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Proposed Marketing Mix to Increase Sales of Kliknik Stores in *E-Commerce*

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Abstract. Kliknik is a shop that sells medicines and vitamins. Kliknik operates on e-commerce at Tokopedia and Shopee. Kliknik's main problem is not achieving the target since March 2022. This is in line with the improving pandemic conditions in Indonesia. Compared with several pharmaceutical companies' net sales, the improving pandemic conditions do not affect a company's sales. It is necessary to propose a marketing mix that Kliknik can implement based on segmenting, targeting, and positioning analysis to achieve the specified Kliknik sales target. Data collection was carried out using a questionnaire. 97 respondent data was obtained, which could be analyzed. Segmentation analysis was done by using k-means clustering. Three clusters were obtained: general, loyal, and critical customers. Through a targeting process, loyal customers were selected as the target market for Kliknik Shop. The positioning statement for the Kliknik Shop is that loyal customers can always shop at the Kliknik because the Kliknik Shop appreciates the trust they have been given. The marketing mix proposal is general but still adheres to the 4P+2P+2C+3S marketing mix concept. The proposed marketing mix given is that Kliknik Shop can take part in some events held by e-commerce, Kliknik Shop admin can actively contact customers who have finished shopping via the chat feature in e-commerce and must be responsive to respond to all chats, comments, and discussions. Kliknik shops are also advised to create social media, Instagram, as a promotional media and extend store operating hours.

Keywords: Medicine, Vitamins, E-commerce, Segmenting, Targeting, Positioning, Marketing Mix

INTRODUCTION

The current economic condition in Indonesia is largely supported by the mushrooming number of Micro, Small, and Medium Enterprises (MSMEs). According to Suci (2017), the total number of MSME business actors in Indonesia is 56.54 million units. The number of MSMEs is 99.99% of the total number of business actors in Indonesia. According to Chrismardani (2014), MSMEs in Indonesia can absorb 97.2% of the workforce from all available workforces.

MSMEs currently not only operate conventionally, but also operate via digital *platforms* such as *e-commerce*. In Indonesia, there is quite a lot of *e-commerce* that exists

today. According to Iprice Insight (2018), in the second quarter of 2022 there were 36 *online* stores in Indonesia whose monthly web visitors reached more than 10,000 visitors. With the many *online* or *e-commerce* stores in Indonesia, people can choose *e-commerce* that is considered to suit their individual needs.

Kliknik is a store that sells medicines and vitamins. Kliknik opened its stores on *Tokopedia e-commerce* and Shopee effectively started operating in February 2021. At that time, *the owner* of the kliknik store saw an opportunity in the midst of the outbreak of the covid-19 pandemic.

Figure 1.Clicknik store logo
(Source: Tokopedia, 2023)

Currently, the Covid-19 outbreak has improved. During an improving pandemic condition, *online stores* that sell medicines and vitamins during the pandemic continue to sell in *e-commerce*. This means that the number of stores selling in *e-commerce* is more or less fixed, but the demand for medicines and vitamins tends to decrease. The turnover from the kliknik store in February 2023 only reached hundreds of thousands of rupiah. This is certainly a big drop compared to 2021 where the turnover can reach 36 million rupiah.

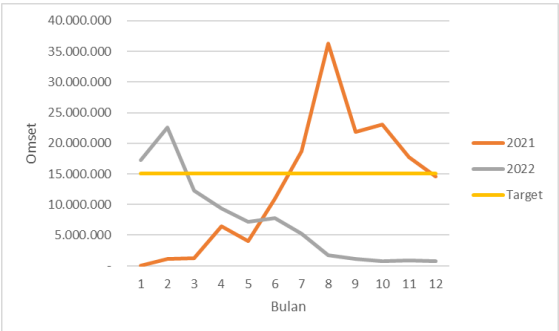

Figure 2. Turnover of kliknik stores

Some data on the net sales turnover of pharmaceutical companies shows that pandemic conditions do not affect a company's turnover. This is because when the pandemic improved, there were companies whose turnover decreased (Sidomuncul and Kimia Farma), but there were also companies whose turnover increased (Kalbe Farma and Phapros). Therefore, it is necessary to analyze the Kliknik Shop and what caused its turnover to drop drastically since 2022.

There are several urgencies in the conduct of this research. The first urgency is that the turnover of Kliknik stores, based on historical data, continues to decline along with the improvement of the COVID-19 pandemic conditions in Indonesia. In addition, kliknik only makes sales in *e-commerce* without analyzing the intended target market. If this is left unchecked, it is feared that consumers prefer to buy medicine and vitamin products at similar stores in *e-commerce* that, according to customers, provide more benefits or are more suitable for them.

Based on these factors, the researcher wants to identify the right target market for the kliknik store. Before determining the target market, it is necessary to segment the market first. After finding the right target market, the researcher also needs to identify the concept of the right marketing mix to be applied in the Kliknik store. The proposed marketing mix needs to be given because if the Kliknik store only determines the target market without running the right marketing mix, it is feared that it will not have too much effect on the turnover of the Kliknik store. The marketing mix needs to be made according to the characteristics of the intended target market. Kliknik stores also need to study competitors through *the positioning* process. It is important to study competitors so that the kliknik store knows its position in the market and what needs to be improved or needs to be done to be able to compete competitively in the market.

METHOD

Segmentation

Segmentation is used to determine the group of a sample. The formation of groups in segmentation is carried out using *clustering* analysis. According to Hair Jr, Black, Babin, and Andersen (2014), *clustering* analysis is a multivariate technique that aims to group an object based on its characteristics. According to Kotler and Armstrong (2016), segmentation is divided into four categories: geographic, demographic, psychographic, and behavioral.

Targeting

According to Tjiptono (2008), *targeting* is the process of evaluating the market segments that have the most potential for the company and are by current conditions. When *the targeting* process is carried out, the researcher determines what the target or target consumer will be like (Syafi & Budiyanto, 2022). According to Agustini (2003), three factors need to be considered when determining the target market based on the segments that have been formed. The three factors are the size and potential growth of each segment (*size and growth*), the structural attractiveness of the segment (*structural attractiveness*), and the company's goals and resources.

Positioning

Positioning is the process of placing products according to the target market's characteristics (Syafi & Budiyanto, 2022). Positioning analysis is assisted using *a perceptual map*. According to Hair Jr et al. (2014), *perceptual mapping* is a technique that can identify the mapping or image of an object. Using *a perceptual map*, the description of a product or object being studied can be seen in its position when compared to similar products or objects in the market. By knowing the position of the product or object being researched when compared to competitors, it can also be determined to propose the right marketing strategy based on the dimensions or attributes that have been researched.

Marketing Mix

According to Kotler, Wong, Saunders, and Armstrong (2005), the marketing mix is a marketing tool that can be controlled and combined to produce the desired response in the target market. There are also other opinions on the marketing mix. According to Effendy (2019), the marketing mix known as the 4Ps (*product, price, promotion, place*) can be used to increase sales volume. In addition to the concept of the 4P marketing mix (*product, price, promotion, place*), other theories related to factors in the marketing mix consider digitalization factors. According to Lasi (2021), an e-marketing concept is represented by the 2P+2C+3S factor (*personalization, privacy, customer service, community, site, security,* and *sales promotion*). The concept of *2P*+2C+3S e-marketing can strengthen the analysis of the 4P marketing mix.

DISCUSSION

Determination of Research Variables

Research variables are determined through literature studies, which will later be used as the basis for segmentation and *positioning*. There are three basic segmentations:

demographic, behavioral, and psychographic. The variables obtained from the literature study will be grouped into the type of segmentation.

Tabel 1. Grouping of segmentation variables

Segmentation	Variable	Source
Demographics	1. Gender 2. Age 3. Education 4. Location of residence (domicile) 5. Work 6. Monthly income 7. Monthly expenses for shopping in *e-commerce* 8. Monthly expenses to buy any medication/vitamins	Ting et al. (2019) Pujari, Sachan, Kumari, and Dubey (2016)
Behavior	1. Frequency of access to *e-commerce* in a single month 2. The duration of access to *e-commerce* at a time 3. Frequently accessed *e-commerce* options	Sari (2017)
Psychographics	1. Price 2. Promotion 3. *Online Consumer Review* 4. Ease 5. Delivery 6. Belief	Ting et al. (2019), Harli, Mutasowifin, and Andrianto (2021), Sari (2017), Ripani and Permana (2021)

(continued)

Demographic and behavioral segmentation variables can be directly questioned in the questionnaire. The choice of answers on the questionnaire refers to the study of literature. However, in psychographic segmentation variables, indicators must be made first before being used as questions in questionnaires.

Questionnaire Design

The research questionnaire was divided into five parts. The first part is the opening part as well as the *screening* part. The question in this *screening* section is "Have you ever bought medicinal products or vitamins online through *e-commerce*?". Respondents who answered "Yes" will be directed to continue filling out the questionnaire. Respondents who answer "No" will be directed directly to the *submit page*.

The second part of the questionnaire contains questions about the respondent's profile. This section is used to group demographic and behavioral segmentation variables.

Table 2. Variables, variable definitions, and indicators

Code	Variable	Definition	Indicators	
			Statement	Source
A	Price	The amount of money needed by humans to meet their needs in getting products or services (Amanah, 2010)	1. The price of the medicine/vitamins sold is my consideration when buying medicines/vitamins 2. When I am going to buy medicines/vitamins, I consider the benefits obtained from medicine/vitamin products compared to the money I spend (economic value) 3. Miscellaneous costs (e.g. shipping costs) are my consideration in choosing a store that sells medicines/vitamins	Ting et al. (2019), Ripani and Permana (2021)
B	Promotion	An activity to convey information and benefits products to consumers, as well as persuading the target market to buy products (Tjiptono, 2002)	1. Promotion in the form of unconditional price reductions is my consideration when buying medicine/vitamin products 2. Promotions in the form of discounts when buying products in large quantities are my consideration when buying medicine/vitamin products 3. Promotions in the form of cashback when buying products are my consideration when buying medicine/vitamin products 4. An attractive advertisement in a store is my consideration in buying medicine/vitamin products	Ting et al. (2019)
C	*Online Consumer Review*	Generated comments and posted by consumers who have purchased and using a product (Almana and Mirza, 2013)	1. I review the store's reviews (ratings) before making a purchase of drugs/vitamins 2. *Store reviews* (ratings) affect my drug/vitamin purchase decision	Harli et al. (2021)
D	Ease	A level at which a user declares that a system is not a difficult thing to understand (Yohani and Jannah, 2022)	1. The ease with which I remember the name of the store affects my decision when buying medicines/vitamins 2. The ease of access to the store influenced my decision when it came to buying medicines/vitamins 3. The ease of making transactions affects my decision when I want to buy medicines/vitamins at a store 4. The ease of getting the product information I was looking for influenced my decision when buying medicine/vitamin products	Sari (2017)
E	Delivery	Process of sending products from one piece to another that can making it easier for consumers (Dewi, Harjoyo, and Salam, 2020)	1. When shopping for medicines/vitamins online, the speed of product delivery is one of my considerations 2. The choice of delivery service is my consideration when buying medicine/vitamin products online 3. The choice of delivery type (regular, *sameday*, etc.) is my consideration when buying medicines/vitamins online	Ripani and Permana (2021)
F	Belief	The belief that a party's statement can relied upon to fulfill its obligations (Schurr and Ozanne, 1985)	1. When I was going to buy medicines/vitamins, I chose a trusted store 2. When I was going to buy medicines/vitamins online, I chose a store that had a lot of followers 3. When I was going to buy medicines/vitamins, I chose a store that had been around for a long time	Sari (2017)

The third part of the questionnaire contains research attributes that will later be used as the basis for segmentation. Respondents were asked to choose which answer best suited them from the statements given. Respondents were asked to choose an answer based on their level of agreement with a statement. The scale used in this section is *the Likert scale.* There are five multiple-choice scales: one indicates strongly disagree and five indicates strongly agree. In this section, respondents must assess six variables in 19 indicators for their level of approval.

The fourth part of the questionnaire contains research attributes that will later be used as the basis *for positioning*. The variables, indicators, and technicalities that answer the questions in this section are the same as in the third section. The difference is that in this section, respondents will first be asked the name of the online store where they most often buy drugs/vitamins. Furthermore, respondents will be asked for their opinions through the variables and indicators asked about the online *store* that was answered previously.

The fifth part is the closing part of the questionnaire. Respondents are asked to press submit or send it if they have completed the questionnaire completely.

Questionnaire Distribution

The designed questionnaire is then converted into a questionnaire ready to be distributed. The questionnaire is distributed as a Google Form. The questionnaire link used for this study is https://bit.ly/KuesionerPembelianObatVitamin.

The target number of respondents obtained for this study is 95. This was obtained from five times the number of indicators used in this study, which used 19 indicators. After the questionnaire was distributed for 13 days, from November 21, 2023, to December 3, 2023, 109 respondents filled out the questionnaire.

***Questionnaire* Data Screening**

Respondents who have never purchased medicinal or vitamin products online through *e-commerce* will not fill out any further questionnaires and will be directed directly to the end of the questionnaire. Of the 109 respondents who filled out the questionnaire, 12 respondents had never bought medicinal or vitamin products online through *e-commerce.* Therefore, the data of these twelve respondents will not be used for this study. There are 97 data left to be used in this study.

Respondent Profile

There were 11 questions about respondents' profiles. Table 3 recapitulates the profiles of 97 respondents who filled out the questionnaire.

Table 3. Respondent profiles

Variable	Category	Percentage
Gender	Man	53%
	Woman	47%
Age	Under 18 years old	7%
	18-24 years old	33%
	25-34 years old	23%
	35-44 years old	13%
	45-54 years old	15%
	55 years and above	8%
Last education	Not attending school	0%
	SD	0%
	JUNIOR	7%
	High School/Vocational School	20%
	Diploma	8%
	Bachelor	61%
	Postgraduate	4%
Domicile	Jakarta	36%
	Bodetabek (Bogor, Depok, Tangerang, Bekasi)	10%
	West Java (Other than Bogor, Depok, Bekasi)	44%
	Central Java	3%
	East Java	2%
	Other	4%
Work	Laborer	1%
	Civil Servants/SOE Employees	9%
	Private Employees	38%
	Self employed	20%
	Housewives	9%
	Students/Students	16%
	Not Working	6%
Monthly income	IDR 0 - IDR 2,000,000	23%
	IDR 2,000,000 - IDR 5,000,000	15%
	IDR 5,000,000 - IDR 10,000,000	30%
	Above IDR 10,000,000	32%
Monthly expenses for shopping in *e-commerce*	IDR 0 - IDR 500,000	40%
	IDR 500,000 - IDR 1,000,000	29%
	IDR 1,000,000 - IDR 2,000,000	15%
	IDR 2,000,000 - IDR 5,000,000	12%
	Above IDR 5,000,000	3%
Monthly expenses for medicines/vitamins	IDR 0 - IDR 100,000	31%
	IDR 100,000 - IDR 200,000	32%
	IDR 200,000 - IDR 500,000	25%
	IDR 500,000 - IDR 1,000,000	9%
	Above IDR 1,000,000	3%
Frequency of *e-commerce* access in 1 month	0-2 times	10%
	3-5 times	11%
	6-10 times	34%
	10-20 times	32%
	> 20 times	12%
Duration of accessing *e-commerce* in 1 time	0-15 minutes	28%
	15-30 minutes	37%
	30-60 minutes	30%
	60-120 minutes	3%
	> 120 minutes	2%
Frequently accessed e-commerce	Tokopedia	43%
	Shopee	41%
	Lazada	12%
	Bukalapak	1%
	Blibli	2%

Reliability Test and Validity Test

Reliability tests are needed to check whether the variables used are reliable (consistent). The Cronbach alpha value is seen during the reliability test. If the Cronbach alpha value generated by Rstudio is greater than 0.7, then a variable is said to be reliable.

Table 4. Reliability test

Code	Variable	Cronbach Alpha *Values*	Conclusion
A	Price	0,8	Reliable
B	Promotion	0,76	Reliable
C	Online Consumer Review	0,8	Reliable
D	Ease	0,74	Reliable
E	Delivery	0,73	Reliable
F	Belief	0,7	Reliable

The validity test was carried out using the *confirmatory factor analysis method* by checking the value of *the loading factor*. If the resulting value is greater than 0.5, then an indicator can be said to be valid. Based on the data in Table 4, all variables are said to be reliable.

Table 5. Validity test

Indicator Code	Value	Conclusion
A1	0,685	Valid
A2	0,787	Valid
A3	0,794	Valid
B1	0,651	Valid
B2	0,748	Valid
B3	0,809	Valid
B4	0,482	Invalid
C1	0,856	Valid
C2	0,780	Valid
D1	0,506	Valid
D2	0,799	Valid
D3	0,746	Valid
D4	0,574	Valid
E1	0,556	Valid
E2	0,571	Valid
E3	0,980	Valid
F1	0,741	Valid
F2	0,490	Invalid
F3	0,763	Valid

Based on Table 5, of the 19 indicators tested, there are 17 indicators that will be used as the basis for determining segmentation, *targeting*, and *positioning*.

Segmentation

In the segmentation process, the first step that needs to be done is to determine the right number of *clusters*. Determination of the right number of *clusters* using *k-means clustering*

analysis. Cluster determination was carried out using Rstudio using *the elbow method*. The way to determine the number of *clusters* in the *elbow* method is to look at the elbows, faults or angles that appear most significant from the graph.

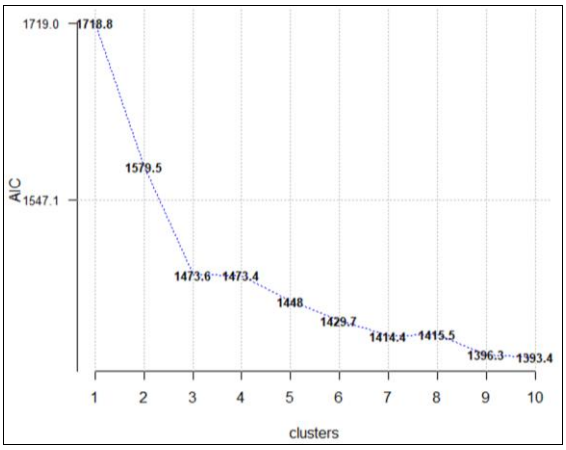

Figure 3. Number of *clusters* formed

Based on Figure 3, this study formed 3 clusters. This is because a significant angle is formed in cluster 3 in the graph.

Table 6. Recapitulation of the characterization of *the crucial Wallis* test *cluster*

Indicators (Codes)	P-Value	Information
A1	0,4973	There is no significant difference between *the cluster* and the A1 indicator
A2	6,496 x 10-6	There is a significant difference between *the cluster* and the A2 indicator
A3	0,001065	There is a significant difference between *the cluster* and the A3 indicator
B1	0,01982	There is a significant difference between *the cluster* and the B1 indicator
B2	4,277 x 10-5	There is a significant difference between *the cluster* and the B2 indicator
B3	0,0001036	There is a significant difference between *the cluster* and the B3 indicator
C1	3,079 x $^{10-10}$	There is a significant difference between *the cluster* and the C1 indicator
C2	0,0003037	There is a significant difference between *the cluster* and the C2 indicator
D1	0,1827	There is no significant difference between *the cluster* and the D1 indicator
D2	9,417 x 10-5	There is a significant difference between *the cluster* and the D2 indicator
D3	6,347 x 10-6	There is a significant difference between *the cluster* and the D3 indicator
D4	3,866 x 10-7	There is a significant difference between *the cluster* and the D4 indicator
E1	0,1009	There is no significant difference between *the cluster* and the E1 indicator
E2	8,468 x 10-8	There is a significant difference between *the cluster* and the E2 indicator
E3	0,001531	There is a significant difference between *the cluster* and the E3 indicator
F1	4,478 x 10-7	There is a significant difference between *the cluster* and the F1 indicator
F3	0,384	There is no significant difference between *the cluster* and the F3 indicator

Of the total 97 respondents, 30 were included in cluster 1, 37 entered cluster 2, and 30 entered cluster 3.

After knowing the members of each cluster, the next step is to characterize each cluster. This was carried out by the crucial Wallis test. If the p-value generated from the crucial Wallis test is smaller than the alpha value (0.05), it means that there is a significant difference between *the cluster* and the indicator used in the study.

Table 7. Wilcoxon pairwise *test results*

A1		
Cluster	**1**	**2**
2	0,6979	NA
3	0,6645	0,6645
A2		
Cluster	**1**	**2**
2	0,0003	NA
3	0,2091	4.0509 x 10-5
A3		
Cluster	**1**	**2**
2	0,3822	NA
3	0,0623	0,0002
B1		
Cluster	**1**	**2**
2	0,6938	NA
3	0,0279	0,0279
B2		
Cluster	**1**	**2**
2	1.2962 x 10-5	NA
3	9,1970 x 10-2	0,0263
B3		
Cluster	**1**	**2**
2	0,0003	NA
3	0,6839	0,0014
C1		
Cluster	**1**	**2**
2	7,922 x 10-2	NA
3	8.6733 x 10-9	7.8349 x 10-8
C2		
Cluster	**1**	**2**
2	0,0711	NA
3	0,0004	0,0089
D1		
Cluster	**1**	**2**
2	0,2114	NA
3	0,3650	0,5410
D2		
Cluster	**1**	**2**
2	0,8095	NA
3	0,0012	0,0001
D3		
Cluster	**1**	**2**
2	9.6727 x 10-3	NA
3	1.1019 x 10-5	0,0056
D4		
Cluster	**1**	**2**
2	1.3829 x 10-1	NA
3	1.6807 x 10-6	3.1224 x 10-5
E1		
Cluster	**1**	**2**
2	0,3888	NA
3	0,1025	0,2676
E2		
Cluster	**1**	**2**
2	1.9450 x 10-7	NA
3	5.0592 x 10-3	0,0018
E3		
Cluster	**1**	**2**
2	0,0168	NA
3	0,2066	0,0032
F1		
Cluster	**1**	**2**
2	9.5533 x 10-5	NA
3	2.4293 x 10-6	0,0621
F3		
Cluster	**1**	**2**
2	0,3730	NA
3	0,9437	0,3730

Based on Table 6, 4 indicators are included in the category "there is no significant difference between the cluster and the indicator," and 13 indicators are included in the category "there is a significant difference between the cluster and the indicator."

Furthermore, still in the cluster characterization stage, a post hoc analysis *will be carried out* using *the pairwise Wilcoxon* method. If the pairwise Wilcoxon test only saw a significant difference between the formed cluster and an indicator, in this post hoc analysis, a significant difference was sought between each *cluster* and each indicator used in the research. If the resulting *p-value* is less than alpha (0.05), this means that there is a significant difference.

In Table 7, cells that are colored yellow indicate that there is a significant difference because *the resulting p-value* is less than 0.05. In the *crucial test of the wallis,* indicators A1, D1, E1, and F3 showed that there was no significant difference between *the cluster* and the indicator. This was proven after the *pairwise wilcoxon* test was carried out. In the four indicators, none of them are given a yellow color because all the resulting *p-values* are greater than 0.05.

Table 8. Centroid value

Indicators	*Cluster* 1	*Cluster* 2	*Cluster* 3
A1	2,97	3,08	3,30
A2	4,23	3,38	4,43
A3	3,03	2,73	3,67
B1	2,80	2,92	3,57
B2	3,50	2,32	3,03
B3	3,77	2,78	3,63
C1	2,73	3,19	4,60
C2	3,23	3,78	4,43
D1	3,47	3,03	3,17
D2	3,37	3,35	4,20
D3	3,00	3,59	4,17
D4	2,80	3,14	4,27
E1	3,87	3,97	4,33
E2	4,43	3,16	3,90
E3	3,57	3,03	3,80
F1	3,43	4,38	4,67
F3	3,57	3,81	3,57

The results of the *pairwise wilcoxon* test were compared with the centroid values produced by Rstudio. The closer the centroid value is to 5, the more respondents pay attention to an indicator, and vice versa. For example, in the A1 *cluster 1 indicator,* the centroid value is 2.97. This means that respondents who entered cluster 1 assessed that the statement "the price of drugs/vitamins sold is my consideration when buying drugs/vitamins" (indicator A1) is close to neutral (value 3). The recapitulation of centroid values can be seen in Table 8.

Based on the analysis of centroid values in Table 8, several criteria will be set to interpret the results of centroid values. This criterion is determined based on the scale used in the questionnaire. The criteria set are in accordance with those shown in Table 9.

Table 9. Criteria for interpretation of centroid values

Sentroid Values	Criterion
< 3.00	Not paying attention
3,00 - 3,50	Pay little attention
3,51 - 4,00	Watch
> 4.00	Pay close attention

Based on the statistical tests and centroid values carried out, conclusions can be made about the characterization of each *cluster* based on each variable. The conclusion of the cluster characterization results can be seen in Table 10.

Table 10. Criteria for interpretation of centroid values

Variable	*Cluster* 1	*Cluster* 2	*Cluster* 3
A	A little attention	A little attention	Mindfulness
B	A little attention	Not paying attention	A little attention
C	Not paying attention	A little attention	Be very careful
D	A little attention	A little attention	Mindfulness
E	Mindfulness	A little attention	Be very careful
F	A little attention	Be very careful	Be very careful

In the questionnaire distributed, there were 11 profile variables. The eleven profile variables will be examined for their association relationship with the cluster formed. It will be examined whether the respondent's profile has a significant association relationship with *the cluster.* This analysis will use cross-tabulation analysis using the *pearson chi square test.* This analysis still uses the help of the Rstudio application. If *the resulting p-value* is less than the alpha used (0.05), then the variable has a significant association relationship with *the cluster*.

Table 11. Pearson chi square *test results*

Variable	P-Value
Gender	0,9422
Age	0,2469
Last education	0,3336
Domicile	0,1285
Work	0,3132
Monthly income	0,1076
Monthly expenses for shopping in *e-commerce*	0,3997
Monthly expenses for medicines/vitamins	0,6237
Frequency of *e-commerce* access in 1 month	0,1253
Duration of accessing *e-commerce* in 1 time	0,8740
Frequently accessed e-commerce	0,2510

Based on Table 11, all profile variables produce *p-values* above 0.05. This means that all profile variables do not have a significant association with *the cluster*. The next step is to look for the value of the association between the profile variable and *the cluster*. This association value will use the *contingency coefficient value c*. The greater the *value of the contingency coefficient* produced, the greater the association relationship with *the cluster*.

Table 12. Contingency *test results coefficient c*

Variable	Cont Coef C *Values*
Gender	0,0350
Age	0,3391
Last education	0,2929
Domicile	0,3670
Work	0,3530
Monthly income	0,3116
Monthly expenses for shopping in *e-commerce*	0,2816
Monthly expenses for medicines/vitamins	0,2453
Frequency of *e-commerce* access in 1 month	0,3394
Duration of accessing *e-commerce* in 1 time	0,1944
Frequently accessed e-commerce	0,3085

In Table 12, the profile variable that has the largest association relationship with *the cluster* is domicile with a *contingency coefficient value of c* 0.3670. The profile variable that had the smallest association relationship with *the cluster* was gender with a *contingency coefficient value of c* 0.0350. Furthermore, the profiles of respondents who fill out the questionnaire will be seen as a percentage in each *cluster*. The profiling recapitulation can be seen in Table 13.

Based on the results of determination, characterization, and *profiling of clusters*, conclusions can be made and cluster names *can be given* according to the characteristics of each *cluster*.

1. General Customers

   In *this* cluster, the characteristics are a little attention to price variables, promotions, convenience, and trust. Consumers do not pay attention to *online consumer reviews* but pay attention to delivery variables in the context of purchasing drugs/vitamins. In terms of gender profile, it is slightly dominated by men. The majority of consumers in *this cluster* are 18-24 years old, have a bachelor's degree, are domiciled in West Java (outside Bodetabek), work as private employees, and have a monthly income of Rp 0 – Rp 2,000,000 and Rp 5,000,000 – Rp 10,000,000.

Table 13. Recapitulation *of cluster profiling*

Variable	Category	*Cluster*		
		1	***2***	***3***
Gender	Man	16%	21%	15%
	Woman	14%	18%	15%
Age	Under 18 years old	1%	4%	2%
	18-24 years old	9%	7%	16%
	25-34 years old	7%	10%	5%
	35-44 years old	5%	6%	2%
	45-54 years old	4%	8%	3%
	55 years and above	4%	2%	2%
Last Educator	Not attending school	0%	0%	0%
	SD	0%	0%	0%
	JUNIOR	1%	4%	2%
	High School/Vocational School	5%	8%	6%
	Diploma	1%	2%	5%
	Bachelor	24%	22%	15%
	Postgraduate	0%	2%	2%
Domicile	Jakarta	8%	16%	11%
	Bodetabek (Bogor, Depok, Tangerang, Bekasi)	3%	4%	3%
	West Java (Other than Bogor, Depok, Bekasi)	12%	18%	14%
	Central Java	3%	0%	0%
	East Java	2%	0%	0%
	Other	2%	0%	2%
Employment-An	Laborer	0%	0%	1%
	Civil Servants/SOE Employees	3%	3%	3%
	Private Employees	11%	18%	9%
	Self employed	3%	8%	8%
	Housewives	3%	3%	3%
	Student/Student	5%	6%	5%
	Not Working	5%	0%	1%
Monthly payments	IDR 0 - IDR 2,000,000	11%	6%	5%
	IDR 2,000,000 - IDR 5,000,000	2%	5%	8%
	IDR 5,000,000 - IDR 10,000,000	10%	10%	9%
	Above IDR 10,000,000	7%	16%	8%
Monthly expenses for shopping in *e-commerce*	IDR 0 - IDR 500,000	14%	14%	11%
	IDR 500,000 - IDR 1,000,000	11%	8%	9%
	IDR 1,000,000 - IDR 2,000,000	3%	8%	4%
	IDR 2,000,000 - IDR 5,000,000	1%	5%	6%
	Above IDR 5,000,000	1%	2%	0%
Monthly expenses for medicines/vitamins	IDR 0 - IDR 100,000	13%	10%	7%
	IDR 100,000 - IDR 200,000	8%	11%	12%
	IDR 200,000 - IDR 500,000	6%	11%	7%
	IDR 500,000 - IDR 1,000,000	2%	3%	4%
	Above IDR 1,000,000	1%	2%	0%
Frequency-si *e-commerce* access in 1 month	0-2 times	4%	2%	4%
	3-5 times	1%	5%	5%
	6-10 times	10%	9%	14%
	10-20 times	10%	18%	4%
	> 20 times	5%	4%	3%
Duration of *e-commerce* access in 1 time	0-15 minutes	7%	10%	10%
	15-30 minutes	9%	16%	11%
	30-60 minutes	12%	9%	8%
	60-120 minutes	1%	1%	1%
	> 120 minutes	1%	1%	0%
Frequently accessed e-commerce	Tokopedia	12%	20%	11%
	Shopee	14%	9%	18%
	Lazada	3%	7%	2%
	Bukalapak	0%	1%	0%
	Blibli	1%	1%	0%

In this *cluster*, the majority of monthly expenses for shopping in *e-commerce* are Rp 0 – Rp 500,000, and the majority of monthly expenses for shopping for medicines/vitamins are Rp 0 – Rp 100,000.

The frequency of *e-commerce* access for *this cluster* is mostly 6-20 times in 1 month with the duration of one time mostly for 30-60 minutes. Tokopedia and Shopee are *e-commerce* that are often accessed by *consumers of this* cluster.

2. Loyal Customers

In the *loyal customers cluster,* the most striking characteristic is that they pay close attention to trust in drug/vitamin stores and do not pay attention to promotional factors. Other characteristics are a little attention to price, *online consumer reviews,* convenience, and delivery. In terms of gender profile, it is slightly dominated by men. The majority of consumers in *this cluster* are 25-34 years old, have a bachelor's degree, domicile in West Java (outside Bodetabek) and Jakarta, work as private employees, the majority have a monthly income of more than Rp 10,000,000, the majority of monthly expenses to shop in *e-commerce* are Rp 0 – Rp 500,000 and the majority of monthly expenses to shop for medicines/vitamins are Rp 0 – Rp 500,000. The frequency of *e-commerce* access for *this cluster* is mostly 10-20 times in 1 month with the duration of one time being mostly 15-30 minutes. Tokopedia is an *e-commerce* that is often accessed by consumers in *this cluster*.

3. *Critical Customers*

In *this* cluster, the striking thing is that consumers pay close attention to online *consumer reviews,* product delivery, and trust in drug/vitamin stores. In addition, the characteristics of *critical customers* also pay attention to price and convenience factors. Another characteristic of *this cluster* is that it pays little attention to the promotional factor. In terms of gender profile, this *cluster* is balanced between men and women. The majority of consumers in *this cluster* are 18-24 years old, have a bachelor's degree, live in West Java (outside Bodetabek) and Jakarta, and work as private employees and self-employed. In terms of monthly income, this *cluster* is relatively balanced. In this *cluster*, the majority of monthly expenses for shopping in *e-commerce* are IDR 0 – IDR 500,000, while the majority of monthly expenses for shopping for medicines/vitamins are IDR 100,000 – IDR 200,000. The majority of *e-commerce access* frequencies for *this cluster* are 6-10 times in 1 month with a duration of 0-30 minutes at one time. Shopee is an *e-commerce* that is often accessed by consumers in *this cluster*.

Targeting

Targeting is carried out to select 1 *cluster* from 3 clusters formed. The criteria for selecting the target market are *size and growth*, *structural attractiveness*, and company capabilities.

In terms of size, *the loyal customer cluster* is the *cluster* with the most members and the most feasible to be used as a target market (with 37 respondents or 38.14%). However, the other 2 *clusters* are also still worthy of being used as a target market because the size difference is not too significant. In terms of growth factors, it can be reviewed from the perspective of customer age. *The cluster* that is considered to be the target market is *the cluster* with the largest population aged 18-44 years. *The loyal customer cluster* became the selected cluster because 23% of the sample was aged 18-44 years.

According to Kotler and Keller (2016), there are five *competitive forces* formulated by Porter that can be used as a basis for determining the attractiveness of a *cluster.* The five factors are *power of competitors, power of buyers, power of substitute products, power of suppliers,* and *threat of new entrants.* In the context of this study, the three *clusters* formed in terms *of power of competitors, power of substitute products, power of suppliers,* and *threat of new entrants* tend to be similar. The thing that can distinguish the three *clusters* that are formed is the *power of buyer* factor. Therefore, structural *attractiveness* analysis will be carried out from the side *of the power of buyers.* 4 respondent profiles can be used to analyze *the power of buyer factors,* namely monthly income, monthly expenses for shopping in *e-commerce,* monthly expenses for shopping for drugs and vitamins, and the frequency of *e-commerce* access in 1 month.

If a conclusion is drawn, then *the loyal customer cluster* has the best power of buyers. This is because, based on the 4 factors mentioned earlier, the loyal customer cluster is better than the other 2 *clusters*.

The opinion of the *owner of* the Kliknik Shop was also asked when determining the target market. The owner's opinion is needed because *the owner* is the party who can determine the ability of the Kliknik Shop to meet the needs of the selected *cluster*. The result of the interview with the *owner* of Toko Kliknik was that Toko Kliknik agreed that *the loyal customer cluster* was used as the target market of Toko Kliknik. Apart from *the size and growth,* and *structural attractiveness, the* characteristics and profile of the *loyal customer cluster* are also felt to be able to be fulfilled and per the capabilities of Toko Kliknik.

Positioning

Positioning is carried out to find out the position of Kliknik Shop's competitors. The *positioning* process is only carried out on *selected clusters, namely* cluster *2 or* loyal customer clusters. Only the three competitors with the most respondents will use the data. Of the 37 respondents who were included in *cluster* 2 or *loyal customers,* 13 respondents mentioned Century Drug Store as an *online* store where respondents most often buy drugs/vitamins, five respondents mentioned Kimia Farma as an *online* store where respondents most often buy drugs/vitamins, and six respondents mentioned *the Halodoc Platform as an* online store where respondents most often buy drugs/vitamins. 13 respondent data in cluster 2 were not used for the *positioning process*.

A contingency table is required in the positioning process. Before making a contingency table, the average value of the respondents' assessments against the variables of competitors (Century, Kimia Farma, Halodoc) must first be found.

Table 14. Example of average value search

Respondents	A1	A2	A3	Average
1	4	4	4	4
2	3	4	3	3,33
3	3	4	3	3,33
4	3	4	2	3
5	4	5	4	4,33
6	2	3	2	2,33
7	4	5	4	4,33
8	4	5	3	4
9	2	3	3	2,67
10	4	5	2	3,67
11	4	4	3	3,67
12	3	3	3	3
13	3	3	3	3

Table 14 is the respondent's assessment of the price variable (A) for Century. There were 13 respondents who chose Century as an *online* store where respondents most often buy medicines/vitamins. The average value of each respondent is searched for variable A. Furthermore, based on the average value, the data will be filtered with a value of 4 or more. In the price variable (A) Century, there are 4 average values above 4. Therefore, in the contingency table, the value for the price variable (A) Century is 30.77 (4 divided by 13 times 100). The same calculation is also done for other variables.

If the calculation for the *century store* has been done, the same calculation has also been done for Kimia Farma and Halodoc. If all the calculations for the six variables of the three stores have been performed, then a contingency table can be obtained.

Table 15. Contingency table

Variable	Century	Kimia Farma	Halodoc
Price (A)	30,77	20	0
Promotion (B)	0	0	0
Online Consumer Review (C)	69,23	80	83,33
Convenience (D)	46,15	80	83,33
Delivery (E)	46,15	40	0
Trust (F)	53,85	100	100

Based on the contingency table, a *mapping of the* condition of competitor drug stores can be made when viewed from the research variables. *Mapping* from competitors uses *a perceptual map*.

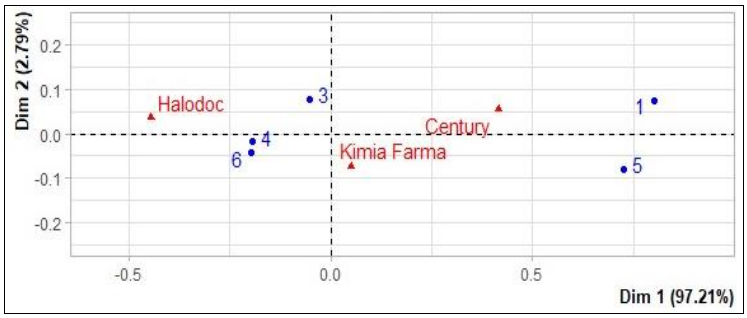

Figure 4. Perceptual competitor store map

In Figure 4, the red triangle indicates the location of the competitor while the blue dot indicates the location of the research variables (1 = Price, 3 = *Online Consumer Review*, 4 = Convenience, 5 = Delivery, 6 = Trust). The promotion variable is not present on the *perceptual map* because the value in the contingency table for all three stores is 0. In Figure 4, Halodoc's position tends to be close to the *online consumer review* variable. Kimia Farma is positioned close to the delivery variable and Century tends to be close to the price.

Based on the results of *the positioning*, Points of Difference *(POD) and* Points of Parity *(POP) can be reviewed* when compared to Toko Kliknik. POD is any kind of advantage that a brand has, and cannot be found in any other brand. Meanwhile, POP is an attribute or advantage associated with a brand that is not always unique but can actually be shared with other brands (Kotler and Keller, 2016).

The positioning of the Kliknik Store can be placed close to points 4 (convenience), 6 (trust), and 3 (*online consumer review*). Regarding POD, points 4 (convenience) and 6 (trust) can be used as advantages or uniqueness of Toko Kliknik. As for POP, point 3 (*online consumer review*) can be an advantage of Toko Kliknik even though for point 3 (*online consumer review*) the distance is also close to Halodoc.

Based on the *positioning* that has been done, a *positioning statement can be made*. *The positioning statement* is made by highlighting the advantages that Toko Kliknik has. *The positioning statement* for Toko Kliknik is *that loyal customers* can always shop at Toko Kliknik because Toko Kliknik appreciates the trust that has been given.

Marketing Mix Proposal

proposed marketing mix is made using the concept of 4P+2P+2C+3S (*product, price, promotion, place, personalization, privacy, customer service, community, site, security,* and *sales promotion*). The marketing mix proposal made is not specific based on each point in the 4P+2P+2C+3S concept, but goes directly to the proposal that can be immediately implemented. The proposed marketing mix made takes into account the target market selected based on the results of segmentation, and the condition of competitors. The proposed marketing mix given for Toko Kliknik is as follows.

1. Kliknik stores can participate in *events* held by *e-commerce.* Participating in *events* like this can make the price of medicines/vitamins at Toko Kliknik cheaper and in accordance with the target market of Toko Kliknik which pays little attention to the price factor. This proposal is included in the marketing mix *of price, promotion,* and *sales promotion.*
2. Kliknik Store Admin can actively contact *customers* who have finished shopping via the *chat feature* in *e-commerce* privately. *Customers* are asked to give a rating or *review* of their shopping experience at the Kliknik Store. With admins who are actively requesting *reviews,* they can create *more reviews* in *e-commerce*. This is in accordance with the characteristics of the target market of kliknik stores, namely *loyal customers* who pay little attention to *online consumer reviews* and pay close attention to the trust factor. Compared to competitors, one of the advantages of the kliknik store is in the point of trust. This proposal is included in the marketing mix factors of *customer service, personalization, privacy, security,* and *community.*
3. The Kliknik Store Admin must also be responsive to respond to all incoming chats. Even in the *reviews* that customers give, admins are expected to be able to reply to them in a

friendly manner. Responsive admins can increase *customer trust* in Toko Kliknik, in accordance with the characteristics of the intended target market and also in accordance with the advantages of Toko Kliknik compared to competitors. This proposal is included in the marketing mix factors of *customer service, personalization, privacy, security,* and *community.*

4. Kliknik stores can also create social media such as Instagram as a promotional medium for the products sold. The admin on duty can be responsible for the Instagram social media that is created. Social media can make it easier for customers to get the information they are looking for. This is in accordance with the advantages of Toko Kliknik from competitors who prioritize convenience. This proposal is included in the product and promotion marketing mix *factor.*
5. The operating hours of the Kliknik Shop are extended until night, because the Kliknik Shop sells medicines that can be needed at any time in 24 hours. This can be a plus when compared to some competitors. This proposal is included in the marketing mix factor *site.*

CONCLUSION

Based on the results of data collection and processing, it can be concluded:

1. The market segmentation of Toko Kliknik can be divided into 3 *clusters,* namely *the general customer cluster, the loyal customer cluster,* and *the critical customer cluster*. Each *cluster* formed has its own characteristics.
2. By *Cluster* formed, then the target market chosen for the Kliknik Store is *cluster loyal customer.*
3. *Positioning statement* from Kliknik Shop is "*loyal customer* can always shop at Toko Kliknik because Toko Kliknik appreciates the trust that has been given".
4. There are 5 marketing mix proposals that can be applied at the Kliknik Shop, namely participating in events held by *e-commerce,* Kliknik Shop admins can actively contact *Customer* who have finished shopping via the feature *Chat* at *e-commerce,* Kliknik Store admin must be responsive to respond to all *Chat* as well as incoming comments and discussions, making social media a promotional medium, and extending store operating hours.

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