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The Effect Of Segmentation, Targeting, And Positioning On Sustainable Competitive Advantage At Toko Makmur Medan

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ABSTRACT

This study aims to analyze the effect of Segmentation, Targeting, and Positioning on Sustainable Competitive Advantage at Toko Makmur Medan. Employing a quantitative survey approach, primary data were collected through questionnaires distributed to 71 active Business-to-Business (B2B) customers using a saturated sampling method (census). Data were analyzed using multiple linear regression in IBM SPSS Statistics. The results show that Segmentation has a positive and significant effect on Sustainable Competitive Advantage ($t = 3.841$, $p < 0.001$). Targeting also has a positive and significant effect ($t = 3.275$, $p = 0.002$). Furthermore, Positioning has a positive and significant effect on Sustainable Competitive Advantage ($t = 2.564$, $p = 0.013$). Simultaneously, Segmentation, Targeting, and Positioning have a positive and significant effect on Sustainable Competitive Advantage ($F = 17.621$, $p = 0.000$). The Adjusted R Square value of 0.416 indicates that the three variables explain 41.6% of the variation in Sustainable Competitive Advantage, while the remaining 58.4% is explained by other factors outside the research model. The findings indicate that an integrated STP strategy is significantly associated with the sustainable competitive advantage of Toko Makmur Medan, suggesting that aligning market segmentation, reseller targeting, and promotional positioning is vital for enhancing commercial competitiveness.

Keywords: Sustainable Competitive Advantage, Positioning, Segmentation, Targeting, Toko Makmur Medan

INTRODUCTION

Increasingly intense business competition requires companies to understand consumer Increasingly intense business competition requires companies to understand consumer needs and determine appropriate strategies to maintain market advantage. This condition is faced by Toko Makmur Medan, a wholesale distributor of household necessities, baby products, milk, staple goods, and other products. Toko Makmur Medan faces intense competition from similar businesses such as Susu Asia Mandiri Shop, Asia Mandiri Dairy, and Toko Sahabat Grosir Sembako, which offer relatively homogenous products. This competitive condition is reflected in the store's annual sales performance during the 2021–2025 period, which experienced fluctuations dropping from Rp8,526,925,080 in 2021 to Rp7,718,729,097 in 2022 and further down to Rp6,939,567,877 in 2023, before recovering to Rp7,210,549,625 in 2024 and Rp8,633,336,859 in 2025. These sales fluctuations indicate underlying challenges in maintaining customer retention and competitive advantage across diverse customer segments, including B2B buyers and resellers. Implementing an integrated strategy of Segmentation, Targeting, and Positioning (STP) is essential to optimize market targeting, build strong product differentiation, and secure sustainable competitive advantage. Previous studies indicate that STP strategies can improve marketing

effectiveness and business competitiveness (Fadhillah & Anam (2023) ; Nashiroh et al. (2024). However, while previous studies have primarily examined general retail or digital platforms, empirical investigation specifically addressing how Segmentation, Targeting, and Positioning jointly impact Sustainable Competitive Advantage within a B2B wholesale trade environment such as Toko Makmur Medan remains underexplored. Therefore, this study was conducted to analyze the individual and simultaneous effects of Segmentation, Targeting, and Positioning on Sustainable Competitive Advantage at Toko Makmur Medan.

LITERATURE REVIEW

Sustainable Competitive Advantage

Sustainable competitive advantage is a company's ability to create, maintain, and develop superior value that is difficult for competitors to imitate through the optimal utilization of resources, dynamic capabilities, and strategic alignment, thereby yielding superior long-term performance. According to Rahmat (2024), sustainable competitive advantage represents a firm's capacity to maintain a superior market position by leveraging intangible resources that generate unique value. Furthermore, Bari et al., (2024) emphasize that this advantage relies on an organization's dynamic capabilities to continuously adapt to changing business environments. Beyond mere definitions, achieving a sustainable competitive advantage is critical for wholesale firms facing intense market pressure and shifting customer demands (Wardhana & Lazuardi (2023); Wijaya & Sridewi (2025) As highlighted by Lazuardi et al. (2025) and Manik et al. (2026), integrating strategic marketing mechanisms and digital marketing adoption with strong market orientation plays a pivotal role in driving sustainable performance for wholesale SMEs Gustina et al. (2023). When a company successfully delivers superior customer value and operational resilience, aligned with the Resource Based View perspective Iriani et al. (2024), it secures longterm market survivability.

Based on the theoretical framework and operationalization for this study, the indicators of Sustainable Competitive Advantage adapted from Rahmat (2024) and utilized within the research instrument to measure the variable consist of:

1. Added value for customers.
2. Difficult for competitors to replicate.
3. Company adaptability.
4. Sustainable corporate performance.

Segmentation

According to Fadhillah & Anam (2023), segmentation is the process of grouping consumers based on geographic, demographic, and psychographic characteristics to enable companies to determine marketing strategies that align with market needs. Tifanny Tambunan et al. (2024), states that segmentation is a company's effort to identify consumer groups based on geographic, demographic, and behavioral characteristics so that the company can determine the most potential markets to serve. Meanwhile, Lathifah & Wibowo (2024) , explain that segmentation is the process of grouping consumers based on shared characteristics, enabling companies to create products and marketing communications that are more targeted. C. F. Putri (2024), states that segmentation is a marketing strategy used by companies to differentiate customer groups based on distinct needs and characteristics in order to enhance marketing effectiveness. T. M. Handayani & Moktar (2023), demonstrate that segmentation and targeting are crucial components in determining a company's marketing strategy. Implementing segmentation helps companies identify consumer groups based on specific characteristics.

Based on the theoretical framework and operationalization for this study, the indicators of Segmentation adapted from Fadhillah & Anam (2023) and utilized within the research instrument to measure the variable consist of:
1. Geographic segmentation.
2. Demographic segmentation.
3. Psychographic segmentation.
4. Behavioral segmentation.
5. Market segment suitability.
6. operational accessibility

Targeting
According to A. Handayani & Sarwono (2023), targeting is the process of selecting one or more market segments deemed most promising for the company to serve, based on the results of the segmentation that has been conducted. Fadhillah & Anam (2023), explain that targeting is a corporate strategy for identifying the customer groups that serve as the primary marketing targets, enabling the company to deliver value that aligns with consumer needs and characteristics. According to Singgalen (2023), targeting is the process of evaluating various market segments and selecting the most attractive ones to serve as target markets, based on profit potential and the company's ability to serve those segments. Nashiroh et al. (2024), state that targeting is the activity of selecting one or more market segments that are highly attractive and aligned with the company's objectives, thereby enabling the development of a more focused marketing strategy.
Based on the operational framework of this study, the indicators used to measure the Targeting variable are adapted and structured in accordance with Fadhillah & Anam (2023) and empirical requirements, consisting of:
1. Target market size.
2. Market growth potential.
3. Segment attractiveness.
4. Company's ability to serve the segment.
5. Accuracy of the determination.

Positioning
According to Lidia (2023), positioning is a marketing strategy used to shape a brand's identity and distinctiveness, thereby creating a specific impression in the minds of consumers. Arisona (2022), explain that positioning relates to a company's efforts to place its product clearly and distinctively relative to competitors' products in the minds of consumers. K. A. Putri et al. (2023), state that positioning is the process of creating a specific perception of a product or brand so that it holds a clear position in the minds of consumers. Utoro et al. (2023), also explain that positioning helps companies establish uniqueness and value that distinguish their products from those of competitors, making them more easily recognizable to consumers. Furthermore, Rezeki et al. (2022), note that positioning is a strategy companies can use to establish a specific position in the minds of consumers, thereby creating a point of differentiation from competitors.
Based on these views, positioning can be understood as a company's effort to build a clear identity, perception, and differentiation for its product or company in customers' minds compared with competitors.
Based on the operational framework of this study, the indicators used to measure the Positioning variable are adapted and structured in accordance with Lidia (2023), and empirical requirements, consisting of:
1. Product uniqueness (evaluating customer perception of unique product availability compared to competitors).
2. Product differentiation (evaluating distinct service features, operational responsiveness, and shopping convenience).
3. Corporate image.

4. Customer perceived value.
5. Promotional positioning.

The research framework, based on the preceding discussion and findings of previous studies, illustrates the variables examined in this study, namely:

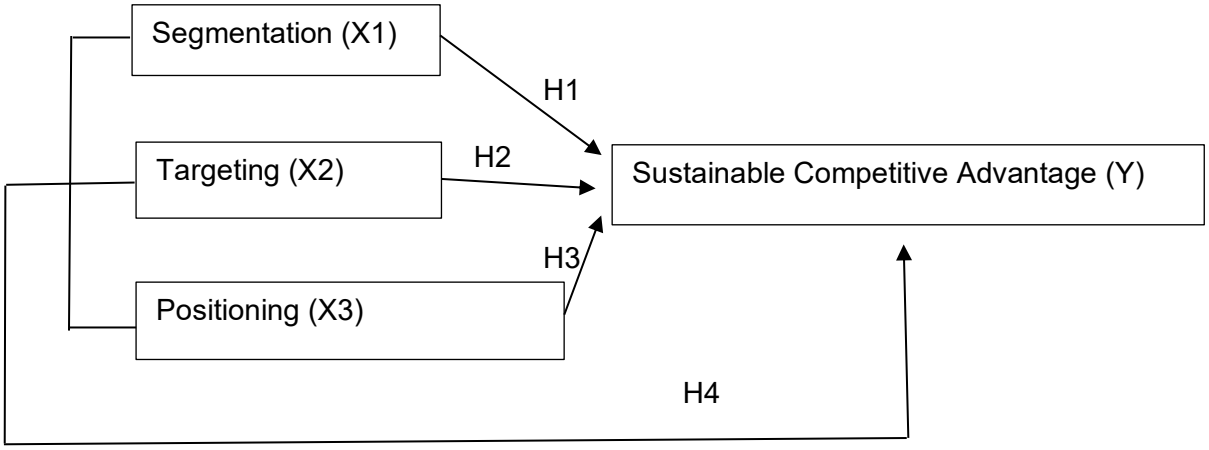


Figure 1. Conceptual Framework

The hypotheses in this study are:
H1: Segmentation has a positive and significant effect on Sustainable Competitive Advantage at Toko Makmur Medan.
H2: Targeting has a positive and significant effect on Sustainable Competitive Advantage at Toko Makmur Medan.
H3: Positioning has a positive and significant effect on Sustainable Competitive Advantage at Toko Makmur Medan.
H4: Segmentation, Targeting, and Positioning have a positive and significant effect on Sustainable Competitive Advantage at Toko Makmur Medan.

RESEARCH METHOD

This study uses a quantitative survey approach to analyze the effect of Segmentation, Targeting, and Positioning on Sustainable Competitive Advantage at Toko Makmur Medan. Primary data were gathered through 5 point Likert scale questionnaires (1 = strongly disagree to 5 = strongly agree) distributed to all 71 active Business-to-Business (B2B) customers (wholesale buyers, resellers, and retail store owners) during January–December 2025 using a saturated sampling (census) technique. The research instruments comprised: Segmentation (X1, 6 items), Targeting (X2, 5 items), Positioning (X3, 5 items), and Sustainable Competitive Advantage (Y, 4 items). Following validity and reliability testing, data were analyzed using multiple linear regression in IBM SPSS Statistics. The analysis covered classical assumption tests, partial (t-test), simultaneous (F-test), and the coefficient of determination (R^2), modeled as:

$$\mathbf{Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e}$$

Description:
Y = Sustainable Competitive Advantage
a = constant
b_1, b_2, b_3 = regression coefficients
X_1 = Segmentation
X_2 = Targeting

X_3 = Positioning
e = error

RESULTS

Respondent Characteristics

The 71 B2B respondents comprised 36 males (50.7%) and 35 females (49.3%). By age, 52.1% were 20 – 25 years old, 19.7% were 26 – 30, and 28.2% were 31 and above. By education, 57.7% held high school/vocational diplomas, 35.2% held bachelor's degrees, and 7.0% held D3/D4 diplomas.

Descriptive Statistics

Segmentation mean = 27.39 (SD = 1.840); Targeting mean = 21.63 (SD = 2.140); Positioning mean = 21.66 (SD = 1.942); and Sustainable Competitive Advantage mean = 17.94 (SD = 1.423). Low standard deviations relative to means indicate homogeneous response patterns.

Table 1.
Descriptive Statistics Results

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Segmentation	71	22	30	27.39	1.840
Targeting	71	17	25	21.63	2.140
Positioning	71	16	25	21.66	1.942
Sustainable Competitive Advantage	71	15	20	17.94	1.423

Validity Test

Validity testing confirmed that all statement items yielded r-calculated values (0.339 to 0.755) greater than the r-table threshold of 0.234, declaring all items valid.

Table 2.
Item Level Validity Test Results

Num	R_{count}	R_{table}	Result
X1 P1	0.603	0.234	Valid
X1 P2	0.628	0.234	Valid
X1 P3	0.596	0.234	Valid
X1 P4	0.526	0.234	Valid
X1 P5	0.633	0.234	Valid
X1 P6	0.466	0.234	Valid
X2 P1	0.534	0.234	Valid
X2 P2	0.527	0.234	Valid
X2 P3	0.611	0.234	Valid
X2 P4	0.652	0.234	Valid
X2 P5	0.608	0.234	Valid
X3 P1	0.339	0.234	Valid
X3 P2	0.626	0.234	Valid
X3 P3	0.541	0.234	Valid
X3 P4	0.683	0.234	Valid
X3 P5	0.746	0.234	Valid
Y1 P1	0.514	0.234	Valid
Y1 P2	0.732	0.234	Valid
Y1 P3	0.755	0.234	Valid
Y1 P4	0.511	0.234	Valid

Reliability Test

The reliability test was conducted using Cronbach's Alpha through SPSS statistical analysis. The reliability coefficients obtained were 0.583 for Segmentation, 0.514 for Targeting, 0.539 for Positioning, and 0.500 for Sustainable Competitive Advantage. In accordance with methodological standards for exploratory and applied business research, a Cronbach's Alpha threshold of >0.50 is deemed acceptable for internal consistency Ghozali, (2021). Although traditional confirmatory thresholds suggest 0.70, values between 0.50 and 0.60 remain acceptable in exploratory research, pilot studies, or specialized B2B organizational contexts where items measure diverse operational facets Hair et al., (2022). Thus, the internal consistency is deemed sufficient to proceed with regression analysis, demonstrating reliable and consistent internal stability for hypothesis testing.

Table 3.
Reliability Test

No	Variable	Cronbach's Alpha	Criterion	Description
1	Segmentation	0.583	0.50	Reliable
2	Targeting	0.514	0.50	Reliable
3	Positioning	0.539	0.50	Reliable
4	Sustainable Competitive Advantage	0.500	0.50	Reliable

Classical Assumption Tests

Normality Test

According to Ghozali (2021), the normality test aims to determine whether the independent and dependent variables in the regression model are normally distributed. Normality was confirmed via the One-Sample Kolmogorov-Smirnov test (Asymp. Sig. 2-tailed = 0.200 > 0.05) and symmetrical bell-shaped histogram/P-P plots.

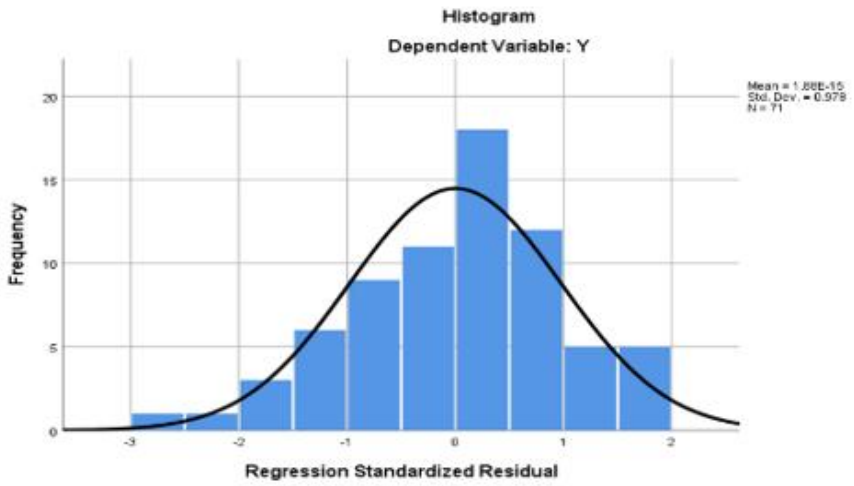


Figure 2. Histogram



Figure 3. Normal Probability Plot (P-P Plot)

Table 4.
One-Sample Kolmogorov-Smirnov Test

Parameter	Description	Unstandardized residual
N		71
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	.94511834
	Absolute	.069
	Positive	.049
	Negative	-.069
Test Statistics		.069
Asymp. Sig. (2-tailed)		.200[c,d]

Heteroscedasticity Test
Heteroscedasticity was absent as Scatterplot points were randomly dispersed, and Glejser test significance values exceeded 0.05 (X1 = 0.731, X2 = 0.473, X3 = 0.689).

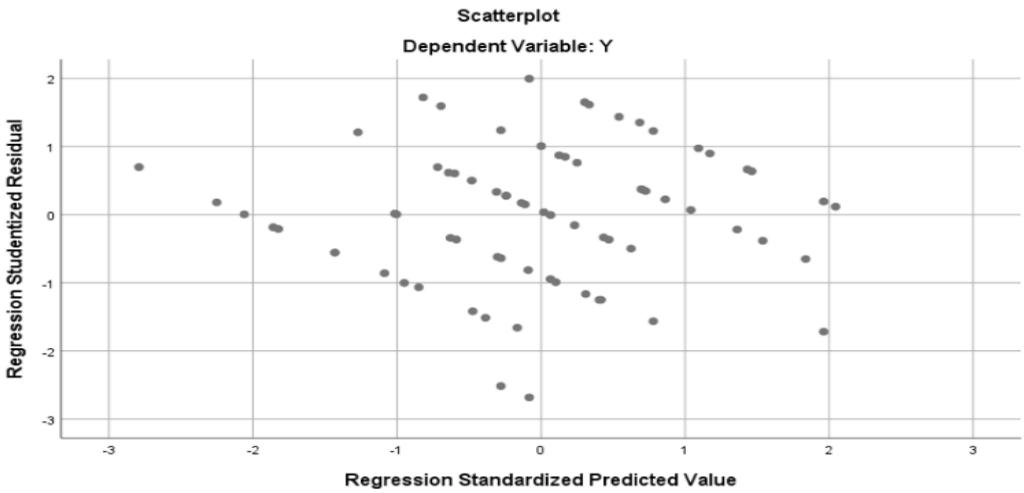


Figure 4. Scatterplot

Table 5.
Glejser Test

Variable	Sig.	Description
Segmentation	0.731	No heteroscedasticity
Targeting	0.473	No heteroscedasticity
Positioning	0.689	No heteroscedasticity

All independent variables have significance values greater than 0.05. Therefore, the regression model does not exhibit heteroscedasticity.

Multicollinearity Test

The multicollinearity test results show that all independent variables have Tolerance values > 0.10 and VIF values < 10.00. Segmentation (X1) has a Tolerance value of 0.972 and a VIF of 1.029; Targeting (X2) has a Tolerance value of 0.783 and a VIF of 1.277; and Positioning (X3) has a Tolerance value of 0.764 and a VIF of 1.309. Mathematically, each VIF value correctly corresponds to the reciprocal of its Tolerance value ($1/\text{Tolerance}$). Thus, there is no indication of multicollinearity among the independent variables in the regression model.

Table 6.
Multicollinearity Test

Variable	Tolerance	VIF	Description
Segmentation	0.972	1.029	No multicollinearity
Targeting	0.783	1.277	No multicollinearity
Positioning	0.764	1.309	No multicollinearity

Multiple Linear Regression Analysis

The statistical results obtained from SPSS are presented in Table 7:

Table 7.
Multiple Linear Regression Analysis Results

B	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.284	2.382		0.539	0.592
Segmentation	0.275	0.072	0.356	3.841	0.000
Targeting	0.225	0.069	0.338	3.275	0.002
Positioning	0.196	0.077	0.268	2.564	0.013

$$Y = 1.284 + 0.275X_1 + 0.225X_2 + 0.196X_3 + e$$

The regression equation can be interpreted as follows:

1. Constant (a = 1.284): If Segmentation, Targeting, and Positioning are all equal to zero, Sustainable Competitive Advantage is predicted to stand at 1.284 units.
2. Segmentation (b_1 = 0.275): Every 1-unit increase in Segmentation is predicted to increase Sustainable Competitive Advantage by 0.275 units, holding other variables constant.
3. Targeting (b_2 = 0.225): Every 1-unit increase in Targeting is predicted to increase Sustainable Competitive Advantage by 0.225 units, holding other variables constant.
4. Positioning (b_3 = 0.196): Every 1-unit increase in Positioning is predicted to increase Sustainable Competitive Advantage by 0.196 units, holding other variables constant.

Hypothesis Testing

Partial Test (t-Test)

Segmentation significantly affects Y (t = 3.841 > 1.996, p = 0.000), accepting H1. Targeting significantly affects Y (t = 3.275 > 1.996, p = 0.002), accepting H2. Positioning significantly affects Y (t = 2.564 > 1.996, p = 0.013), accepting H3.

Table 8.

Partial Test (t-Test)

Variable	t-value	t-table	Sig.	Description
Segmentation	3.841	1.996	0.000	H1 accepted
Targeting	3.275	1.996	0.002	H2 accepted
Positioning	2.564	1.996	0.013	H3 accepted

Simultaneous Test (F-Test)
Combined STP variables significantly affect Y (F = 17.621 > 2.74, p = 0.000), accepting H4.

Table 9.
Simultaneous Test

F-value	F-table	Sig.	Description
17.621	2.74	0.000	H4 accepted

Coefficient of Determination (R^2)
Adjusted R Square = 0.416, indicating that Segmentation, Targeting, and Positioning explain 41.6% of the variance in Sustainable Competitive Advantage, while 58.4% is influenced by unmodeled external factors.

Table 10.
Coefficient of Determination (R^2)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.664	0.441	0.416	1.088

DISCUSSION

Effect of Segmentation on Sustainable Competitive Advantage
Segmentation has a positive and significant effect on the sustainable competitive advantage of Toko Makmur Medan (t = 3.841, p = 0.000), accepting H1. Grouping B2B clients such as resellers, minimarkets, and grocery store owners enables Toko Makmur Medan to tailor wholesale offerings to specific bulk purchasing needs and operational accessibility. This confirms segmentation theory and aligns with empirical findings by Fadhillah & Anam (2023), proving that systematic market segmentation enhances marketing effectiveness and business competitiveness.

Effect of Targeting on Sustainable Competitive Advantage
Targeting has a positive and significant effect on sustainable competitive advantage (t = 3.275, p = 0.002), accepting H2. For Toko Makmur Medan, precise targeting acts as a strategic driver to optimize resource allocation toward highvalue B2B segments, such as regular grocery retailers and commercial resellers. Concentrating supply chain capabilities on specific reseller groups addresses bulk purchasing and timely replenishment demands, creating unique operational value that rivals cannot easily imitate. This aligns with empirical studies (Fadhillah & Anam (2023); Rahmat (2024), demonstrating that focused targeting directly strengthens defensible market positioning. Furthermore, maintaining supply chain resilience directly supports effective targeting and wholesale distribution performance Pratama & Lazuardi (2024).

Effect of Positioning on Sustainable Competitive Advantage
Positioning has a positive and significant effect on sustainable competitive advantage (t = 2.564, p = 0.013), accepting H3. Building distinct positioning, corporate image, and product differentiation is crucial in wholesale trade where generic goods predominate. Effective positioning allows commercial buyers to distinguish Toko Makmur Medan from competitors, enhancing customer-perceived value and trust. Consistent with previous

studies (Lidia (2023); Rahmat (2024)), strong positioning secures customer loyalty and reinforces competitive superiority.
This confirms that an aligned B2B marketing strategy strengthens competitive positioning in wholesale markets Nursifa & Lazuardi (2025).

Effect of Segmentation, Targeting, and Positioning on Sustainable Competitive Advantage
Simultaneous testing confirms that Marketing Segmentation, Targeting, and Positioning collectively exert a positive and significant effect on Sustainable Competitive Advantage ($F = 17.621$, $p = 0.000$, Adjusted $R^2 = 0.416$), accepting H4. The integrated implementation of STP strategy enables Toko Makmur Medan to understand customer dynamics, focus resources on profitable segments, and establish unique market differentiation, accounting for 41.6% of competitive advantage variance.

CONCLUSION

Based on the results of this study, Segmentation, Targeting, and Marketing Positioning each exert a positive and significant partial effect on Sustainable Competitive Advantage at Toko Makmur Medan. Simultaneously, the three variables significantly affect Sustainable Competitive Advantage ($F = 17.621$, $p < 0.05$), with an Adjusted R-squared value of 0.416 indicating that 41.6% of the variance is explained by the STP model, while the remaining 58.4% is influenced by external factors. Overall, the findings confirm that the integrated implementation of an STP strategy is a vital driver for Toko Makmur Medan in securing long-term commercial competitiveness and business sustainability.

RECOMMENDATIONS

Toko Makmur Medan is advised to maintain tailored B2B segmentation, refine reseller targeting, and strengthen promotional positioning to heighten customer-perceived value. Future research should explore external variables accounting for the remaining 58.4% variance, such as pricing structures, supply chain digital technology, or customer relationship management.

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