	<0.001	
Product Innovation	IP02	0.757	<0.001	0.650
	IP03	0.795	<0.001	
	IP04	0.846	<0.001	
	IP05	0.816	<0.001	
	IP06	0.813	<0.001	
	IP06	0.813	<0.001	
Customer satisfaction	CS01	0.822	<0.001	0.686
	CS02	0.854	<0.001	
	CS03	0.829	<0.001	
	CS04	0.871	<0.001	
	CS05	0.864	<0.001	
	CS06	0.751	<0.001	
	CS08	0.798	<0.001	
	CS08	0.798	<0.001	
Competitive Advantage	CA01	0.840	<0.001	0.676
	CA02	0.859	<0.001	
	CA03	0.848	<0.001	
	CA04	0.796	<0.001	
	CA05	0.763	<0.001	

Source: Processed PLS 7.0 Warp output, 2024

Discriminant validity is declared good if the square root value of AVE for each construct shows a value above the correlation value between constructs in the model (Sholihin & Ratmono, 2013). In Table 3, the correlation values between constructs are presented in the output *correlations among latent variables*, where it can be seen that the AVE square root value for all variables is above the correlation value between variables, so it can be said that the model is *valid* and meets discriminant validity.

Table 3. Discriminant Validity Test Results

	PS	EP	IP	CS	CA
PS	0.784				
EP	0.576	0.822			
IP	0.597	0.832	0.806		
CS	0.662	0.841	0.830	0.828	
CA	0.469	0.683	0.726	0.730	0.822

Source: PLS Warp Output 7.0, 202 4

Reliability Test

The reliability test is used to test whether the items/indicators of the instrument can be used to carry out measurements more than twice with accurate results, by looking at the *composite reliability and Cronbach's alpha values*. The value > 0.70 is said to have a good reliability value, but the value is

between 0.6 to 0.7 for *exploratory* research still acceptable (Mahfud & Ratmono, 2013) . The reliability test results are as shown in Table 4 .

Table 4. Reliability Test Results

	SP	UE	IP	CS	KB
R-squared				0.804	0.573
Adj. R-squared				0.793	0.556
Composite reliability.	0.888	0.912	0.902	0.938	0.912
Cronbach's alpha	0.842	0.878	0.865	0.923	0.879

Source: PLS Warp Output 7.0, 202 4

Structural Model Testing (Inner Model)

This test used to describe the relationship between variables and is done by looking at the significance value and *R-Squares* or *Adjusted R²* from the research model. Evaluation of the structural model used *R-Squares* for endogenous variables.

Table 5. Evaluation Results of the Structural Model (Inner Model)

Dependent Variable	R -Squared	Adjusted R - Squared	Q -Squared
Customer satisfaction	0.804	0.793	0.808
Competitive Advantage	0.573	0.556	0.575

Source: Processed PLS 7.0 Warp output, 2024

The R-squared result for the Customer Satisfaction variable is 0.804, which means that 80.4% of the variance in the Customer Satisfaction variable can be explained by Promotion Strategy, User Experience, Product Innovation and Competitive Advantage. Meanwhile, the remaining 19.6% is explained by other variables. The R-squared result for the Competitive Advantage variable is 0.573, which means that 57.3% of the variance in the Customer Satisfaction variable can be explained by Promotion Strategy, User Experience and Product Innovation, while the remaining 42.7% is explained by other variables.

The adjusted R-squared result for the Customer Satisfaction variable is 0.793, which is included in the strong category ≥ 0.70 , meaning that the independent variable used in the research model is able to explain 79.3% of the variations that occur in the Customer Satisfaction variable. This value shows that the model used has a high level of suitability and is reliable in predicting Customer Satisfaction based on predetermined variables. A high adjusted R-squared also indicates that this model not only fits the existing data but also has strong predictive ability

Apart from that, the Q-squared value of the Customer Satisfaction variable is 0.808 ($Q^2 > 0$), this shows that the model has predictive relevance, meaning that the research model matches the facts and can make predictions.

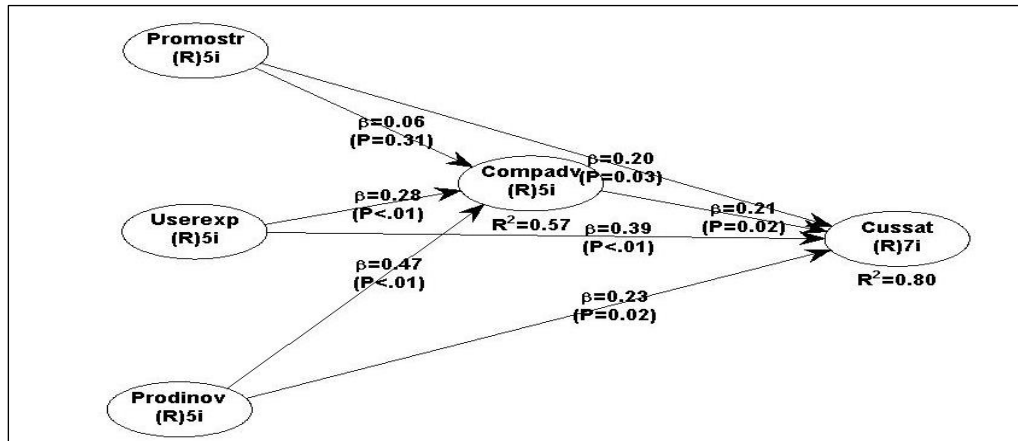
HYPOTHESIS TEST

This research uses a significance level of 5% because the type of data processed is primary data and is considered not to have high accuracy. The p-value is used to accept and reject the hypothesis. The hypothesis is accepted and significant at alpha 5% if the P-value is less than 0.05 and not significant at alpha 5% or the hypothesis is not accepted if the P-value is more than > 0.05 . The results of direct influence testing for hypotheses H1, H2, H3, H4 and H5 are as follows:

The results of this research were tested in 2 steps, namely (1) Testing the direct influence of hypotheses H1, H2, H3, H4, H5, H6 and H7, namely between the variables Promotion Strategy, User

Experience and Product Innovation on Competitive Advantage and Customer Satisfaction, (2) testing the indirect influence for hypotheses H8, H9 and H10, namely the Promotion Strategy, User Experience and Product Innovation variables on Customer Satisfaction through Competitive Advantage.

Figure 2 Partial Least Square (PLS) Test Results



Source: Output Warp PLS 7.0 (2024)

In table 6, you can see the results of the structural model evaluation for direct testing of H1 to H7. The results are: Promotion Strategy, User Experience, Product Innovation, and Competitive Advantage all have positive beta coefficients and P-Value values of less than 0.05 (significant at 5% alpha). This shows that these four variables have a positive impact and can increase Customer Satisfaction at a significance level of 5%. For the influence of Promotion Strategy, User Experience, and Product Innovation on Competitive Advantage, the Promotion Strategy results have a P-Value of more than 0.05, meaning that it has no effect on Competitive Advantage; User Experience and Product Innovation have a P-Value of less than 0.05, meaning that both have a positive impact and can increase Competitive Advantage at a significance level of 5%. From these results, it can be concluded that all hypotheses (H1 to H7) are accepted except the fifth hypothesis (H5).

Table 6. Results of Direct Influence Hypothesis Testing

	Hypothesis	Path Coefficients	P-Values	Conclusion
H1	Promotion Strategy has a positive effect on Customer Satisfaction	0.195	0.035	accepted
H2	User Experience has a positive effect on Customer Satisfaction	0.390	<0.001	accepted
H3	Product Innovation has a positive effect on Customer Satisfaction	0.226	0.017	accepted
H4	Competitive Advantage has a positive effect on Customer Satisfaction	0.210	0.025	accepted
H5	Promotion Strategy has a positive effect on Competitive Advantage	0.056	0.306	rejected
H6	User Experience has a positive effect on Competitive Advantage	0.283	0.004	accepted
H7	Product Innovation has a positive effect on Competitive Advantage	0.470	<0.001	accepted

Source: Summarized from PLS 7.0 Warp Output, 2024

Table 7. Results of Indirect Influence Hypothesis Testing with the VAF (Variance Accounted For) method

	Hypothesis	Stage I	Stage II	Stage III (VAF value)	Conclusion
H8	Promotion Strategy has a positive effect on Customer Satisfaction through Competitive Advantage	fulfilled	Not fulfilled	42.23%	rejected
H9	User Experience has a positive effect on Customer Satisfaction through Competitive Advantage	fulfilled	fulfilled	22.44%	accepted
H10	Product Innovation has a positive effect on Customer Satisfaction through Competitive Advantage	fulfilled	fulfilled	9.17%	rejected

Source: Summarized from PLS 7.0 Warp Output, 2024

To test indirect effects, (Hair et al., 2019) recommends the VAF (Variance Accounted For) method. This method is more suitable because it does not require any assumptions about the distribution of variables and can be used on small samples. The testing steps using the VAF method are: (1) The direct effect before the mediating variable is entered must be significant. (2) The indirect effect after the mediating variable is entered must be significant. (3) Calculate VAF, which measures how much the mediating variable can absorb a previously significant direct influence, using the formula

$$: VAF = \frac{\text{indirect effect}}{\text{total effect}}$$

Hypothesis testing (H-8) is rejected: Promotion Strategy (SP) has no positive effect on Customer Satisfaction (KP) through Competitive Advantage (KB). Testing using the VAF method shows that: (1) The first criterion is met, the direct influence of SP on KP is significant with a coefficient of 0.177 and a p-value of 0.050. (2) The second criterion is not met, because one of the indirect effects is not significant. The SP to KP path coefficient is 0.195 with a p-value of 0.035, significant. However, the SP to KB path coefficient is 0.056 with a p-value of 0.306, not significant at the 0.05 significance level .

Hypothesis testing (H-9) is accepted: User Experience (PP) has a positive effect on Customer Satisfaction (KP) through Competitive Advantage (KB). Testing using the VAF method shows: (1) The direct effect of PP on KP is significant (coefficient 0.411 and p-value <0.001). (2) The indirect effect is also significant: PP to KP (coefficient 0.390, p-value <0.001) and KP to KB (coefficient 0.283, p-value 0.004). (3) The VAF value of 22.44% indicates that KB is a partial mediator between PP and KP .

Hypothesis testing (H-10) is rejected: Product Innovation (IP) has no positive effect on Customer Satisfaction (KP) through Competitive Advantage (KB). Testing using the VAF method shows: (1) The first criterion is met, the direct influence of IP on KP is significant with a coefficient of 0.382 and p-value <0.001. (2) The second criterion is not met, the indirect effect is not significant.

Empirical test results show that Competitive Advantage can only partially mediate the influence of User Experience on Customer Satisfaction. This can be seen from the significant direct and indirect influence between User Experience and Customer Satisfaction through Competitive Advantage, with a VAF value of 22.44%. So, Competitive Advantage can be considered as partial mediation. The test results also show that Competitive Advantage cannot mediate the influence of Promotion Strategy and Product Innovation on Customer Satisfaction.

5. Conclusions and recommendations

Based on the research that has been carried out, the results obtained are that the variables Promotion Strategy, User Experience, Product Innovation and Competitive Advantage have a positive and significant effect on Customer Satisfaction with a significance level of <0.05 , apart from that the variables User Experience, Product Innovation have a positive and significant effect on Excellence Competing with a significance level of <0.05 . However, the Promotion Strategy variable has no effect on Competitive Advantage

The empirical test results also show that Competitive Advantage is able to partially mediate the influence of User Experience on Customer Satisfaction. Meanwhile, Competitive Advantage is unable to mediate the influence of Promotion Strategy, Product Innovation and the value of Customer Satisfaction.

Suggestions that can be recommended for further research are that further research can expand the population and increase the number of samples in testing, and add other independent variables that can influence customer satisfaction on the Shopee platform, such as service quality.

Reference

Journal

- Adinegoro, ALT, Rokhmawati, RI, & Az-Zahra, HM (2018). Analysis of User Experience on E-commerce Websites Using Usability Testing and User Experience Questionnaire (UEQ) (Study on Lazada.co.id, Blibli.com and JD.id). *Information Technology* , 2 (11), 5862–5870. Faculty of Computer Science, Brawijaya University
- Afriyani, Y., & Muhajirin, M. (2021). The Influence of Innovation and Creativity on Consumer Satisfaction in SMEs in Ntobo Village. *Target: Journal of Business Management* , 3 (1), 79–90. <https://doi.org/10.30812/target.v3i1.1175>
- Andira, H., & Sundari, E. (2021). The Influence of Sharia Marketing Strategy on Customer Satisfaction at the Az-Zahra Herbal Shop, Dumai City. *Tabarru' Journal: Islamic Banking and Finance* , 4 (2), 335–344. [https://doi.org/10.25299/jtb.2021.vol4\(2\).7421](https://doi.org/10.25299/jtb.2021.vol4(2).7421)
- Ansori. (2015). Riyono, Budiharja GE. The Influence of Product Quality, Price, Promotion, and Brand Image on Aqua Product Purchasing Decisions. 2016;2(8):92-121. *Paper Knowledge . Toward a Media History of Documents* , 3 (April), 49–58.
- Artika, T., & Nelwan, OS (2018). *The Influence of Marketing Strategy, Service Quality and Customer Value on Customer Satisfaction at Bank PT. BANK Capital Indonesia, Tbk* . 27 (01), 80–99.
- Bharadwaj, A., El Sawy, O.A., Pavlou, P.A., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. *MIS Quarterly: Management Information Systems* , 37 (2), 471–482. <https://doi.org/10.25300/MISQ/2013/37:2.3>
- Dwi Cahyani, P., Syanistya Nur K, E., & Laili Nur'aini, I. (2022). The Influence of Competitive Advantage, Market Orientation, Innovation on Customer Satisfaction. *Al-Kharaj : Journal of Sharia Economics, Finance & Business* , 5 (4), 1493–1503. <https://doi.org/10.47467/alkharaj.v5i4.1733>
- Fadila, F., & Yuniarti, Y. (2021). The Influence of Business Performance on Competitive Advantage in Cibaduyut Shoe SMEs, Bandung City. *Fadila Feni, Yuniarti Yuyun* , 3 (1), 1–19.
- Hair, J.F., Risher, J.J., Sarstedt, M., & Ringle, C.M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review* , 31 (1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Harsono, D., Ruslie, A., & Jokom, R. (2020). Analysis of the Influence of Consumer Experience on Consumer Satisfaction at the Yello Jemursari Hotel Surabaya. *Journal of Hospitality And Service Management* , 8 (1), 222–238.
- Hendra, T. (2017). The Influence of Value, Service Quality, Customer Experience on Customer

- Satisfaction and Loyalty. *Journal of Business And Management* , 4 (2), 129–141.
<https://doi.org/10.26905/jbm.v4i2.1694>
- Hidayat, F., Riono, B., Kristiana, A., Dewi, I., Influence, M.), Service, K., Product, I., Customer, K., Loyalty, M., Influence, P. , Improve, U., Customer, L., Riono, SB, Mulyani, ID, Management, PS, Economy, F., & Business, D. (2023). and Product Innovation on Customer Satisfaction to Increase Customer Loyalty. *JECMER: Journal of Economic, Management and Entrepreneurship Research* , 1 (3), 214–231.
- Izza, N.I. (2024). Optimizing the Shopee E-Commerce Business Model Through Linear Regression: Case Study of the Influence of Promotion, Price, User Experience, and Product Innovation. *Journal of Informatics and Applied Electrical Engineering* , 12 (1).
<https://doi.org/10.23960/jitet.v12i1.3929>
- Kotler, P., & Armstrong, G. (2002). *Marketing Principles* . 1–63.
- Mahfud, S., & Ratmono, D. (2013). *SEM-PLS Analysis with WarpPLS 3.0 for Nonlinear Relationships in Social and Business Research* . ANDI.
- Nadiansyah, FS, Indrawan, R., & Almujaib, S. (2022). Analysis of Shopee's E-Commerce Promotion Strategy Which Influences Consumer Purchasing Decisions. *OIKOS Journal of the Study of Economic Education and Economic Sciences* , 6 (1), 62–71.
<https://doi.org/10.23969/oikos.v6i1.5057>
- Naninsih, N., & Hardiyono, H. (2019). The Influence of Marketing Strategy on Product Satisfaction and Purchasing Decisions for Small and Medium Enterprises (SMEs) 310 in Makassar. *MASSARO Journal of Management & Entrepreneurship Applications* , 1 (1), 47–61.
<https://doi.org/10.37476/massaro.v1i1.644>
- Prasetya, VA, Widayanto, W., & Waloejo, HD (2022). The Influence of Service Quality and Service Innovation on Customer Satisfaction of PT PLN (Persero) Semarang City. *Journal of Business Administration* , 11 (4), 694–700. <https://doi.org/10.14710/jiab.2022.35998>
- Rahman, S., Santoso, PH, Stevanie, S., & Rusmansyah, W. (2021). the Influence of Trust, Innovation, and Service Quality on Customer Satisfaction and Loyalty on Gojek Customers. *Entrepreneurship And Business* , 65 (1), 65–77.
<http://www.ejournal.pelitaindonesia.ac.id/ojs32/index.php/KURS/index>
- Ronaldo Sae, M., Udayana, IBN, & Maharani, BD (2022). The Influence of Information Quality, Customer Perceived Value, and Experience Quality on Customer Satisfaction at Shopeefood. *Al-Kharaj: Journal of Sharia Economics, Finance & Business* , 5 (6), 2369–2382.
<https://doi.org/10.47467/alkharaj.v5i6.2310>
- Setyawati, MR, Rohaeni, NW, & Woelandari, H. (2022). The Influence of Prices, Promotions and Innovation on Telkomsel Provider Customer Satisfaction in the Muslim Millennial Generation in Bekasi City. *Scientific Journal of Islamic Economics* , 8 (02), 2159–2166.
- Sukarmen, P., Sularso, A., & Wulandari, D. (2013). Analysis of the Effect of Product Innovation on Consumer Satisfaction with Competitive Advantage as an Intervening Variable in the Eleven Granulated Sugar Products (GUPALAS) of the Semboro Sugar Factory PTP Nusantara XI (Persero). *Journal of Accounting and Management Economics* , 12 (1), 64–79.
- Zendrato, K., Magdalena, M., Zalukhu, Y., Zebua, S., & Nasabah, K. (2023). *THE INFLUENCE OF MARKETING STRATEGIES ON* . 17 , 1263–1273.

Book

- Kotler, Philip & Gary Armstrong. 2006. *Principles of Marketing* Eleventh Edition. New Jersey: Pearson Prentice Hall