

Competitive Advantage of Car100 Showroom Tanjung Pinang is Determined By Digital Marketing, Innovation and Service Quality With Intervening Customer Satisfaction.

by Ade Kurniadi

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Competitive Advantage of Car100 Showroom Tanjung Pinang is Determined By Digital Marketing, Innovation and Service Quality With Intervening Customer Satisfaction.

Ade Kurniadi ^{1*}, Chablullah Wibisono ², Nurhatsiyah Nurhatsiyah ³

¹⁻³ Universitas Batam, Indonesia

Corresponding author: adekurniadi@gmail.com*

Abstract, This study aims to determine the direct and indirect effect of digital marketing, innovation, service quality on competitive advantages through customer satisfaction of Car100 Showroow. This type of research uses quantitative research methods with primary and secondary data sources. The population in this study was 109 Civil Servants (PNS) who worked at the Bintan Regency Regional Secretariat office. In this study, data collection was carried out using the census method in which the entire population was taken as a sample. By using the census method, this study aims to obtain accurate and representative data from the entire existing population. This step will make it easier for researchers to analyze and describe the characteristics and events that occur in the population. This research uses Smart-PLS as a data processing tool. The results of this study, Digital marketing has a positive and significant influence on customer satisfaction. Innovation has a positive and highly significant influence on customer satisfaction. Service quality has a positive and highly significant influence on customer satisfaction. Digital marketing has a direct positive and significant influence on competitive advantage. Innovation has a negative but significant influence on competitive advantage. Customer satisfaction has a positive and highly significant influence on competitive advantage. Service quality has a positive and significant direct effect on competitive advantage. Digital marketing has a positive and significant indirect effect on competitive advantage through customer satisfaction as a mediating variable. Innovation has a positive and highly significant indirect effect on competitive advantage through customer satisfaction. Service quality has a positive and highly significant indirect effect on competitive advantage through customer satisfaction.

Keywords: Digital marketing, innovation, service quality, customer satisfaction, competitive advantage

1. INTRODUCTION

Currently, the automotive industry is growing rapidly, especially in big cities. The automobile industry also has a positive trend in sales. Cars are currently one of the most desirable means of transportation for the public, this happens for various reasons ranging from lifestyle, safety, and increasingly affordable car prices. The increasing need for transportation brings opportunities for four-wheeled automotive companies, which are needed by many public audiences as a more efficient and dynamic means of daily transportation. The current weakening global economy has made car manufacturers rethink innovations in order to continue to exist in the automotive world by producing cars that suit the interests of consumers in Indonesia.

The comparison between people with the upper middle economic level is still small in number when compared to people with the lower middle economic level, such economic conditions make consumers will consider buying a car that is affordable in terms of price but with a larger passenger carrying capacity. Car prices with a budget of Rp80,000,000-Rp100,000,000 for new cars are the ideal price range for people with middle to lower economic

levels. Consumer buying decisions are influenced by consumer involvement factors and their trust. The higher consumers are involved in product information search efforts, the greater the impetus for consumers to make purchases. Consumers who have confidence in certain brands are more confident in deciding on a purchase, these internal factors have a very large influence on purchasing decisions.

In some types of cars that are in demand in the market, the waiting period for new cars is sometimes too long. So that many prospective buyers who cannot wait for the indent period, finally prefer to look for other alternatives by buying used cars that can be used immediately. Therefore, the competition in the car showroom business in Riau Islands can be said to have intense competition, both including excellent vehicle conditions, and also services that can satisfy customers. In Tanjung Pinang, there are quite a lot of used car seller competitors, which makes the used car showroom business actors, namely Mobil100, continue to carry out special strategies to be able to beat their competitors.

The ever-evolving digital marketing and potential opportunities for businesses by highlighting the future implications of cutting-edge technologies such as virtual reality, augmented reality, and blockchain. In conclusion, organizations looking to gain a competitive advantage now see digital marketing transformation as a strategic imperative. To stay ahead of the digital marketing transformation and capitalize on future opportunities, research and exploration of emerging technologies will be crucial. The identification of this research problem can be described as follows

- a. Lack of web visitors or followers on Showroom Mobil100's social media due to the lack of digital marketing techniques of marketing department employees.
- b. Online marketing does not achieve the desired goals due to a lack of understanding of who exactly the desired target market is, making it difficult to create interesting content to attract public attention.
- c. Lack of innovation in offering distinctive services and cars to attract customers, making it difficult to compete in the market.
- d. The showroom does not have adequate service quality standards, which can reduce customer satisfaction so that it can be a key differentiator that affects customer purchasing decisions.
- e. The company does not focus on product differentiation, so it is rare to find uniqueness and advantages that make products or services different from competitors.

2. LITERATURE REVIEW

Competitive Advantage (Y)

According to Pratiwi & Lukman (2021), defines competitive advantage as a profit strategy obtained by companies through more effective cooperation to create competitive advantages in their market. To achieve dominance in a market or new market, companies can implement a competitive advantage strategy. Competitive advantage is the ability possessed by a company to provide added value to its consumers compared to its competitors (Kurniawan & Yun, 2018). This is supported by the statement Dewi & Ni (2017) which states that competitive advantage is a value contained in the company as a result of implementing the strategy carried out so that the company gets more value than its competitors. Competitive advantage arises when a company is able to utilize its internal strengths to respond to opportunities that exist in the external environment, while avoiding threats from the external environment and improving its internal weaknesses (Ajy & Purnama, 2023). The competitive nature of an industry can be seen as a combination of five forces, namely competition between similar companies, the possibility of new competitors entering, the potential development of substitute products, the bargaining power of sellers/suppliers, the bargaining power of buyers (Porter, 2019).

Customer Satisfaction (Z)

Satisfaction is a person's feeling of pleasure or disappointment that arises from comparing a product's perceived performance (or results) against their expectations. If performance fails to meet expectations, customers will be dissatisfied (Kotler & Keller, 2020). If performance matches expectations, customers will be satisfied. In addition, if performance exceeds expectations, customers will be very satisfied or happy. Customer satisfaction is a customer response or response in the form of feelings or assessments of product use where expectations and needs are met (Sesaria, 2020). Customer satisfaction is an activity to meet the needs and desires of customers, with the fulfillment of these needs and desires comes a feeling of pleasure or disappointment from customers about the comparison of perceived performance with expected ones (Ogundipe et al., 2024; Camilleri & Filieri, 2023).

Digital Marketing (X₁)

Digital marketing is a system that has been attached to the world of marketing in the digital era (Mira et al., 2020). Digital marketing is also defined as the way a company markets and promotes their products or services. Digital marketing is not just about internet marketing. But it also discusses what are the developments of digital marketing. As well as through the web, mobile phones and gaming devices, offering new access to advertising that is not heralded and very influential (Prabowo, 2018). Digital marketing uses the internet and information

technology as a marketing medium. The need to use the internet as a marketing medium to expand and improve traditional marketing functions (Muljono, 2018). Digital marketing is a marketing activity including branding that uses a variety of web-based media. This division concentrates on all traditional marketing (Sanjaya & Tarigan, 2018).

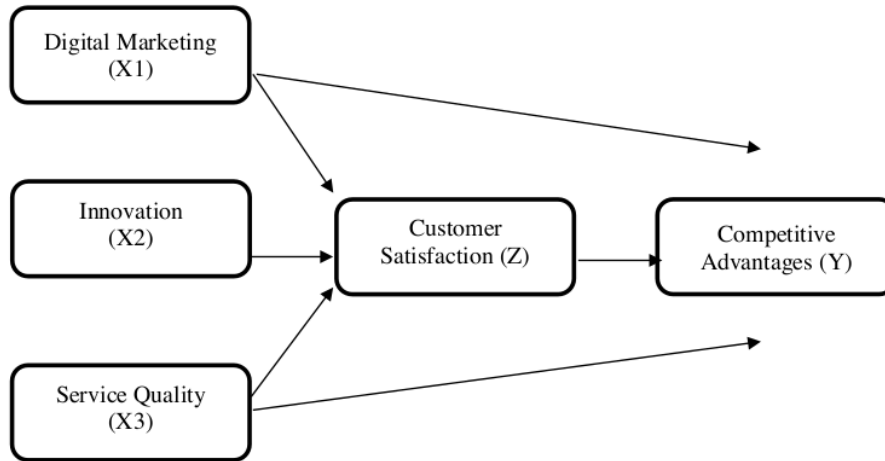
Innovation (X₂)

According to Prasetyo & Irwansyah (2020), innovation is an interesting new inspiration that can be proposed. Innovations are usually deliberately made for the purpose of development and interesting strategies. In order to be able to compete with other companies, innovation must continue. Innovation is an agency technique that adapts to dynamic areas, so agencies must be adept at finding new ideas, as well as providing innovative products and services that can meet customer needs. Therefore, companies are required to be able to create new thoughts, new ideas by offering innovative products and improving services that can satisfy customers (Zimmer et al., 2018; Cabral & Marques, 2023). Product innovation is one way to provide additional points which is one of the key components of successful business operations, which can provide a competitive advantage for the company so that it requires quality products (Soegoto & Soepono, 2018).

Service Quality (X₃)

Service quality is defined as the actions or deeds of a person or organization aimed at providing satisfaction to customers or employees (Kotler & Keller, 2016). Service quality can be defined as the degree of discrepancy between consumer expectations/desires and their perceptions. service quality is how far the difference is between reality and consumer expectations for the subscriptions they receive or obtain (Nguyen et al., 2020; Marcos & Coelho, 2022). Service quality is any action or activity that can be offered by one other party which is basically intangible and does not result in any ownership (Koay et al., 2022; Slack et al., 2020). Service quality is a dynamic condition that is closely related to products, services, human resources, as well as processes and environments that can at least meet or even exceed the expected service quality. Service quality is the service provided to customers in accordance with standardized service standards as a guideline in providing services (Lebo & Mandagi, 2023; Mamakou et al., 2024). Service quality is a level of service related to meeting the expectations and needs of customers or users (Armaniah et al., 2019).

Conceptual framework



Source: Researcher (2024)

Figure 1. Conceptual Framework

3. RESEARCH METHOD

Type of research

This type of research is descriptive quantitative. Quantitative descriptive research is a type of research that aims to describe systematically, factually and accurately about the facts and nature of an object or certain population (Sinulingga, 2016). This research was conducted at Mobil100 Showroom in Tanjungpinang, Batam City, Riau Islands. This research started from March 2023 to August 2023.

Population and Sample

Based on the results of sales data from Showroom Mobil100 Tanjung Pinang during January to April 2024, a total of 98 visitors came to Showroom Mobil100 Tanjung Pinang. Sample withdrawal uses saturated sampling techniques, where the entire population is sampled. The total sample in this study was 98 respondents.

4. RESULTS AND DISCUSSION

Loading Factor

Table 1. Loading Factor

Variable	Item Statement	Muatan Faktor	Loading Factor 1	Desc.	Loading Factor 2	Desc.
Digital Marketing	X1.1	0.700	0.912	Valid	0.912	Valid
	X1.2	0.700	0.790	Valid	0.790	Valid
	X1.3	0.700	0.880	Valid	0.880	Valid
	X1.4	0.700	0.810	Valid	0.810	Valid
	X1.5	0.700	0.908	Valid	0.908	Valid
	X1.6	0.700	0.859	Valid	0.859	Valid
	X1.7	0.700	0.885	Valid	0.885	Valid
	X1.8	0.700	0.894	Valid	0.894	Valid
	X1.9	0.700	0.888	Valid	0.888	Valid
	X1.10	0.700	0.905	Valid	0.905	Valid
Innovation	X2.1	0.700	0.949	Valid	0.949	Valid
	X2.2	0.700	0.950	Valid	0.950	Valid
	X2.3	0.700	0.948	Valid	0.948	Valid
	X2.4	0.700	0.970	Valid	0.970	Valid
	X2.5	0.700	0.937	Valid	0.937	Valid
	X2.6	0.700	0.911	Valid	0.911	Valid
Service Quality	X3.1	0.700	0.673	Tidak Valid		
	X3.1	0.700	0.692	Tidak Valid		
	X3.3	0.700	0.693	Tidak Valid		
	X3.4	0.700	0.725	Valid	0.723	Valid
	X3.5	0.700	0.735	Valid	0.777	Valid
	X3.6	0.700	0.803	Valid	0.826	Valid
	X3.7	0.700	0.786	Valid	0.803	Valid
	X3.8	0.700	0.751	Valid	0.801	Valid
	X3.9	0.700	0.779	Valid	0.807	Valid
	X3.10	0.700	0.804	Valid	0.879	Valid
Customer Satisfaction	Z1.1	0.700	0.710	Valid	0.787	Valid
	Z1.2	0.700	0.582	Tidak Valid		
	Z1.3	0.700	0.455	Tidak Valid		
	Z1.4	0.700	0.711	Valid	0.789	Valid
	Z1.5	0.700	0.828	Valid	0.892	Valid
	Z1.6	0.700	0.647	Tidak Valid		
	Z1.7	0.700	0.865	Valid	0.859	Valid
	Z1.8	0.700	0.904	Valid	0.850	Valid
	Z1.9	0.700	0.829	Valid	0.797	Valid
	Z1.10	0.700	0.779	Valid	0.783	Valid
Competitive	Y1.1	0.700	0.852	Valid	0.854	Valid

Variable	Item Statement	Muatan Faktor	Loading Factor 1	Desc.	Loading Factor 2	Desc.
Advantages	Y _{1.2}	0.700	0.728	Valid	0.725	Valid
	Y _{1.3}	0.700	0.935	Valid	0.935	Valid
	Y _{1.4}	0.700	0.900	Valid	0.899	Valid
	Y _{1.5}	0.700	0.831	Valid	0.831	Valid
	Y _{1.6}	0.700	0.815	Valid	0.812	Valid
	Y _{1.7}	0.700	0.913	Valid	0.914	Valid
	Y _{1.8}	0.700	0.939	Valid	0.939	Valid
	Y _{1.9}	0.700	0.822	Valid	0.825	Valid
	Y _{1.10}	0.700	0.927	Valid	0.926	Valid

Source: Processed by researchers (2024)

The data shows that the indicators are declared feasible or valid for research use and can be used for further analysis.

Composite Reliability

Table 2. Composite Reliability

	Composite Reliability
Competitive Advantages	0.968
Customer Satisfaction	0.936
Digital Marketing	0.970
Inovation	0.980
Service Quality	0.927

Source: Processed by researchers (2024)

Based on the table above, it shows that the good enough category of each construct has met the criteria for assessing the reliability of the outer model with a composite reliability value > 0.7.

Average Variance Extracted

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Competitive Advantages	0.754
Customer Satisfaction	0.678
Digital Marketing	0.764
Inovation	0.892
Service Quality	0.645

Source: Processed by researchers (2024)

Based on the table above, it shows that the AVE value of each construct in the final model has reached a value > 0.5. Thus, the proposed structural equation model has met the convergent validity criteria.

Structural Model Evaluation (Inner Model)

Tabel 4. R-Square

	<i>R Square</i>	<i>Adjusted R Square</i>
Customer Satisfaction	0.851	0.846
Competitive Advantages	0.933	0.930

Source: Processed by researchers (2024)

The R Square value for the customer satisfaction variable is 0.592, this means that the percentage of the influence of trust, service quality and price on customer satisfaction is 59.2%, which means it is included in the moderate category, while the remaining 40.8% is explained by other variables not examined in the study.

Direct Effect Test

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Digital Marketing → Customer Satisfaction	0.158	0.158	0.053	2.980	0.003
Innovation → Customer Satisfaction	0.665	0.653	0.058	11.495	0.000
Service Quality → Customer Satisfaction	0.433	0.439	0.071	6.109	0.000
Digital Marketing → Competitive Advantages	0.086	0.086	0.023	3.812	0.000
Innovation → Competitive Advantages	-0.315	-0.312	0.057	5.497	0.000
Customer Satisfaction → Competitive Advantages	0.917	0.910	0.081	11.287	0.000
Service Quality → Competitive Advantages	0.261	0.265	0.046	5.642	0.000

Source: Processed by researchers (2024)

Based on the table above, it is known that:

1. The analysis shows that digital marketing has a positive and significant influence on customer satisfaction. With a path coefficient value of 0.158 and a p-value of 0.003

(<0.05), and a t-statistic value of 2.980 (>1.96), it can be concluded that this hypothesis is accepted. This finding indicates that an effective digital marketing strategy can increase customer satisfaction. Although the effect is relatively smaller than other variables, the role of digital marketing remains significant in building customer satisfaction.

2. Data analysis revealed that innovation has a positive and highly significant influence on customer satisfaction. With a path coefficient value of 0.665, a p-value of 0.000 (<0.05), and a t-statistic of 11.495 (well above 1.96), this hypothesis is strongly accepted. The effect of innovation is the largest among the variables studied, indicating that the company's innovative efforts have a substantial impact on improving customer satisfaction. This finding emphasizes the importance of innovation as a key factor in business strategy to achieve high customer satisfaction.
3. The results demonstrate that service quality has a positive and highly significant influence on customer satisfaction. With a path coefficient of 0.433, a p-value of 0.000 (<0.05), and a t-statistic of 6.109 (>1.96), this hypothesis is strongly accepted. Although the coefficient value is lower than innovation, service quality shows a significant influence on customer satisfaction. This finding confirms that investment in service quality improvement is an effective strategy to increase customer satisfaction.
4. The analysis shows that digital marketing has a direct positive and significant influence on competitive advantage. With a path coefficient of 0.086, p-value of 0.000 (<0.05), and t-statistic of 3.812 (>1.96), this hypothesis is accepted. Although the effect is relatively small, this finding suggests that digital marketing strategies contribute directly to improving the company's competitive advantage.
5. The analysis results show that innovation has a negative but significant influence on competitive advantage. With a path coefficient of -0.315, p-value of 0.000 (<0.05), and t-statistic of 5.497 (>1.96), this hypothesis is accepted but in the opposite direction than might be expected. This finding is interesting and may indicate the presence of mediating or moderating factors that need to be considered in the relationship between innovation and competitive advantage.
6. Data analysis shows that customer satisfaction has a positive and highly significant influence on competitive advantage. With a path coefficient of 0.917, a p-value of 0.000 (<0.05), and a t-statistic of 11.287 (well above 1.96), this hypothesis is strongly accepted. The effect of customer satisfaction on competitive advantage is the largest

among all variables, confirming the crucial role of customer satisfaction in achieving competitive advantage.

- The results showed that service quality has a positive and significant direct effect on competitive advantage. With a path coefficient of 0.261, p-value of 0.000 (<0.05), and t-statistic of 5.642 (>1.96), this hypothesis is accepted. This finding confirms that improving service quality not only increases customer satisfaction but also directly contributes to the company's competitive advantage.

Indirect Effect Test

Table 6. Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Digital Marketing → Customer Satisfaction → Competitive Advantages	0.145	0.144	0.050	2.903	0.004
Innovation → Customer Satisfaction → Competitive Advantages	0.610	0.597	0.091	6.726	0.000
Service Quality → Customer Satisfaction → Competitive Advantages	0.397	0.396	0.054	7.387	0.000

Source: Processed by researchers (2024)

Based on the table above, it is known that:

- The analysis shows that digital marketing has a positive and significant indirect effect on competitive advantage through customer satisfaction as a mediating variable. With a path coefficient value of 0.145 and a p-value of 0.004 (<0.05), and a t-statistic value of 2.903 (>1.96), it can be concluded that this hypothesis is accepted. This finding indicates that an effective digital marketing strategy can increase customer satisfaction, which in turn contributes to increasing the company's competitive advantage. Although the effect is relatively smaller than other variables, the role of digital marketing remains significant in building competitive advantage through increased customer satisfaction..
- Data analysis reveals that innovation has a positive and highly significant indirect effect on competitive advantage through customer satisfaction. With a path coefficient value of 0.610, a p-value of 0.000 (<0.05), and a t-statistic of 6.726 (far above 1.96), this hypothesis is strongly accepted. The indirect effect of innovation is the largest among the variables studied, indicating that the company's innovative efforts have a substantial

impact on increasing customer satisfaction, which then significantly increases competitive advantage. This finding emphasizes the importance of innovation as a key factor in business strategy to achieve competitive advantage through increasing customer satisfaction.

3. The results of the study demonstrate that service quality has a positive and highly significant indirect effect on competitive advantage through customer satisfaction. With a path coefficient of 0.397, a p-value of 0.000 (<0.05), and a t-statistic of 7.387 (the highest among the three variables), this hypothesis is strongly accepted. Although the coefficient value is lower than innovation, service quality shows high consistency and reliability in influencing competitive advantage through customer satisfaction. This finding confirms that investment in improving service quality is an effective strategy to increase customer satisfaction, which ultimately contributes significantly to achieving a company's competitive advantage.

5. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research and discussion, the following conclusions can be drawn:

1. Digital marketing has a positive and significant influence on customer satisfaction.
2. Innovation has a positive and highly significant influence on customer satisfaction.
3. Service quality has a positive and highly significant influence on customer satisfaction.
4. Digital marketing has a direct positive and significant influence on competitive advantage.
5. Innovation has a negative but significant influence on competitive advantage.
6. Customer satisfaction has a positive and highly significant influence on competitive advantage.
7. Service quality has a positive and significant direct effect on competitive advantage.
8. Digital marketing has a positive and significant indirect effect on competitive advantage through customer satisfaction as a mediating variable.
9. Innovation has a positive and highly significant indirect effect on competitive advantage through customer satisfaction.
10. Service quality has a positive and highly significant indirect effect on competitive advantage through customer satisfaction

Suggestion

Based on the conclusions obtained from the above research, the following suggestions are made:

1. To improve customer satisfaction through digital marketing, Mobil100 Used Car Showroom needs to focus on improving accessibility and quality of information on its digital platform. This includes optimizing the website for various devices, providing detailed and accurate information about used cars, and developing a user-friendly search feature. Implementing real-time chat and notification systems for stock updates and promotions can also increase customer engagement. It is also important to ensure the security of customer data in every digital transaction, considering that this is an aspect that is highly valued by users.
2. Innovations focused on improving customer satisfaction can include developing customization options for used cars, such as interior upgrades or adding the latest technology features. Showrooms also need to continually improve their used car selection standards, ensuring consistent and satisfactory product quality. Implementing advanced car inspection technology can provide customers with additional confidence in the condition of the car they are purchasing. Innovations in after-sales service, such as unique warranty programs or regular maintenance services, can also be differentiating factors that increase customer satisfaction.
3. Improving service quality is key to increasing customer satisfaction. Showrooms need to focus on increasing the speed of response to customer inquiries and complaints, both online and offline. Continuous staff training is essential to ensure they can provide accurate information and consistent service. Developing modern and comfortable showroom facilities, as well as providing sophisticated car inspection equipment, can also improve customer experience. Implementing an effective customer feedback management system will enable showrooms to continuously improve their services based on direct customer feedback.
4. To achieve competitive advantage through digital marketing, Mobil100 Used Car Showroom needs to utilize digital data to understand market trends and customer preferences. This can be done through analyzing user behavior on the website, social media engagement, and online search patterns. Developing unique digital marketing strategies, such as 360-degree video content for each car or virtual test drives, can differentiate them from competitors. SEO optimization is also crucial to increasing the showroom's online visibility, ensuring that they appear at the top of search results for relevant keywords related to used cars in Tanjung Pinang.

5. To achieve competitive advantage through innovation, Mobil100 Used Car Showroom should focus on developing features and services that provide significant added value and are difficult for competitors to imitate. This could include a comprehensive warranty program for used cars, flexible financing services, or a profitable trade-in program. Innovation in business processes, such as implementing a sophisticated inventory management system or using AI to assess car condition, can improve operational efficiency and provide a competitive advantage. The showroom could also consider innovation in business models, such as offering long-term rental services or shared ownership programs for premium used cars.
6. To achieve competitive advantage through service quality, Mobil100 Used Car Showroom needs to set service standards that far exceed industry expectations. This can be achieved through the development of a comprehensive and ongoing staff training program, covering not only product knowledge but also communication and problem-solving skills. Implementing a rigorous quality management system, such as ISO 9001, can ensure consistency of service across all aspects of the business. The showroom could also consider offering unique additional services, such as personal car selection consultations, pick-up and drop-off services for servicing, or customer satisfaction guarantees with trial periods that are longer than industry standards.
7. To leverage customer satisfaction as a competitive advantage, Mobil100 Used Car Showroom needs to conduct regular customer satisfaction surveys and use the results for continuous improvement. Developing an attractive customer loyalty program, such as reward points for purchases and services that can be exchanged for car upgrades or accessories, can increase customer retention. Positive testimonials and reviews from satisfied customers should be utilized effectively in marketing strategies, both online and offline. The showroom can also consider forming a Mobil100 customer community, which can be a valuable source of referrals and feedback, as well as creating a stronger emotional bond between customers and the brand.
8. To optimize the impact of digital marketing on customer satisfaction and competitive advantage, Mobil100 Used Car Showroom needs to integrate digital strategies with offline experiences seamlessly. This can include using augmented reality technology to provide virtual tours of the showroom, or an online booking system for test drives and services. The use of sophisticated digital analytics can help the showroom understand customer behavior and preferences in depth, allowing for better personalization of the experience. Developing informative and useful digital content, such as car maintenance

tutorial videos or articles on automotive trends, can increase customer engagement and position the showroom as a thought leader in the used car industry.

9. To maximize the impact of innovation on customer satisfaction and competitive advantage, Mobil100 Used Car Showroom must involve customers in the innovation process through a structured feedback and suggestion program. The focus of innovation should be directed at aspects that directly impact the customer experience, such as a faster and more transparent purchasing process, or more comprehensive after-sales service. The showroom also needs to actively monitor the latest automotive technology trends and adapt them to the used car business, such as offering electric or hybrid used cars with special battery warranties. Innovation in business models, such as flexible lease-purchase programs or profitable trade-in options, can also be a significant differentiator in the market.
10. To maximize the impact of service quality on customer satisfaction and competitive advantage, Mobil100 Used Car Showroom needs to develop service standards that become benchmarks in the industry. This can be achieved through the implementation of a total quality management system that covers all aspects of operations, from car selection to after-sales service. Developing a real-time and integrated customer feedback management system can enable the showroom to immediately follow up on problems and continuously improve services. Focusing on the aspects of service that customers value most, such as transparency of information or flexibility in negotiation, can create significant differentiation. Showrooms may also consider offering bold customer satisfaction guarantees, such as a 30-day money-back guarantee, to build customer trust and loyalty.

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