

Research Article

# The Effect Of Segmentation, Targeting, And Positioning On Consumer Loyalty With Consumer Satisfaction As A Indicator Intervening Variable

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**Abstract:** Research on Segmentation, Targeting, and Positioning (STP) strategies, customer satisfaction, and customer loyalty is still very limited, especially in Timor-Leste. This study aims to analyze the Segmentation, Targeting, and Positioning (STP) strategies implemented by Timor Plaza that affect consumer loyalty, which is mediated by consumer satisfaction. The population in this study were consumers, whose number is not known for certain. The determination of respondents was based on Lemeshow's theory, resulting in a total of 96 respondents. Respondents who will be the research subjects were determined using accidental sampling. The data analysis technique used statistical software; Partial Least Square-Structural Equation Modeling (PLS-SEM). Based on the results of the path analysis, it can be concluded that the segmentation strategy at Timor Plaza Mall is not yet effective because it does not have a significant influence on consumer satisfaction and loyalty. Targeting and positioning strategies are proven to have a positive and significant influence on consumer satisfaction and loyalty. Consumer satisfaction plays an important role in forming loyalty, indicating that a satisfying shopping experience strengthens emotional attachment and consumer behavior. The mediation results indicate the existence of complex dynamics in the mediation of satisfaction: there is no mediation between segmentation and loyalty, there is negative mediation in the relationship between targeting and loyalty, and inconsistent mediation in the relationship between positioning and loyalty, this indicates that direct and indirect influences can move in different directions. This study contributes valuable insights into the effectiveness of STP strategies in the context of Timor-Leste, especially within the retail sector, which has seen limited academic focus.

**Keywords:** Loyalty; Positioning; Satisfaction; Segmentation; Targeting;

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## 1. Introduction

Timor Leste is a country in the ASEAN region and recently applied for ASEAN membership in 2011, and was approved in 2022 with observer status. As one of the youngest countries in the world, Timor Leste continues to develop itself in various sectors, including the economy, education, infrastructure, and government. The country's economy is still largely dependent on the oil and gas sector, but in recent years, the government has also sought to encourage the growth of the tourism, agriculture, trade, and local sectors. The trade and services sector, particularly modern retail such as shopping centers, has begun to grow in the capital, Dili, and several other areas. Malls such as Timor Plaza have become important centers of economic and social activity and contribute to local economic growth. The growth of the trade sector, especially modern retail, which is increasingly competitive, encourages

companies to understand consumer behavior and develop marketing strategies to satisfy consumers as a way to maintain customer loyalty.

One indicator of the success of a long-term marketing strategy is the creation of consumer loyalty. Consumer loyalty reflects customer loyalty to a brand, product, or service, demonstrated through repeat purchases and a willingness to recommend it to others, despite the presence of numerous competing alternatives in the market. In an increasingly competitive market, retaining existing customers is as important as attracting new ones. Loyalty is not only shaped by product quality but also by companies understanding consumer needs, building emotional connections, and creating consistent and satisfying experiences. In this context, marketing strategies such as Segmentation, Targeting, and Positioning (STP) play a crucial role in creating relevant value and differentiation for consumers. According to Putra and Sismanto (2021), there are two perspectives: the strategic perspective of influencing purchases; and the consumer perspective of gaining benefits. Implementing these perspectives can influence consumer purchasing decisions, ultimately increasing company sales and gaining consumer loyalty.

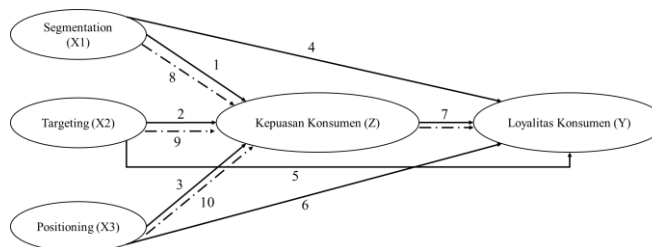
In Timor-Leste, particularly in Dili, Timor Plaza is the only modern shopping center that attracts a wide range of consumer segments. As a retail icon in the country, Timor Plaza faces significant challenges in retaining customers, especially with the growing presence of traditional markets and e-commerce offering more flexible and economical shopping alternatives. This phenomenon demonstrates the need for Timor Plaza to optimize its Segmentation, Targeting, and Positioning (STP) strategy to ensure that the services provided meet customer expectations and increase customer satisfaction. Another interesting phenomenon in Timor-Leste is the lack of a modern shopping experience concept oriented towards customer personalization. Many shopping centers in other countries have implemented technologies such as customer data analytics to understand shopping patterns and consumer preferences. Timor Plaza, as a major shopping center, still has room to improve its marketing strategy by better understanding customer segmentation and adapting a stronger positioning strategy to provide a more personalized experience for customers.

Based on various perspectives, research on Segmentation, Targeting, and Positioning (STP) strategies, customer satisfaction, and loyalty is still very limited, especially in Timor-Leste. This study will attempt to fill this gap by analyzing the Segmentation, Targeting, and Positioning (STP) strategies implemented by Timor Plaza and their impact on customer satisfaction and loyalty.

## **2. Proposed Method**

This study uses a quantitative approach because it aims to objectively and measurably examine the relationship between variables and empirically demonstrate the influence of segmentation, targeting, and positioning (STP) on consumer loyalty, with consumer satisfaction as an intervening variable. The data collection location is the Timor Plaza Mall, located on Jl. Nicolau Lobato in Dili, Timor Leste. A population is a generalized area consisting of objects or subjects possessing certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2022). Based on visitor reports at Timor Plaza Mall, it is known that the number of visitors per month ranges from 800 to 1,500 people. Therefore, the population used in this study is the maximum monthly

number, namely 1,500 people. The number of research respondents was determined using the Lemeshow Formula, so this study involved 96 respondents. Based on the formulated hypothesis, statistical data analysis in this study was measured using SmartPLS software, both outer model measurements, inner model (model structure) and hypothesis testing (Ghozali, 2015).

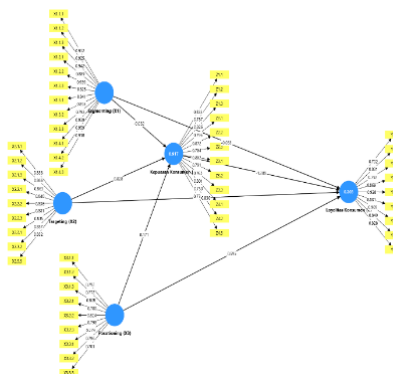


**Figure 1** Theoretical Framework

### 3. Results and Discussion

#### 3.1 Measurement Model Evaluation Results

Measurement model evaluation is the initial and crucial stage in analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach using SmartPLS. This stage aims to test the extent to which the indicators used in the model represent the latent construct being measured. In other words, this evaluation focuses on the validity and reliability of the research instrument used.



**Figure 2** Outer Model

**Source: Processed data, 2025**

Based on the outer loading output results in the measurement model, all indicators for each variable showed adequate values, above 0.70. This indicates that all indicators have strong measuring power for the latent constructs they represent.

**Table 1** Results of Cronbach's Alpha and Composite Reliability

Variables	Cronbach's <i>alpha</i>	Composite reliability ( <i>rho_a</i> )
Consumer Satisfaction (Z)	0.948	0.949
Consumer Loyalty (Y)	0.946	0.948
Positioning (X3)	0.921	0.925
Segmenting (X1)	0.979	1,003
Targeting (X2)	0.952	0.952

**Source: Processed data, 2025**

The internal consistency reliability evaluation results show that all variables in the model have very high Cronbach's Alpha and Composite Reliability (rho\_a) values, all above 0.90. These values indicate that the constructs used in this study have met the criteria for excellent internal reliability.

**Table 2** Average Variance Extracted Results

	<i>Average variance extracted(AVE)</i>
Consumer Satisfaction (Z)	0.639
Consumer Loyalty (Y)	0.700
Positioning (X3)	0.615
Segmenting (X1)	0.807
Targeting (X2)	0.722

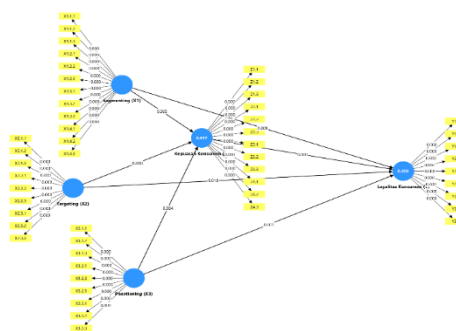
**Source: Processed data, 2025**

The results of the convergent validity evaluation show that all variables in the model have an Average Variance Extracted (AVE) value above 0.50, which means they have met the criteria for good convergent validity. An AVE value  $\geq 0.50$  indicates that more than 50% of the variance of the indicators is successfully explained by the latent constructs they measure. Therefore, it can be concluded that all constructs in the model have met the requirements for convergent validity, meaning that the indicators used have effectively measured their respective latent concepts consistently and accurately.

The cross-loading analysis shows that all indicators have the highest loading values for the constructs they represent. Therefore, it is concluded that all constructs in the model meet the criteria for discriminant validity, indicating that each construct has unique indicators and does not overlap with other constructs. This strong discriminant validity strengthens the model's reliability in measuring each latent variable accurately and separately.

### 3.2 Structural Model Evaluation Results

The measurement model was declared to meet the validity and reliability requirements. The next stage in the analysis using SmartPLS was to evaluate the structural model. This evaluation aimed to examine the relationships between the latent constructs established in the research conceptual framework. Based on the structural model, the primary focus lies on examining the causal relationships or influences between latent variables, both direct and indirect. Common indicators used in evaluating structural models include the Collinearity Statistics (VIF) and R-square ( $R^2$ ) values.



**Figure 3** Inner Model

**Source: Processed data, 2025**

**Table 3** Collinearity Statistics (VIF) Inner Model Matrix

	Consumer Satisfaction (Z)	Consumer Loyalty (Y)	Positioning (X3)	Segmenting (X1)	Targeting (X2)
Consumer Satisfaction (Z)		7,124			
Consumer Loyalty (Y)					
Positioning (X3)	2,633	2,983			
Segmenting (X1)	1,173	1,186			
Targeting (X2)	2,373	5,735			

Source: Processed data, 2025

The VIF value describes the level of multicollinearity between constructs in a structural model. In general, the VIF tolerance limit is  $<10$ , thus, it can be concluded that no significant multicollinearity problems were found in the structural model. All predictor constructs showed VIF values that were within acceptable limits.

**Table 4** Coefficient of Determination

		<i>R-square</i>	<i>R-square adjusted</i>
Consumer Satisfaction (Z)		0.917	0.914
Consumer Loyalty (Y)		0.203	0.168

Source: Processed data, 2025

Evaluation of the R-Square ( $R^2$ ) value in the PLS variable model shows the predictive ability of the independent variable to the dependent variable. Based on the results obtained, the Consumer Satisfaction variable (Z) has an R-Square value of 0.917 and an Adjusted R-Square value of 0.914. This value indicates that approximately 91.7% of the variation in Consumer Satisfaction can be explained by the independent variables in the model, such as Segmenting, Targeting, and Positioning. Thus, this model has a moderate predictive power, which means it is quite good at explaining the satisfaction variable. The Consumer Loyalty variable (Y) has an R-Square value of only 0.203 with an Adjusted R-Square of 0.168. This indicates that only 20.8% of the variation in Consumer Loyalty can be explained by the variables in the model.

### 3.3 Research Hypothesis Testing Results

Hypothesis testing is performed through a bootstrapping procedure. Bootstrapping is a statistical resampling technique used to estimate the accuracy of model parameters, such as path coefficients, t-statistics, and p-values. The main purpose of this technique is to evaluate the significance of the relationship between latent variables in a structural model, thus

determining whether a hypothesis is accepted or rejected. Bootstrapping results will provide important information such as the original sample value (O), sample mean (M), standard deviation (STDEV), t-statistics (T-stat), and probability values (p-values). The t-statistic value is usually compared with the critical t-value for a 5% significance level as a basis for decision-making.

**Table 5** Testing of Direct Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Consumer Satisfaction (Z) -> Consumer Loyalty (Y)	-1,288	-1,323	0.294	4,373	0,000
Positioning (X3) -> Consumer Satisfaction (Z)	0.171	0.175	0.059	2,921	0.004
Positioning (X3) -> Consumer Loyalty (Y)	0.595	0.617	0.182	3,268	0.001
Segmenting (X1) -> Consumer Satisfaction (Z)	-0.032	-0.031	0.036	0.906	0.365
Segmenting (X1) -> Consumer Loyalty (Y)	-0.033	-0.038	0.136	0.243	0.808
Targeting (X2) -> Consumer Satisfaction (Z)	0.828	0.824	0.052	15,989	0,000
Targeting (X2) -> Consumer Loyalty (Y)	0.830	0.843	0.349	2,376	0.018

Source: Processed data, 2025

Based on Table 5, it can be interpreted that marketing strategies such as targeting and positioning have a significant effect on consumer satisfaction and consumer loyalty, while segmentation does not have a significant effect on consumer satisfaction and consumer loyalty. On the other hand, the mediating variable, namely consumer satisfaction, has a significant effect on consumer loyalty, so it is considered that consumer satisfaction can mediate the relationship between marketing strategies and consumer loyalty.

Path analysis in structural models, determining the mediation effect is an important step in understanding how and to what extent an independent variable (predictor) influences the dependent variable (outcome) through an intermediary variable (mediator). Mediation tests are conducted to assess whether the indirect effect of exogenous variables on endogenous variables is statistically significant and theoretically meaningful. One approach used to assess the role of mediation is by looking at the VAF (Variance Accounted For) value proposed by Hair, et al., (2017), which is the ratio between the indirect effect and the total effect (direct + indirect). The interpretation of the VAF value is used to determine the type of mediation that occurs, with the following criteria:  $VAF < 20\%$ : no mediation,  $20\% \leq VAF \leq 80\%$ : partial mediation, and  $VAF > 80\%$ : full mediation.

In some cases, inconsistent mediation can also occur, where the direction of the direct and indirect effects contradict each other (e.g., the direct effect is positive, but the indirect effect through the mediator is negative). The indirect effect test approach not only assesses the significance of the relationship between variables but also describes the psychological or behavioral mechanisms that occur in the process of forming consumer loyalty or satisfaction. Therefore, understanding the mediation effect provides more comprehensive insights in formulating effective, consumer-oriented marketing strategies.

**Table 6** Testing the Indirect Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Positioning (X3) -> Consumer Satisfaction (Z) -> Consumer Loyalty (Y)	-0.220	-0.234	0.101	2,175	0.030
Segmenting (X1) -> Consumer Satisfaction (Z) -> Consumer Loyalty (Y)	0.042	0.038	0.047	0.886	0.376
Targeting (X2) -> Consumer Satisfaction (Z) -> Consumer Loyalty (Y)	-1,066	-1,087	0.243	4,379	0,000

Source: Processed data, 2025

Interpretation of the results of indirect hypothesis testing shows that consumer satisfaction is able to mediate the influence between targeting and positioning on consumer loyalty, whereas in segmentation, consumer satisfaction does not mediate the influence on consumer loyalty.

**Table 7** Results of VAF (Variance Accounted For) Calculation

	Indirect Effect	Direct Effect	Total Effect	VAF (%)
Positioning (X3) -> Consumer Satisfaction (Z) -> Consumer Loyalty (Y)	-0.220	0.375	0.155	-142.24
Segmenting (X1) -> Consumer Satisfaction (Z) -> Consumer Loyalty (Y)	0.042	0.009	0.051	82.63
Targeting (X2) -> Consumer Satisfaction (Z) -> Consumer Loyalty (Y)	-1,066	-0.236	-1,302	81.85

**Source: Processed data, 2025**

Interpretation of the output results as follows:

- Positioning → Satisfaction → Loyalty

The indirect effect is negative and significant, while the direct effect is positive. The VAF value of -141.9% indicates opposite directions of influence, thus categorizing them as inconsistent partial mediation. This means that positioning directly influences loyalty, but its influence through satisfaction actually decreases loyalty.

- Segmenting → Satisfaction → Loyalty

The indirect and direct effects were insignificant, with a VAF of 82.4%, but because the p-value was >0.05, there was no mediation. Segmentation had no direct or indirect effect on loyalty through satisfaction.

- Targeting → Satisfaction → Loyalty

The indirect effect was large, negative, and significant, with a VAF of 81.9%, indicating full mediation, although the direction of the effect was negative. This means that the entire effect of targeting on loyalty is channeled through satisfaction, but in the opposite direction than expected.

## Discussion

The results of the study indicate that segmentation does not significantly influence consumer satisfaction at Timor Plaza Mall, indicating that the market segmentation strategy employed by mall management has not been able to create a satisfying experience for consumers. This reflects a mismatch between product offerings and the actual needs of the targeted consumer segments. The findings in this study indicate that although segmentation has been carried out, the approach used has not been able to create a sufficiently positive perception in the minds of consumers regarding the suitability of products and services to their needs. According to Kotler and Keller (2016), market segmentation is a basic marketing strategy that aims to divide the market into homogeneous groups based on variables such as



age, income, lifestyle, or behavior. The goal is for companies to understand the uniqueness of each group and develop more relevant offers. In the context of Timor Plaza Mall, ideally, segmentation based on shopping preferences, cultural background, and income level can guide management in determining products that are appropriate for that segment. However, the insignificant influence of segmentation in this study indicates a gap between the theoretical approach to segmentation and its implementation in the field. This aligns with the criticism raised by Yankelovich (1964), who stated that segmentation relying solely on demographic variables often fails to capture consumers' personal motivations and values. He proposed a non-demographic segmentation approach that focuses more on psychographics and consumer behavior. In the case of Timor Plaza, the failure of segmentation to influence satisfaction may be due to a lack of understanding of consumers' shopping motivations, whether they visit for entertainment, basic necessities, or simply seeking a social experience. Smith (2001) stated that effective segmentation should result in market differentiation that can improve marketing efficiency and customer satisfaction. If segmentation fails to produce real differentiation, consumers will feel that the products or services available are not specifically designed for them, thus preventing a strong emotional connection between consumers and the mall. The insignificance of segmentation on consumer satisfaction at Timor Plaza Mall can be explained by the inaccuracy in selecting a segmentation approach. This means that the segmentation strategy used by Timor Plaza Mall is still general, unfocused, or not based on accurate market data. Malls need to conduct sharper market segmentation based on in-depth research to identify the specific needs of local consumers, not just based on demographic or geographic assumptions, but also consider psychographics and behavioral patterns in depth, thus preventing consumers from feeling personally cared for. This demonstrates the importance of reorienting segmentation strategies from statistical to behavioral and emotional consumer values.

Targeting has a positive and significant impact on customer satisfaction at Timor Plaza Mall. This indicates that the company's strategy in determining and selecting target markets is effective. Consumers feel that their needs are recognized, accommodated, and prioritized by mall management and tenants. Appropriate targeting has a direct impact on satisfaction because consumers feel they are part of a segment that is seriously considered and served. According to Tjiptono (2019), targeting is the process of selecting the most potential market segments to be targeted in a marketing strategy. Through targeting, companies can allocate resources efficiently to meet the needs of the most prospective consumers. In the context of Timor Plaza Mall, this is reflected in consumers' high perceptions of the attractiveness of available products. Successful targeting tailors messages, products, and services to the needs of specific segments, as emphasized by Tjiptono. According to Lamb, Hair, and McDaniel (2009), targeting serves as a bridge between market segmentation and marketing strategy implementation. A deep understanding of consumer characteristics and preferences is crucial for products, promotions, and communications to be truly targeted. Stanton, Etzel, and Walker (1994) emphasized the importance of accurate market information in determining an effective targeting strategy. They emphasized that targeting strategies are not sufficient if they are based solely on demographic data; they must also consider psychographic aspects, such as lifestyle, values, and motivations. Successful targeting aligns with the psychographic and behavioral approaches proposed by Yankelovich (1964). When consumers feel emotionally

and psychologically involved, they feel recognized emotionally and personally, not just as statistics. Consequently, their satisfaction levels tend to be higher. In this context, targeting bridges a deeper understanding of consumer values, expectations, and needs, not just based on demographic indicators.

Positioning has a positive and significant impact on customer satisfaction at Timor Plaza Mall. This demonstrates that the mall's positioning strategy has successfully created a strong perception aligned with consumer expectations. Clarity of brand identity, product relevance, and consistency of service play key roles in shaping a satisfying customer experience. According to Rangkuti (2018), appropriate positioning will position a brand in the desired position by the target market: clear, distinct, and aligned with consumers' values and lifestyles. This is reflected in consumer perceptions in the questionnaire, where they felt they could clearly understand the identity of the available products, considered the products easily recognizable, and unique compared to other retailers. This clarity of image strengthens Timor Plaza Mall's appeal as a modern shopping center suited to the tastes of urban communities. Consumers also perceive that the products offered at Timor Plaza Mall are relevant to their needs. According to Ries and Trout (2001), positioning is the art of winning the "war of perceptions" in the minds of consumers. The success of positioning is determined not only by what the company communicates, but also by how consumers interpret that information in the context of their needs and experiences. In the context of Timor Plaza Mall, this is reflected in consumers' assessments that the products available consistently convey their message and image, while also providing a pleasant and relevant shopping experience. Thus, the mall's positioning is not only functional but also builds emotional bonds with consumers. This success directly contributes to customer satisfaction because they feel understood, valued, and personally engaged by the mall as a service provider.

Segmentation has no significant effect on consumer loyalty at Timor Plaza Mall. This finding indicates that although Timor Plaza Mall has implemented segmentation based on various consumer characteristics, such as age, income, occupation, lifestyle, residential area, and purchasing behavior, this segmentation is not strong enough to build emotional bonds or behaviors that encourage consumer loyalty. According to Kotler and Armstrong (2018), segmentation is a key foundation in an effective marketing strategy because it allows companies to divide the market into homogeneous groups and design more relevant offers. In the context of Timor Plaza Mall, it is possible that segmentation has not been followed up with truly tailored programs, facilities, or communications specifically for each group, which can lead to consumers feeling discriminated against or not being personally served. In line with the views of Schiffman and Wisenblit (2015), consumers who feel their needs are understood tend to demonstrate loyalty in the form of repeat purchases and recommendations. However, when segmentation is only carried out superficially without deeply touching on the essence of consumer preferences, loyalty is difficult to form. In other words, mall visitors do not feel that their shopping experience reflects special understanding and attention to themselves as part of a particular segment. Cravens and Piercy (2013) emphasize that strategic segmentation does not stop at grouping markets, but also creates value that feels specific and exclusive to each group. When consumers feel that the mall is "made for them" in terms of atmosphere, service rentals, and promotions, emotional and behavioral loyalty will grow stronger. In the case of Timor Plaza Mall, the lack of a significant

relationship between segmentation and loyalty indicates that the segmentation strategy has not fully translated into a personalized, exclusive, and relevant experience for each visitor. Therefore, even though the mall has implemented segmentation based on demographic, psychographic, geographic, and behavioral characteristics, managers need to deepen its implementation to create experiences that are more focused on the unique needs of each consumer group, so that loyalty can be built sustainably.

Targeting has a positive and significant influence on consumer loyalty at Timor Plaza Mall. This indicates that Timor Plaza Mall's strategy of selecting and serving specific market segments has successfully built a strong relationship between consumers and the shopping center. According to Kotler and Keller (2016), effective targeting allows companies to allocate resources efficiently and develop tailored communication strategies, thereby creating an emotional closeness between consumers and the brand. In the context of Timor Plaza Mall, targeting based on shopping preferences, age, visiting habits, or socioeconomic background of visitors has successfully created a relevant and personalized shopping experience. This makes consumers feel that their needs are a primary concern of the mall, which ultimately drives loyalty. Consumers who feel specifically served tend to be more loyal and make repeat purchases consistently. Peter and Olson (2010) emphasized that loyalty is strongly influenced by the perceived value and relevance of a product or service. When consumers feel that a brand "speaks directly" to them and is able to meet their needs personally, a strong psychological bond is formed. Targeting strategies aimed at segments such as families, students, or office workers around Timor Plaza Mall have increased positive perceptions of the mall as a preferred shopping destination. This not only strengthens loyalty affectively, but also creates a deeper relationship between consumers and the mall.

Positioning strategy has a positive and significant influence on consumer loyalty at Timor Plaza Mall. This indicates that the image, identity, and perception built by the mall have successfully embedded themselves in consumers' minds and encouraged them to remain loyal. Consumers tend to be more loyal to shopping centers that are able to establish a clear brand position, product relevance, and service consistency. In a retail environment like Timor Plaza Mall, a consistent positioning strategy, for example as a comfortable, modern family shopping center, will build positive associations that trigger visitor loyalty. According to Keller (2013), brand loyalty is formed when consumers have a consistent and positive perception of the value and uniqueness offered by a brand. Effective positioning not only conveys product excellence but also builds trust and emotional attachment. If Timor Plaza Mall succeeds in cultivating the perception of an exclusive, safe, and enjoyable experience, consumers will be more likely to revisit and form long-term loyalty. Meanwhile, according to Aaker (1996), effective brand positioning can increase brand equity, which will indirectly encourage consumer loyalty. A clear, relevant, and value-aligned brand image will strengthen the relationship between consumers and the company. Timor Plaza Mall can implement a positioning strategy that emphasizes comfort, tenant variety, and a pleasant shopping experience as an effort to strengthen consumer loyalty in the long term.

The results of the study indicate that consumer satisfaction has a positive and significant influence on consumer loyalty at Timor Plaza Mall. This indicates that consumers' shopping experiences at the mall meet or even exceed their expectations, thus fostering emotional and behavioral attachments that underlie loyalty. According to Oliver (2014), loyalty is formed

from repeated satisfaction that creates affective and behavioral attachments to a brand. In the context of Timor Plaza Mall, consistent satisfaction not only results in repurchase intentions but also strengthens consumers' emotional ties to the mall. When consumers perceive that products and services consistently meet their expectations, they are more likely to remain loyal and are less likely to switch to competitors. This is evident in the responses of consumers who feel comfortable, emotionally connected, and demonstrate a strong desire to continue choosing Timor Plaza as their primary shopping destination. Kotler and Keller (2016) state that satisfaction is the result of a post-purchase evaluation that reflects the extent to which the actual performance of a product or service matches expectations. If consumers are consistently satisfied, the resulting chain effect is repeat purchases and recommendations to others. This is a form of loyalty that not only impacts short-term revenue increases but also long-term growth. In this regard, Timor Plaza Mall has successfully delivered a positive shopping experience and built an image as a reliable shopping center. Griffin (2005) emphasized that loyalty is strongly influenced by pleasant and consistent experiences. High satisfaction not only extends the purchase cycle but also reduces the tendency for consumers to switch to competitors. Timor Plaza Mall, through its provision of friendly service, good security, and products and facilities relevant to visitors' needs, has created a positive perception in the minds of consumers. Therefore, ensuring customer satisfaction through excellent service quality is a key strategy in building sustainable customer loyalty. This success not only creates loyal visitors but also brand ambassadors who willingly recommend Timor Plaza Mall to others.

The results of the study indicate that there is no mediation of consumer satisfaction in the relationship between segmentation and consumer loyalty at Timor Plaza Mall. It can be concluded that although the segmentation strategy has been implemented, it is not effective enough in building satisfaction that then drives consumer loyalty. This is in line with the results of the VAF (Variance Accounted For) calculation, namely the proportion of the mediation effect to the total effect. Based on the available data, the VAF value in the segmentation → satisfaction → loyalty relationship shows a very low number (below 20%), so consumer satisfaction does not significantly mediate the relationship between segmentation and loyalty. Theoretically, market segmentation is considered an important foundation in marketing strategy. According to Smith (2001), segmentation allows companies to understand consumer needs more specifically and develop relevant marketing strategies. According to Day (1969) and Lovelock & Wirtz (2011), consumer satisfaction plays a crucial role as a mediator between marketing strategy and loyalty. This means that the influence of segmentation on loyalty should be strengthened by a satisfying experience. However, in this study, the absence of a mediating role of consumer satisfaction indicates that the segmentation strategy implemented has not been able to significantly increase the perception of satisfaction. This could be due to consumers not feeling that the products, services, or atmosphere of Timor Plaza Mall truly align with their expectations or personal values. Therefore, even if segmentation has been implemented, its influence on loyalty will not be optimal if consumers' psychological and emotional needs are not met, or if the segmentation approach is still general and not deeply personalized. A more specific and measured approach is needed in developing programs, tenants, and marketing communications that are in line

with the unique preferences of each consumer segment to foster satisfaction and ultimately drive loyalty.

The results of the study indicate that there is mediation of consumer satisfaction in the relationship between targeting and consumer loyalty at Timor Plaza Mall. However, the direction of the relationship shows a negative value in the VAF (Variance Accounted For) calculation, this indicates a more complex phenomenon. The VAF value itself indicates the level of contribution of the mediation effect, and although the value is in the range indicating partial mediation, the negative direction of the coefficient indicates that although satisfaction increases due to targeting, its subsequent influence on loyalty actually decreases or runs in the wrong direction. Theoretically, Kotler and Keller (2016) state that targeting is a strategic process in selecting the right market segment, which allows companies to tailor offers to the needs of that segment. The satisfaction arising from targeting does not necessarily strengthen loyalty, and even has the potential to indirectly reduce the loyalty effect. This can occur for several reasons, namely, although consumers feel satisfied in the short term with the service targeted to them, their expectations regarding the continuity of the service are not met, or they feel they are only targeted by promotions without long-term emotional closeness. In this case, Oliver (2014) explains that true loyalty is not only born from momentary satisfaction, but from consistent experiences that create strong emotional bonds. Zeithaml et al. (2018) also added that consumer satisfaction needs to be managed sustainably so that it doesn't stop at the transaction level but develops into long-term commitment. Therefore, in the context of Timor Plaza, even though targeting has increased satisfaction (for example, due to the attractiveness of the offering or segment suitability), the lack of long-term strategy follow-up or service inconsistencies can lead to satisfied but disloyal consumers. The negative direction in the mediation effect of VAF is an important signal that the targeting strategy at Timor Plaza Mall needs to be refined, not only focusing on achieving initial satisfaction, but also creating service continuity, strengthening long-term value perceptions, and building emotional bonds that encourage loyalty. Without this reinforcement, the resulting satisfaction can become "satisfied but disloyal," and actually reduce the positive effect on loyalty that should result from a good targeting strategy.

The results of the study indicate that there is mediation of consumer satisfaction in the relationship between positioning and consumer loyalty at Timor Plaza Mall, but the nature of the mediation is inconsistent (inconsistent mediation), this illustrates the complex dynamics in the influence of positioning strategies on loyalty. Inconsistent mediation means that the direct effect of positioning on loyalty is positive, while the indirect effect through satisfaction is negative. This is also reflected in the results of the VAF (Variance Accounted For) calculation which indicates the presence of mediation, but with the opposite direction of influence. Positioning is defined as a communication strategy to form a unique and superior perception in the minds of consumers. Ries and Trout (2001) emphasize that positioning aims to create a clear distinction between a product or brand and its competitors. In the context of Timor Plaza Mall, positioning strategies such as the image of a modern, family-friendly mall, and in accordance with an urban lifestyle evaluated through indicators such as clarity of brand image, relevance of product positioning, and consistency of communication should be able to form a positive perception that has an impact on satisfaction and loyalty. However, the indirect effect through satisfaction is negative, indicating that although initial perceptions

of the positioning are positive, actual consumer experiences do not fully meet expectations, resulting in decreased satisfaction and a lack of emotional loyalty. Lovelock and Wirtz (2011) explain that good positioning should result in positive experiences that generate emotional satisfaction, which then drives loyalty. When positioning is not accompanied by consistent experiences, even though initial perceptions are good, consumers may feel disappointed or dissatisfied in their actual interactions with the brand. This explains why the indirect effect through satisfaction is negative. That is, positioning that promises more than consumers actually perceive actually creates a mismatch between expectations and reality, leading to decreased satisfaction, although loyalty may still arise from initial perceptions. The case of Timor Plaza Mall, which has successfully embedded a strong positioning in consumer perceptions, but has not been able to consistently deliver on that brand promise in actual experiences, loyalty can still be formed based on image, but is not reinforced by actual satisfaction. This explains the inconsistent mediation condition, where initial perceptions generate loyalty, but actual satisfaction with services and facilities actually hinders the strengthening of loyalty. These results show that the positioning strategy at Timor Plaza Mall has succeeded in forming a good initial perception, but it needs a deeper evaluation of the real consumer experience aspect, so that positioning is not just an image promise but also truly reflect perceived quality and value. Consistency between image and reality will be key to ensuring that satisfaction strengthens loyalty, not weakens it.

#### 4. Conclusions

The STP (Segmenting, Targeting, and Positioning) marketing strategy at Timor Plaza Mall has shown varying effectiveness on consumer satisfaction and loyalty. Segmentation has not shown a significant effect on satisfaction or loyalty because it is still general and less personalized, so it is unable to create a relevant emotional experience for consumers. In contrast, targeting and positioning strategies have been shown to have a positive and significant effect on satisfaction and loyalty, indicating the mall's success in identifying and targeting the needs of specific segments and building a strong brand image. However, mediation findings indicate that satisfaction does not always strengthen the relationship between marketing strategy and loyalty; in some cases, the effect is even negative or inconsistent. This reflects the importance of alignment between marketing promises (initial perceptions) and actual experiences felt by consumers. Therefore, Timor Plaza Mall needs to improve its segmentation strategy with an approach more based on psychographic and behavioral data, and ensure that effective positioning and targeting are also followed up with consistent service so that consumer satisfaction can truly strengthen loyalty in a sustainable manner.

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