Advances in Social Sciences Research Journal – Vol.7, No.8
Publication Date: August 25, 2020
DOI:10.14738/assrj.78.8876.
Suyanto, A., & Prakoso, W. D. W. (2020). Analysis of Segmentation, Targeting, and Positioning of Indonesian Car Market in Determining The Proper Market for Wuling Motors. *Advances in Social Sciences Research Journal,* 7*(8)* 618-635.

Analysis of Segmentation, Targeting, and Positioning of Indonesian Car Market in Determining the Proper Market for Wuling Motors

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ABSTRACT

In order to conform the market every single car in Indonesia are conducting a market strategy. One of those strategies is by applying a proper segmentation, targeting, and positioning. In 2019, Wuling Motors has the highest market growth compared to other car brands in Indonesia. Although Wuling Motors's market growths are high, in 2019 Wuling Motors's market share are below the top 5 car brands in Indonesia. The purposes of this research are: 1) to discover the conformity of Wuling Motors segmentation towards the Indonesian market; 2) to discover the conformity of Wuling Motors market target towards the Indonesian market; 3) to discover the position result of Wuling Motors towards the Indonesian market. Respondent for this research uses 400 respondents. This research classified as mix method research with descriptive analysis. Method used for this research are cluster analysis (K-means cluster) based on the demographic, geographic, psychographic, behavioral that supporting the market preference. Geographic segmentation is classified using crosstab tabulation analysis. In analyzing the positioning, multidimensional scaling used as the method with 2 dimensions perceptual mapping. To re-confirming the data about Wuling Motors's segmentation, targeting and positioning, author conducted an interview to Wuling Motors's marketing division located in Bandung, Indonesia. The result of this research are formed 4 various cluster based on respondents age and monthly income, which, every cluster has its own characteristics in selecting a cars, and gathered most dominant respondents domicile based on the crosstab analysis. In MDS, gathered 4 quadrants with similarity between model and safety for respondents with age are above the average, and income also above the average. The final result is, Wuling Motors has implementing a conform segmentation, targeting and positioning towards the Indonesian market.

Keywords: Segmentation, Targeting, Positioning, Cluster Analysis, Multidimensional Scaling

INTRODUCTION

Wuling Motors is a car manufacturer that established in Liuzhou, Guangxi, China in 2007. Wuling Motors is under the supervision of Liuzhou Wuling Automobile Industry Co., Ltd., in operating their business. Liouzhou Wuling Automobile Industry Co., Ltd., is a joint operation company by Wuling Group and Dragon Hill Holdings Limited ("Wuling"). In July 2017, Wuling Motors starts to market their cars in Indonesia by establishing a new factory located in Deltamas, Bekasi on 2015. In 2019 for market share ranking, with 17,000 cars sold in 2018 (Han, 2019), Wuling Motors has levelled up from position 11 in 2017, to position 9 in 2018. In general, Wuling Motors's market share in Indonesia only achieved 2% compared to other brands in Indonesia that dominated by Japanese brands, the largest market share in Indonesia for vehicle are held by Toyota with score 31,7% (Gaikindo, 2019).

Table 1 : Car Market Share in Indonesia From January - December 2019

No.	Brand	Sales (units)	Market Share (%)
1	Toyota	331,004	31.7
2	Daihatsu	177,588	17.0
3	Honda	149,439	14.3
4	Mitsubishi	118,936	11.4
5	Suzuki	102,865	9.9
6	Isuzu	25,315	2.4
7	Wuling	21,112	2.0
8	Nissan	12,570	1.2
9	Datsun	7,749	0.7
10	Mazda	4,934	0.5

Source: GAIKINDO (2019)

Wuling Motors listed as the 2019 top 10 car brand in Indonesia are effected by their sales during January – December 2019. Figure 1 shows Wuling Motors sales during January – December 2019 period, in a from of graphic.



Figure 3: Wuling Sales Graph

Source: GAIKINDO (2019)

Figure 1 shows the highest sell of Wuling Motors are occur in December 2019 (2,868 units), and the lowest selling are occur in January 2019 (1,172 units). From figure 1, Wuling Motors gathered 144% amount of market growth along January – December 2019 period, compared to other top 10 car brands in Indonesia. The following data are explained in table 2.

Table 2: January - December 2019 Car Brand Market Growth

Brand	Market Growth (%)
Toyota	32,3
Daihatsu	11,5
Honda	17,8
Mitsubishi Motors	-26,3
Suzuki	-12,5
Isuzu	31,5
Wuling	144
Nissan	27
Datsun	-39
Mazda	-10,4

Source: GAIKINDO (2019)

From time range between January – December 2019, Wuling Motors shows the most positive market growth with amount of 144% brand that has the highest market growth. Brand who has the lowest market growth is Mitsubishi with -26,3% growth. According to Kasmir (2012:107), the development of market growth are forming the ratio of a company that shows the consistency of a company in their business, it can be conclude that by gaining 144% for the market growth, Wuling Motors proof that Wuling Motors consistent in selling and developing their market in Indonesia.

Indonesia is considered as the potential market for MPV (Multi Purpose Vehicle) and SUV (Sport Utility Vehicle) cars. According to Handoyo (2013), the car market in Indonesia dominated with MPV cars. By conducting market segmentation, targeting and positioning, Wuling Motors also can set their selling price. The company should conduct 2 step processed in segmenting their segment. The first step is naming the product, and the second step is segment the product based on their category, marketing mixes, to select the target market of the following product (Perreault et al., 2014). In targeting the market, marketers have to evaluate the segment attractiveness along with the market potential, growth rate, competitive intensity, and other factors in accordance with the firm's mission and capabilities to deliver what each segment wants, in order to choose which segments the marketers will serve (Mulins and Walker, 2014:141).

Positioning is the objective of marketers to designed a company's offering and image to create a distinctive place in the minds of the target market. The goal of positioning is to create a brand characteristic in the minds of consumers, in order to maximize the future benefit to the firm (Kotler and Keller 2012:276). Wuling Motors give a characteristics on each of their products for example, Wuling Almaz that installed an AI (Artificial Intelligence) named Wuling Indonesian Command (WIND) that allow the passengers to tell the car to do a number of activity such as open the window, turn on car features, and other things that supported only by speak through the existing command voice (Kompas.com, 2019).

Based on the phenomenon, the objectives for this study can be gathered as follows.

1. To discover the conformity of Wuling Motors segmentation towards the Indonesian market
2. To discover the conformity of Wuling Motors market target towards the Indonesian market
3. To discover the position result of Wuling towards the Indonesian market.

LITERATURE REVIEW

Market Segmentation, Targeting, and Positioning

Widjojo et. al (2017:2) marketing is an activity and process in establishing, delivering, communicating and exchanging an offer that involved customers and other parties, resulting the benefit and value for the consumers, client, business partner or society in a large scale.

According to Perreault, Jr et al., (2014:92) market segmentation is a two-step process of naming broad product-markets and segmenting these broad product-markets in order to select target markets and develop suitable marketing mixes. There are four criterias in order to create a successful segmentation. Grewal and Levy (2016:280) mentioned four criterias for creating successful segmentation that explained as follows:

1. Identifiability and measurability (Firms must be able to identify who is within their market to be able to design products or services to meet their needs).
2. Substantial (Measuring sizes to generate a proper market and obtain sufficient profits in order to support the activity of marketing mix).
3. Reachable (Firms targeted segments able to reach the products through proper communications and the distribution of the products done by the firms).
4. Responsiveness (the customers in the selected segment must react similarly and positively to the firm's offering. If through the firm's distinctive competencies, it cannot provide products or services to the selected segment, the marketers should not target it).

Targeting is an activity in choosing one or more segment, as the focus market in a company that has 3 phase in conducting it, which are evaluating segment market, segment profile development and selecting the targeting strategy (Handoko et al., 2017). Hidayat (2017:958), mentioned targeting as the process of evaluating each segments attractiveness and then choosing one or more characteristics to serve. Targeting covers issues of choosing, selecting and reaching the market. Kurniawan (2018:102) stated that targeting has a purpose to simplify the marketers to reach the segment that want to be achieved, and giving satisfaction to the customers and to achieve that, the marketers should set their market target through four criterias, which: (1) responsive, (2) selling potential, (3) suffice growth, (4) media coverage.

According to Hartline and Farrell (2014:210) positioning refers to creating a mental image of the product and its differentiating features in the minds of the target market. Schifmann and Wisenbilt (2015:72) mentioned six steps of positioning process as follows:

1. Define the suitable market for which the product or brand competes, who the potential buyers are, and the offering's competition.
2. Identify the important product's key attributes and researching the consumers perception regarding each of the relevant attributes.
3. Research how consumers perceive the competing offering on the relevant attributes.
4. Determine the suitable target market's preferred combination of attributes.

5. Develop a distinctive, differentiaton and value-based positioning concept on the products or services, that communicates the applicable attributes as benefits.
6. Create a poisitoning statement focused on the benefits and value that the product provides and using it to communicate with the target audiences.

Kotler et al., (2003:54) classified 3 approaches in order to implement those segmentation. Those approaches are:

1. Static Segmentation Attribute (an activity to classified the market based on the similar static attributes, that do not reflect the consumer buying behavior, usement and undirectly determining the consumer buying decision). This attributes covers geographic and demographic variables.
2. Dynamic Segmentation Attribute (an activity to classified the market based on the similar dynamic attribute, or and attribute that reflect the consumer characterstics). This attribute covers psychographic and behavioral variables.
3. Individual segmentation (an activity to classified the market based on the smalles units or individuals).

RESEARCH FRAMEWORK

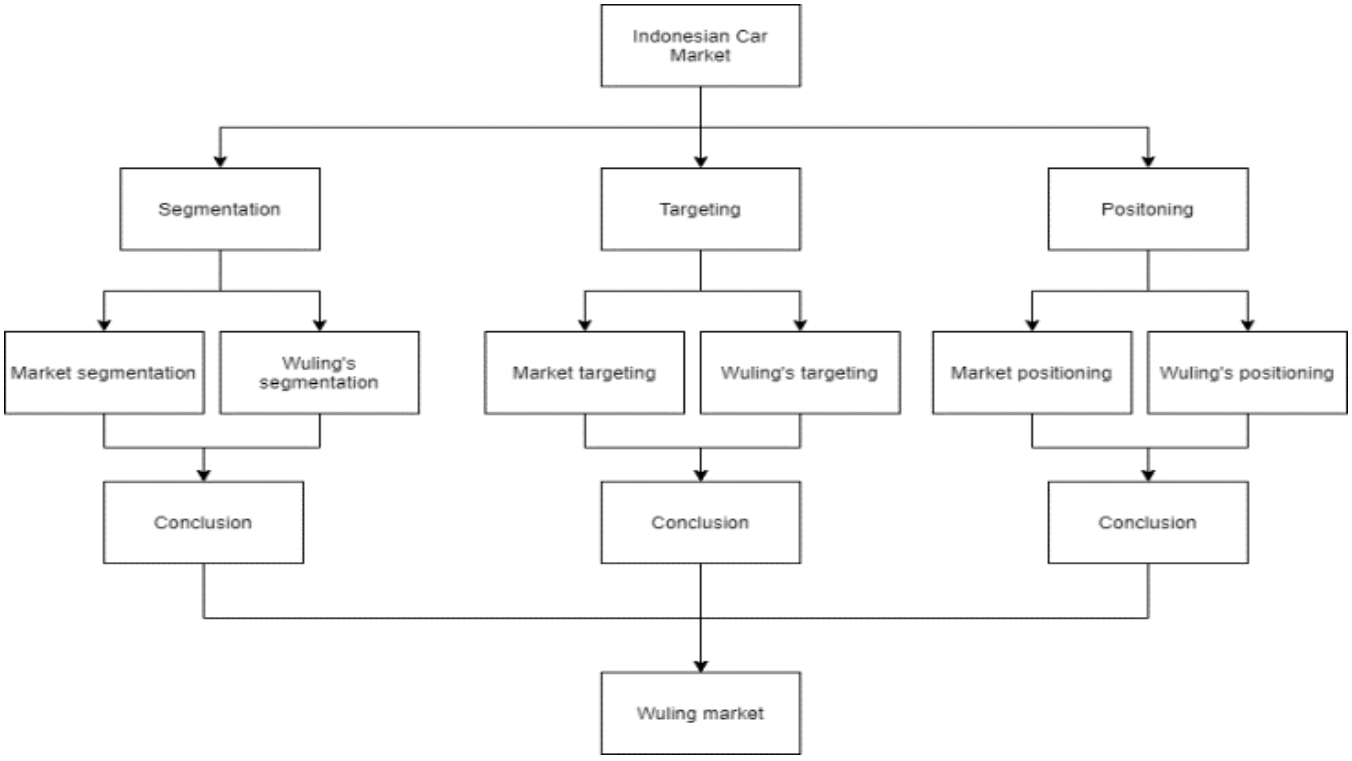


Figure 4: Research Framework

Source: Processed by Author

METHODS

According to Cohen et.al, (2007:101), the greater sample from the size of the population, is better, however the sample minimum limit that has to be processed by the researcher, has an amount of 30 samples. To determine the amount of samples of this research, the author uses the Bernoulli

formulation. This research uses 95% level of confidence, with the Z value amount of 1.96 (Zikmund and Babin, 2010: 463).

$$n \geq \frac{Z^2.p.q}{e^2}$$

n = Sample
Z = The value of normal distribution
p = Questionnaires proportion considered true
q = (1-p) Questionnaires proportion considered false
e = error rate

This research uses both data sources from primary data sources and secondary data sources. Primary data sources are gathered from surveying 400 samples of respondents in gathering information about the car market in Indonesia. Secondary data are collected throughout the conducted interview towards the Wuling marketing unit in Bandung, Indonesia. Both data are about to be compared in order to figure the results of this research.

To classify the segment in order to be compatible with the car types, the author is using Cluster Analysis and Multidimensional Scaling for the positioning variables. The last method is conducting an interview to Wuling Motors to compare the data from the survey, towards the actual data from Wuling Motors. Cluster analysis is a method uses to classify the research variable or object (respondent, product, place, etc.) into a homogeneous group (Hermawan and Yusran 2017:145). Cluster analysis is supported with crosstab analysis in order to classify more specific information about the respondents.

The result of crosstab analysis will present the result of all respondents' city of origin, which classified each cluster (Rafika and Suyanto, 2019). In this research, in analysis the crosstab "domicile" variables are determined to be classified into several categories. MDS is connected with the graphic (map) construction to illustrate the position among objects in the research based on the similarity of those objects (Santoso, 2015:318). Indrawan and Yaniawati (2014:226) stated that interview is a form of communication between 2 parties that involves a person that is required to gather information, and a person that is required to give information.

DISCUSSION

Cluster Analysis

Table 3: Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Age	400	21	62	41,80	11,803
Income	400	2.000.000	65.000.000	16.392.500,00	11803251,060
Valid (N)	400				

Source: Analyzed by IBM SPSS 25

From the descriptive analysis table above, it can be interpreted from total respondent of 400 respondents, gathered 21 years old as the minimum respondents age, and 62 years old as the maximum respondents age with the average age are 41,8 years old of all total of respondents. The income for all respondents has the minimum amount of income with the amount of 2 million

Rupiahs, and the maximum income with the amount of 65 million Rupiahs. The average respondents income for this research are 16.392.500 million Rupiahs.

Table 4: Average Cluster Age & Income

Cluster 1	Cluster 2	Cluster 3	Cluster 4
≤41 years old	≥41 years old	≥41 years old	≤41 years old
≥16 million	≥16 million	≤16 million	≤16 million

Source: Analyzed by IBM SPSS 25

From table 5, it can be concluded that cluster 1 has the respondents that the age and income are above the average age and income, cluster 2 has respondents that the age are above the average respondents age, and the income are nearly below the average of respondents income. Cluster 3 has the respondents with the age and income is below the average of total respondents age and income. Cluster 4 has the respondents with age are below the average, neverthless their income is above or within the average.

Table 5: Cluster Preference Characteristics

Zscore	Cluster 1	Cluster 2	Cluster 3	Cluster 4
Z1 (car for activity)	0,33998	0.31883	-0.68180	-0.9991
Z2 (car for business)	0.36998	0.14629	-0.42134	-0.54148
Z3 (information)	0.44847	0.01521	-0.30789	-0.7725
Z4 (different brand)	0.55174	-0.34015	-0.13939	-0.37116
Z5 (sell price)	0.32769	0.10842	-0.42272	-0.18606
Z6 (family oriented)	0.23031	0.37069	-0.47685	-0.67889
Z7 (price)	0.40444	0.18571	-0.55757	-0.3095
Z8 (lifestyle aspects)	0.55243	-0.23933	-0.31290	-0.10622
Z9 (brand popularity)	0.29128	0.3907	-0.25777	-0.39651
Z10 (comfort aspects)	0.56718	0.12513	-0.59540	-0.60487
Z11 (speed aspects)	0.60838	-0.21436	-0.24580	-0.73275
Z12 (citycar)	0.10397	-0.11799	-0.11160	0.51145
Z13 (sedan)	0.00531	-0.00193	0.01068	-0.5831
Z14 (MPV)	0.14425	0.15685	0.1694	-1.38209
Z15 (SUV)	0.24651	0.19929	-0.26873	-0.85199
Z16 (exterior)	0.79299	-0.27836	-0.40651	-0.60926
Z17 (interior)	0.90550	-0.31424	-0.46528	-0.70697
Z18 (Storage)	0.65956	-0.09723	-0.33638	-1.09727
Z19 (security)	0.59886	0.10623	-0.64742	-0.44985
Z20 (safety)	0.57817	0.20233	-0.60530	-0.94813
Z21 (performance)	0.63024	-0.2456	-0.20136	-1.83398
Z22 (Entertainment)	0.75606	-0.28230	-0.39941	-0.45929
Z23 (build quality)	0.82207	-0.28629	-0.35329	-0.91871
Z24 (additional features)	0.69374	-0.27919	-0.28864	-0.65060

Source: Processed by IBM SPSS 25

Cluster 1 are consist of respondents who has a high intensity to use car as the vehicle for daily activity and business, they also tend to use social media and internet as their tools for searching an information about car review before they manage to buy a car, they also tend to buy a different brand car rather than the brand before and rather have a standard for their car selling price. They also prefer a car that is more oriented to their family. In considering a car, they have or prefer a car that has a price above the average, following their lifestyle that also has the value above the average lifestyle. Following the price aspect of their cars, they also have a car that is very comfortable. They also prefer a car from the matter of speed, also they prefer all types of car (city car, sedan, MPV, SUV) as long it is similar with their criterias.

Respondents in this cluster have a car with all aspects about exterior, interior, storage, security, safety, performance, entertainment, material quality and additional features are above the average. From the explanation above, it can be predicted that respondents in cluster 1 prefer the "executive" segment. Respondents in cluster 1 can be predicted to consist of retirement, entrepreneurs, BUMN, BUMD or private company employees. They prefer to classify the usage of their cars, between activity and business. This cluster predicted to prefer the segment of luxury cars.

Cluster 2 also consists of respondents that have high intensity to use a car as the vehicle for daily or business. They also tend to search for information about cars before they manage to buy it. Respondents on cluster 2 do not prefer to buy the same car brand in their next buying activity, and give attention to the selling price when they want to sell it. Similar to cluster 1, cluster 2 also consists of respondents who consider their family in choosing their car. They also prefer a car that has a price slightly higher in the market. Their lifestyle does not determine them in choosing a car, but they prefer a car that has position in the market. Similar to cluster 1, respondents in cluster 2 are having the standard of comfort aspects above the average that can be concluded, they prefer comfortable cars.

They do not prefer speed as the important factor in choosing a car, they also tend to use MPV and SUV other than type of cars. In positioning, safety and security are the most important aspect in a car which they choose. Considering the factors above, cluster 2 can be described as the "family cluster". Respondents in cluster 2 can be predicted to consist of retirement, medical personnel, entrepreneurs, *PNS, BUMN-BUMD* or private company employees. The members of this cluster are similar compared to cluster 1, the differences in respondents in cluster 2 predicted are more preferred in choosing a car that can be fit with 5-7 persons aboard.

Respondents in cluster 3 consist of respondents that slightly have low intensity to use a car as the vehicle for daily or business. Respondents in cluster 3 are more not interested to search for information about cars on social media and the web. They tend to buy the same car brand for their next purchase also, they have a low standard price when they want to sell their cars, they tend to follow the market price. They are less tend determine family as the aspect to buy a car. Cluster 3 prefers a car that has a price under average in the market, they do not consider lifestyle as the aspect in buying a car. For the brand aspects, they prefer to buy a common brand in the market. Their buying behavior is affecting the comfortable aspect of a car that they buy, which has a value below the average. Cluster 3 does not consider speed as the aspect in buying a car. Respondents in cluster 3 prefer a car in a Sedan or MPV models, considering their ages are above the average age of whole respondents.

Following their behavior that prefer a common brand of cars in the market, their own preference about features, performance, etc on a car are also below the average. From the explanation above, this cluster can be concluded as the "middle cluster". The respondents on cluster 3 can be predicted to consist of respondents that become mature freelancers and teachers as their occupation, also half of a number of retirement and entrepreneurs respondents predicted are involved in this cluster. State Civil Apparatus (*ASN*) also predicted involved in this cluster because this cluster also described the respondents that receive a borrowing car from their office. For this cluster members, beside cars, there is another option of vehicles becoming their main vehicle in supporting their activities. They also prefer a car that is common in the market, as long it suits their income.

Cluster 4 consists of respondents with slightly, low intensity to use a car as the main vehicle in their activities and businesses. Similar to cluster 3, respondents in cluster 4 also less in determining different brands, car selling price, family oriented car, price aspects of a car, lifestyle, popularity of a brand, comfort aspect and speed aspect as the aspect in their behavior in choosing a brand of a car. Respondents in cluster 4 prefer a car that is categorized as the city car. Following their behavior that prefer a common brand of cars in the market, their own preference about features, performance, etc on a car are also below the average. Cluster 4 can be described as the "student cluster", that mostly consist of students in University, half of young freelancer or private sector employees that in terms of using a car as their daily vehicle, are not often as cluster 1 or 2. A number of respondents in cluster 4 can be predicted are using cars alternately with their family members.

Table 6: Crosstab Analysis

		Cluster Number				Total
		1	**2**	**3**	**4**	
City	**Metropolitan**	30	36	24	9	99
	Big city	63	65	55	16	199
	Medium city	26	18	21	4	69
	Small city	8	7	18	0	33
Total		127	126	118	29	400

Source: Processed Using IBM SPSS 25

All total of respondents can be concluded that 99 respondents are originated from metropolitan city, 199 respondents are originated from big city, 69 respondents originated from medium city and 33 respondents are originated from small city. All total of respondents are 400 and categorized as valid data.

Multidimensional Scaling

Multidimensional scaling is used to measure how the consumer is preferring the cars using the attributes that represent the positioning variables which are; Additional features, Model, Performance, Safety, Security. In conducting the multidimensional scaling, the author used the measurement with 2 dimensions as the output.

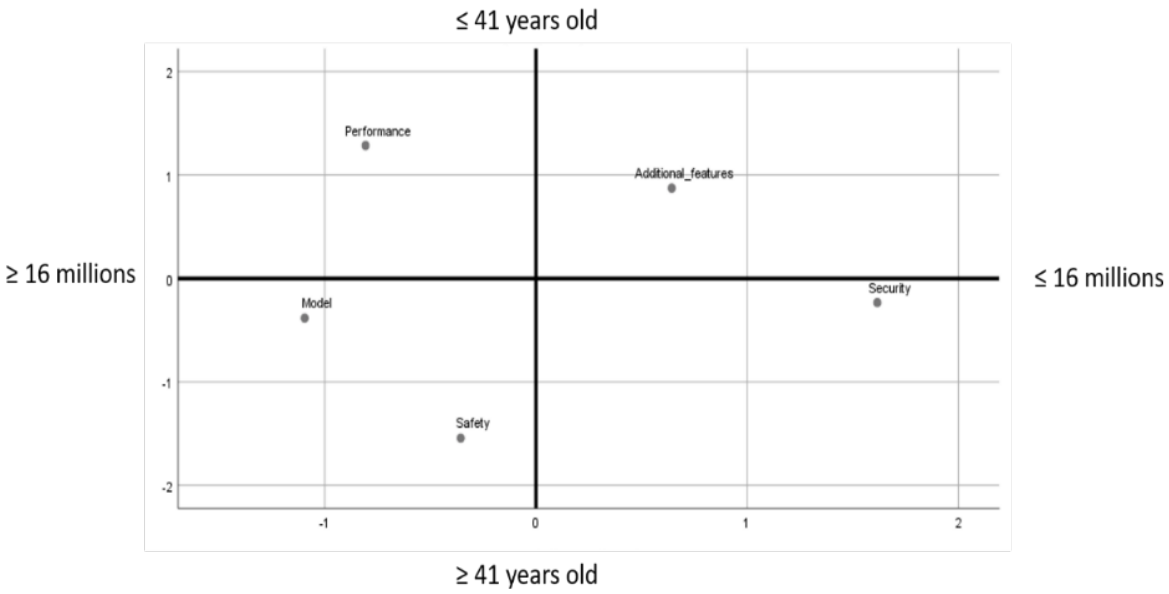


Figure 5: Derrived Stimulus Configuration

Source: Processed Using IBM SPSS 25

From figure 3, it can be interpreted that Safety and Model are in the same quadrant. It can be stated that Safety and Model has a similarity in the Indonesian market perception, and most perceived by respondents in age above 40 years old with the income also above the average respondent income. Other attributes such as Performance, Additional features and Security each are located in the different quadrants. It supports the Utami and Suprihati (2015) research that stated consument are likely buying a car by following their financial ability and also their age.

FINAL DISCUSSION

Based on the comparison between the survey results towards the interview results, Wuling Motors's segmentation, targeting, and positioning can be interpreted to having a similar segmentation, targeting, and positioning characteristics towards the car market in Indonesia. This result may support the development of Wuling Motors's market growth, following the statement which stated there are a number of similar preferences between the respondents data and the interview result, although a number of preferences are not related to Wuling Motors. Wuling Motors can conclude has implemented their market segmentation properly. Wuling Motors also has implemented their market targeting properly by applying concentrated targeting strategy referring to Grewal and Levy (2016:283) by focusing on selling MPV as their initial step when entering Indonesian car market.

Based on Figure 3 for positioning aspects, Indonesian car market that used as the sample, which has an amount of income above 16 millions per month and age are above 40 years old, are having a similar attribute perception towards model and safety. According to the surveyed market, it stated, a well model cars also have well genuine safety. As gathered in the interview, Wuling Motors are considering models and safety for their cars. From the result, Wuling Motors has fulfilled the perception of the consumers with the age and income are above the sampled respondents.

CONCLUSION

Indriantoro and Supomo (2018:224) stated conclusion as the part of the research which consists of information created by the researcher. Morefurther, they also stated conclusion are formed based on the researcher's opinions based on the result, gathered in previous chapter. The conclusion for this research is formed in a form of sentences and points.

1. Wuling has applying segmentation properly in the Indonesian car market
2. Wuling has applying targeting properly in the Indonesian car market
3. Wuling has a proper positioning in the Indonesian car market.

The final conclusion above, may supporting the massive development of Wuling Motors's market share, above the average market share. Due to Wuling's consistency in focusing the family segment in Indonesia by released MPV and SUV types in order to meet the market needs as their initial strategy in occupying the Indonesian car market. despite of Wuling Motors's market share whose are still below the average market share, beside the fact that Wuling Motors's still categorized as the new business player in Indonesia, another factors may supporting is Wuling Motors's cars which more oriented to the passengers, compared to the driver.

From the data that been gathered, there are a number of respondents who more preferred to drive their own car, rather than be driven. Another factor may supporting the problem is, the whole market are still not occupied by Wuling Motors, for example teenagers and executive segments. Therefore, cited the interview result, Wuling Motors are planning to developing the city car segment who able to fulfill the teenagers segment who are more preferred to use a city car.

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APPENDICES

Age Characteristics of Respondents

Age	Amount	Percentage
21-25	72	18%
26-30	18	4.5%
31-35	20	5%
36-40	22	5.5%
>40	268	67%
Total	400	100%

Gender Characteristics of Respondents

Gender	Amount	Percentage
Male	299	74.75%
Female	101	25.25%
Total	400	100%

Occupation Characteristics of Respondents

Occupation	Amount	Percentage
BUMN/BUMD/Private Employee	231	57.75%
Retirement	66	16.5%
Student	23	5.75%
Entrepreneurs	43	10.75%
Freelancer	20	5%
Teacher/Lecturer	10	2.5%
Government Employees	6	1.5%
Medical Personel	1	0.25%
Total	400	100%

Monthly income Characteristics of Respondents

Income (IDR)	Amount	Percentage
1.000.000 – 5.000.000	55	13.75%
5.000.001 – 10.000.000	100	25%
10.000.001 – 15.000.000	68	17%
15.000.001 – 20.000.000	67	16.75%
>20.000.000	110	27.5%
Total	400	100%

Domicile Characteristics of Respondents

Province	Amount	Percentage
Region of Jakarta	101	25.5%
Banten	82	20.5%
West Java	163	40.75%
Central Java	18	4.5%
Yogyakarta	2	0.5%
East Java	8	2%
Bali	5	1.25%
NTB	4	1%
NTT	3	0.75%
South Sumatera	6	1.5%
North Sumatera	1	0.25%
West Sumatera	1	0.25%
Lampung	1	0.25%
North Sulawesi	3	0.75%
Southeast Sulawesi	2	0.5%
Total	400	100%

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IBM SPSS 25 Result

Validity Result

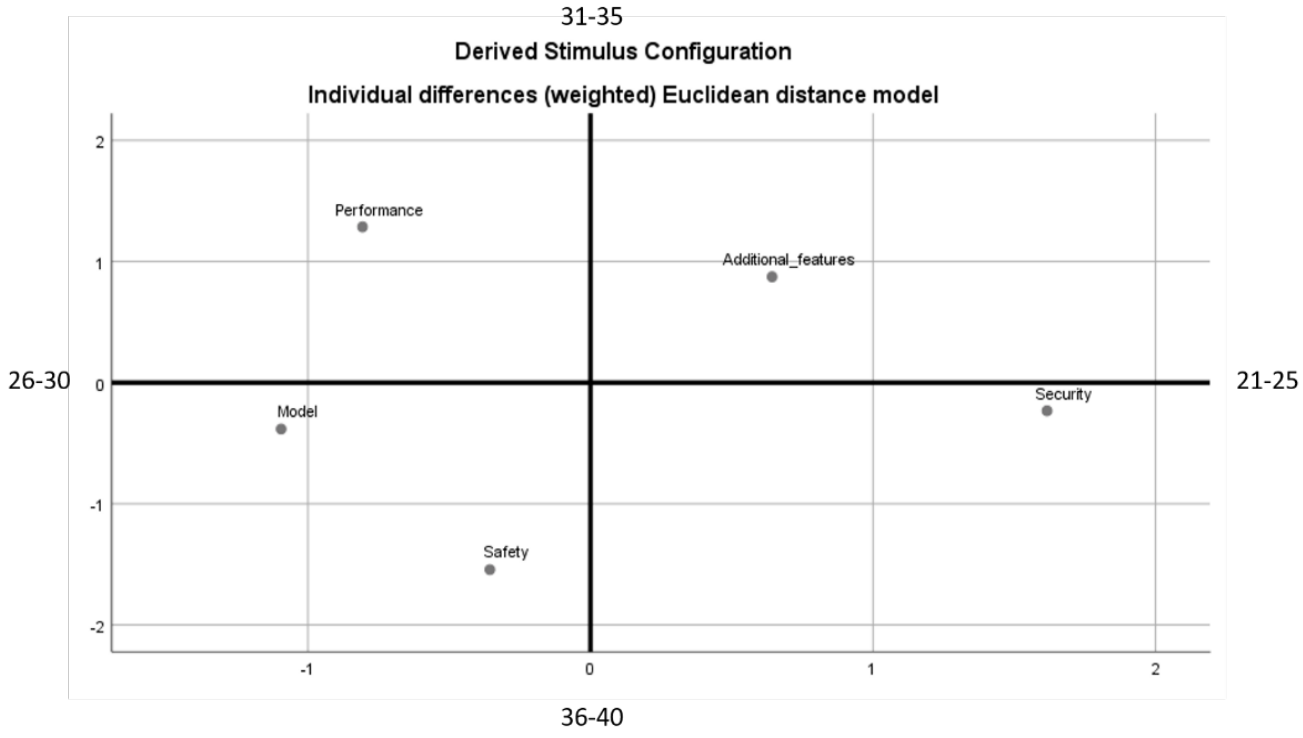
Variables	Indicators	r_{value}	r_{table} (0,05)	Declaration
Segmentation (X1)	Item 1	0,574	0,361	Valid
	Item 2	0,553	0,361	Valid
	Item 3	0,395	0,361	Valid
	Item 4	0,456	0,361	Valid
	Item 5	0.544	0,361	Valid
Targeting (X2)	Item 6	0,392	0,361	Valid
	Item 7	0,563	0,361	Valid
	Item 8	0,511	0,361	Valid
	Item 9	0,449	0,361	Valid
	Item 10	0,449	0,361	Valid
	Item 11	0,565	0,361	Valid
	Item 12	0,471	0,361	Valid
	Item 13	0,563	0,361	Valid
	Item 14	0,519	0,361	Valid
	Item 15	0,624	0,361	Valid
Positioning (X3)	Item 16	0,605	0,361	Valid
	Item 17	0,628	0,361	Valid
	Item 18	0,452	0,36	Valid
	Item 19	0,398	0,361	Valid
	Item 20	0,375	0,361	Valid
	Item 21	0,431	0,361	Valid
	Item 22	0,431	0,361	Valid
	Item 23	0,458	0,361	Valid
	Item 24	0,437	0,361	Valid

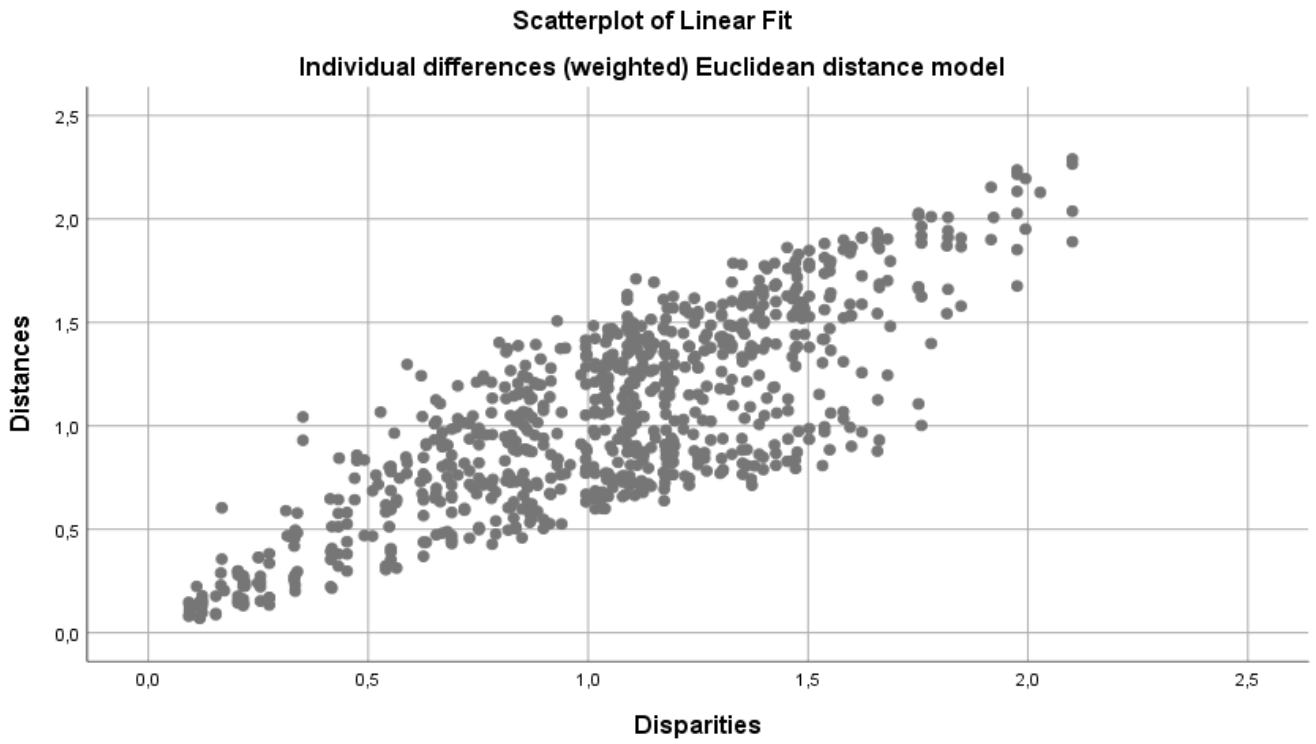
Reliability Result

Reliability Statistics	
Cronbach's Alpha	N of Items
733	25

Final Cluster Centers				
	Cluster			
	1	2	3	4
Zscore(AGE)	-,12361	,30226	,01572	-,83593
Zscore(income)	,01378	,46399	-,34953	-,65406
Zscore(a)	,33998	,31883	-,68180	-,09991
Zscore(b)	,36998	,14629	-,42134	-,54148
Zscore(c)	,44847	,01521	-,30789	-,77725
Zscore(d)	,55174	-,34015	-,13939	-,37116
Zscore(e)	,32769	,10842	-,42272	-,18606
Zscore(f)	,23031	,37069	-,47685	-,67889
Zscore(g)	,40444	,18571	-,55757	-,30935
Zscore(h)	,55243	-,23933	-,31290	-,10622
Zscore(i)	,29128	,03907	-,25777	-,39651
Zscore(j)	,56718	,12513	-,59540	-,60487
Zscore(k)	,60838	-,21436	-,24580	-,73275
Zscore(l)	,10397	-,11799	-,11160	,51145
Zscore(m)	,00531	-,00193	,01068	-,05831
Zscore(n)	,14425	,15685	,01694	-1,38209
Zscore(o)	,24651	,19929	-,26873	-,85199
Zscore(p)	,79299	-,27836	-,40651	-,60926
Zscore(q)	,90550	-,31424	-,46528	-,70697
Zscore(r)	,65956	-,09723	-,33638	-1,09727
Zscore(s)	,59886	,10623	-,64742	-,44985
Zscore(t)	,57817	,20233	-,60530	-,94813
Zscore(u)	,63024	-,02456	-,20136	-1,83398
Zscore(v)	,75606	-,28230	-,39941	-,45929
Zscore(w)	,82207	-,28629	-,35329	-,91871
Zscore(x)	,69374	-,27919	-,28864	-,65060

Case Processing Summary								
			Cases					
			Valid		Missing		Total	
			N	Percent	N	Percent	N	Percent
incomelevel * Cluster Number of Case			400	100,0%	0	0,0%	400	100,0%
incomelevel * Cluster Number of Case Crosstabulation								
			Cluster Number of Case				Total	
			1	2	3	4		
incomelevel	1	Count	30	36	24	9	99	
		% within incomelevel	30,3%	36,4%	24,2%	9,1%	100,0%	
	2	Count	63	65	55	16	199	
		% within incomelevel	31,7%	32,7%	27,6%	8,0%	100,0%	
	3	Count	26	18	21	4	69	
		% within incomelevel	37,7%	26,1%	30,4%	5,8%	100,0%	
	4	Count	8	7	18	0	33	
		% within incomelevel	24,2%	21,2%	54,5%	0,0%	100,0%	
Total		Count	127	126	118	29	400	
		% within incomelevel	31,8%	31,5%	29,5%	7,2%	100,0%	





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Interview & Photo

Verbatim

Interviewee: Mas Reyhan (S1)
Interviewer: Wisnu Dega (MI)
Date: 21/01/2020
Place: Wuling Motors Soekarno Hatta – Bandung
Time: 10.10 – 10.20
Duration: 10 minutes

Code	Interview Content
MI	*"Disini yang saya tahu,* Wuling SUV *dan* MPV *ya untuk segmennya?"*
S1	*"Ya,* SUV, MPV *dan* Low MPV*"*
M1	"*Untuk ke depannya ada tidak* chance *bagi* Wuling *untuk mencoba segmen diluar* MPV *dan* SUV?"
S1	"*Ada, rencananya nanti mau masuk ke segmen* city car *untuk melawan* Honda Jazz, Brio, *tetapi untuk estimasi kita belum tahu kapan*"
M1	"*Kalau untuk masuk ke segmen* Sedan?"
S1	"*Untuk* Sedan, *sepertinya belum, masih fokus di* City Car *dulu"*
M1	*"Konsumen yang tertarik untuk membeli* MPV *dan* Low MPV, *mereka biasanya untuk bisnis atau untuk sehari-hari, mas?"*
S1	*"Kalau* Low MPV *biasanya mereka untuk bisnis, contoh di* Wuling Confero. *Orang dari* Avanza *berganti ke* Confero, Sigra, Ayla *ke* Confero, *karena biasanya mereka untuk* Grabcar *sekarang banyak pakai* Confero"
M1	*"Kalau* Cortez sebagai MPV?"
S1	*"Biasanya orang-orang ganti untuk sehari-hari, kenyamanan dan fitur, seperti* Honda Mobilio, *yang tidak ada kan* Sunroof, *di* Cortez *dia ada. Seperti BRV, xpander mereka kenyamanannya kurang"*
M1	*"Kalau* Wuling Almaz *sebagai* SUV?"
S1	*"Kalau* Almaz, *biasanya juga untuk sehari-hari"*
M1	*"Kalau untuk promosi dari tim* marketing Wuling, *lebih mengandalkan* social media *atau* "door to door"?"
S1	*"Untuk sekarang kita lebih ke* Web, social media*"*
M1	*"Untuk pelanggan* Wuling *sendiri, itu pembelian pertama atau sebelumnya sudah punya mobil lalu tertarik untuk membeli* Wuling?*'*
S1	*"Porsinya 50:50, biasanya ada orang yang belum punya mobil ada juga yang sudah mempunyai mobil, Cuma biasanya yang lebih sering yang ganti mobil"*
M1	*"Kenapa mereka memilih* Wuling *untuk ganti mobilnya?"*
S1	*"Karena mereka mencari sesuatu yang belum ada di mobil sebelumnya, sedangkan di* Wuling *ada"*
M1	*"Orientasi mobil* Wuling *ini lebih ke* Family *atau Anak Muda yang* prefer *untuk menyetir sendiri?"*
S1	*"Kalau* Wuling *sendiri, lebih prefer ke* Family. *Untuk Anak Muda paling segmennya di* Wuling Almaz*. Di* Wuling *ini kan ada 3 tipe,* Confero, Cortez, Almaz, *kalau kita ambil rata sebenarnya seluruh orientasinya lebih ke Keluarga."*
M1	*"Segi* lifestyle *konsumen masuk atau tidak ke pertimbangan* Wuling *dalam memasarkan mobilnya?"*
S1	*"Betul, biasanya kita liat karakternya konsumen terlebih dahulu, kalau ingin beli, konsumen ini lebih cocok ke* Confero, *dari gayanya masuk ke segmen* Almaz, *tetapi biasanya kalau konsumen ingin membeli, kita tanya terlebih dahulu kebutuhan mobilnya itu untuk apa"*
M1	*"Kalau kenyamanan untuk* Wuling *lebih mengandalkan segmen* MPV *atau* SUV?"
S1	*"Kalau kenyamanan untuk keluarga, lebih ke* MPV *di* Cortez. *Karena pada dasarnya untuk* SUV *kita itu bukan untuk keluarga, jadinya lebih ke* Cortez *di segmen* MPV".
M1	*"Kalau kecepatan,* Wuling *lebih mengandalkan segmen* MPV *atau* SUV?"
S1	*"Untuk kecepatan sama, mesin* Cortez *dan* Almaz *sama, cuma untuk pembawaan lebih prefer* Almaz"
M1	*"Terakhir, dari* marketing *sendiri lebih mengusung apa dari* Wuling *sebagai nilai jual ke* customer?"
S1	*"Pertama kita tunjukin bagian* Interior *jadi nilai jual kita, lalu fitur-fitur tambahan seperti* Sunroof, captain seat *untuk* Cortez*, baru ke bagian* safety. *Itu top 3 kita dalam penjualan, sisanya menyesuaikan segmennya saja. Seperti* Wuling Almaz *kita kasih* entertainment *yang* premium, *untuk penggunaan bahan kita juga lebih banyak aplikasi bahan* premium *di* Cortez"
M1	*"Baik mas, terima kasih atas wawancaranya"*
S1	*"Sama-sama"*

Source: Authors interview, 2020