



# Analysis Of The Influence Of Value Co-Creation, Customer Value And Sales Promotion to Customerloyalty Of Mitsubishi Motors An Empirical Study in the DIPO Company, Sidoarjo

Hera Safitri; Mohammad Sihab, Endah Budiarti

*Program of Master of Management, FEB University of 17 Agustus 1945 Surabaya*

*Corresponding Author: Mohamad Sihab Ridwan*

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## ABSTRACT:

This research is a quantitative research that seeks to examine the effect of value co-creation, customer value, and sales promotion on customer satisfaction and customer loyalty toward Mitsubishi Motors consumers, Sidoarjo. Furthermore, this study also seeks to examine the effect of customer satisfaction on customer loyalty to Mitsubishi Motors customers, Sidoarjo. The results of this quantitative research using Smart PLS software show that all exogenous variables have a significant effect on endogenous variables except for the customer value variable that has no significant effect on customer loyalty. This study demands that to further increase customer loyalty, Mitsubishi Motors is advised to be more oriented towards increasing customer value. Namely, paying more attention to and increasing service speed, product quality, being more responsive in handling complaints from customers and using service standards, and so on. For this reason, management needs to conduct orientation or direction to Mitsubishi Motors employees at PT. DIPO Sidoarjo Branch towards improving service standards, especially related to the soft skills possessed by its employees, such as having the initiative to always provide information to consumers about its products so that consumers do not hesitate in making purchases of the products and services provided.

**KEYWORDS:** Value co-creation, customer value, sales promotion, customer satisfaction and loyalty, Mitsubishi.

## I. INTRODUCTION

In today's digital era, everything is required to be fast-paced. The automotive industry is an example of an industry that must be able to develop

rapidly. Competition between automotive brands today is very sharp. Each brand offers a variety of facilities to attract as many customers as possible to maintain market share. These automotive industry business people compete with each other with different tactics and strategies to survive in facing this competition. Every company needs to pay attention to the conditions of its internal and external environment. This will be the basis for making strategies that must be applied to face the competition. The strategy applied by the company may be different due to different conditions, then matched to the needs of the time so that it can answer the challenges of increasingly high competition and still pay attention to consumer needs. The strategy of retaining consumers aims to build consumer loyalty by satisfying consumers, who will then repurchase the products provided by the company and are unlikely to switch to competitors.

Customer loyalty needs to be maintained because in an extremely fast-changing dynamic environment, plus many competitors, customer loyalty is difficult to maintain. Because someone may be satisfied, but not necessarily loyal and at any time can switch to competitors. Kotler and Keller (2009); Sihab (2017); Frida (2021) states that loyalty is a strongly held commitment to repurchase or subscribe to certain products or services in the future despite situational influences and marketing efforts that have the potential to cause behavioral shifts. Thus, if a customer has purchased the same product two or three times, it will automatically be entered as a loyal customer. Hermawan (2017). Customer loyalty is a continuation of customer satisfaction, although it is not absolutely the result of customer satisfaction. Two important conditions



related to loyalty are customer retention and total customer share.

At PT Dipo, on average the cars ordered can only be delivered after one or two months. This grace period is a threat to Mitsubishi Motors itself in terms of maintaining customer satisfaction. Customer satisfaction and loyalty also needs to be maintained by building customer value through the interaction process between the company and the customer. This interaction process can create shared value between the company and customers (Value Co-creation). According to Coates (2009), Rubby Rahman Tsani and RatihHurriyati (2016) explain that Co-creation is an active and creative social process based on collaboration between producers and users of products or services, which are initiated by companies to generate value for customers. The co-creation strategy is a strategy to build character and improve product performance creatively through collaboration with experts or customers, so as to encourage sales and be able to increase potential market. Prahalad and Ramaswamy in Kertajaya (2009) argue "if the company has carried out the co-creation process well, its products will be better than the products produced through new product development".

The second factor that can cause customer loyalty is customer value. If customers value a product or service highly, they tend to be loyal to that product or service. Conversely, if customers rate low or even negative towards a product or service, then they tend to switch to other brand products. According to MuchlisinRiadi (2020) customer value is an emotional bond that arises between customers and producers in the form of functional and psychological economic benefits from the consequences of customers using products and services in meeting certain needs. Customer value is determined by two things, namely costs and benefits. Costs include money, time, energy and psychology. Benefits include products, services, personal and image. Customer value is a consumer's overall assessment of the utility of a product based on his perception of what is received and what is given. Customer value is the trade off between customer perceptions of the quality or benefits of the product and the sacrifices made through the price paid. Customer value is also defined as the total value offered to the customer minus the total cost incurred by the customer. The total customer value includes the functional value of the product, service, emotional, social, and conditional value. While the total costs include monetary prices, time, spending effort, energy and psychology.

The third factor that causes Mitsubishi Motors to exist and remain stable is sales promotion. According to Tjijtono and Chandra (2012) sales promotion are all forms of short-term offers and incentives aimed at buyers, retailers or wholesalers and designed to obtain a specific response. Kotler and Armstrong (2014) have explained that sales promotion is a short-term impulse to encourage the purchase or sale of a product or service. Meanwhile, Kotler and Keller (2016) explain that sales promotion is the main material of a marketing campaign consisting of collected incentive tools.

Kotler and Keller (2007) suggest that customer satisfaction is a function of how well the buyer's expectations of the product are with the performance that the buyer thinks about the product. According to Leo YM Sin et al (2004) customer satisfaction can be created through customer value from its customers. The better the customer value is, the higher the customer satisfaction is. Slater and Narver (2004) say the concept of customer value indicates a strong relationship to customer satisfaction, where the concept describes an evaluative consideration of customers on the products offered.

PT DIPO InternasionalPahalaOtomotif (DIPO) is one of the dealer branches selling Mitsubishi brand automotive products which was established in the city of Sidoarjo. PT DIPO continues to strive to create customer value and maintain the Misubishi Motors brand image in order to maintain customer loyalty and further increase market share in the automotive sector. However, there is one thing that can threaten customer loyalty, which is experienced by customers, namely that the purchase of Mitsubishi units at PT DIPO must go through a waiting list process. This condition can cause the customer to switch to another Mitsubishi Motors dealer or switch to another brand. This condition can be overcome if a good brand image has been built, there is a good value co-creation between the company and the customer and the customers already have a good assessment of the company. Another factor is the existence of sales promotion done by the company. So that condition can cause customers to be satisfied and ultimately loyal to Mitsubishi Motors.

#### **PROBLEM STATEMENT**

Based on the background of the problem described above, the formulation of the problem is stated as follows:

1. Does Value Co-creation affect Mitsubishi Motors customer satisfaction at PT DIPO Sidoarjo Branch?



2. Does Value Co-creation affect Mitsubishi Motors customer loyalty at PT DIPO Sidoarjo Branch?
3. Does Customer Value affect Mitsubishi Motors customer satisfaction at PT DIPO Sidoarjo Branch?
4. Does Customer Value affect Mitsubishi Motors customer loyalty at PT DIPO Sidoarjo Branch?
5. Does sales promotion affect Mitsubishi Motors customer satisfaction at PT DIPO Sidoarjo Branch?
6. Does sales promotion affect Mitsubishi Motors customer loyalty at PT DIPO Sidoarjo Branch?
7. Does satisfaction affect Mitsubishi Motors customer loyalty at PT DIPO Sidoarjo Branch?
8. Does Value Co-creation affect customer loyalty through Mitsubishi Motors customer satisfaction at PT DIPO Sidoarjo Branch?
9. Does Customer Value affect customer loyalty through Mitsubishi Motors customer satisfaction at PT DIPO Sidoarjo Branch?
10. Does sales promotion affect customer loyalty through Mitsubishi Motors customer satisfaction at PT DIPO Sidoarjo Branch?

## II. LITERATURE REVIEW

### 2.1. Value Co-creation

Consumers have more choices of products and services provided by companies. Companies have invested in a greater variety of products but are less able to satisfy consumers because these goods and services are of less value to them. So value creation has become the main thing for the company. The meaning of value and the value creation process is rapidly shifting from a product and company-centric view to a personalized consumer experience. Informed, networked, empowered and active consumers increasingly create value together with companies. The interaction between companies and consumers is a source of value creation and value extraction. As value shifts to experience, the marketplace becomes a forum for conversation and interaction between consumers, the consumer community, and companies. It is this dialogue, access, transparency, and understanding of the benefits-risks that are at the core of subsequent value-creating practices (Prahalad&Ramaswamy, 2004). The concept of co-creation emerged in 2000-2001 when the internet changed the relationship between individuals and institutions. The customer is initially involved in creating the product design with the company, and a shift in value creation is witnessed from entirely within the company to the customer (Prahalad et al, 2000). At an early stage

### 2.2. Customer Value

Customer value is an emotional bond that arises between customers and producers in the form of economic, functional and psychological benefits from the consequences of customers using products and services in meeting certain needs. Customer value is determined by two things, namely costs and benefits. Costs include money, time, energy and psychology. Benefits include products, services, personal and image. Customer value is a consumer's overall assessment of the utility of a product based on his perception of what is received and what is given. Customer value is a trade off between customer perceptions of product quality or benefits and the sacrifices made through the price paid. Customer value is also defined as the total value offered to customers minus the total costs incurred by the customer. The total customer value includes the functional value of the product, service, emotional, social, and conditional value. While the total costs include monetary prices, time, spending effort, energy and psychology.

### 2.3. Sales Promotion

According to Lehman and Winer (2002) sales promotion is a special offer with the main objective of stimulating product demand. The purpose of sales promotion depends on the targeted buyers, for loyal customers, the goal is to strengthen behavior, increase consumption and change the time of purchase, for competitors' customers, the goal is to break loyalty, encourage (persuade) switch to own brand. On the part of brand switchers, the goal is to increase the frequency of purchase of the brand itself; for price buyers, the goal is to attract prices with value-added offerings that make price less important (Lamb et al 2004). The purpose of sales promotion is to attract new customers, retain existing customers who are considering switching brands and provide incentives to customers who will use competing products (Famlimaleki, Aghighi and Hamidi, 2015).

### 2.4. Customer Satisfaction

According to Philip Kotler and Kevin Lane Keller (2007) quoted from the book Marketing Management states that consumer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the performance (results) of the product that is thought to the expected performance. After comparing what he receives and the expectations of a customer if he is satisfied with the value provided by the product or service, he is very likely to become a customer for a long time. Customer satisfaction is very important because it



assesses customer subjectively from performance attributes related to customer experience as well as customer behavior for brands with behavioral outcomes, loyalty can be measured using positive word of mouth, return intention and willingness to read. If service performance is below expectations, consumers will be disappointed. According to Ketler (2001), consumer satisfaction is the extent to which the performance of a product is commensurate with purchase expectations. If consumers feel that the product performance is equal to or greater than their expectations, then consumers will feel satisfied and conversely, if the product performance they feel is less than what they expect, they will feel dissatisfied. Meanwhile, according to Zeithami (2000) customer satisfaction is a response to feelings, views of a product or service in the future, personal / individual service, which relates to benefits when used in meeting needs.

## 2.5. Customer loyalty

Habits that are built through buying and interacting on every frequency of opportunity during a certain period without a strong relationship and repeated purchases, the consumer cannot be said to be a loyal customer but only a buyer. Consumer satisfaction can be assessed from consumer behavior after buying the product or service they need. How consumers will repurchase and how consumers' attitudes in expressing the products or services they use. Oliver in Kotler and Keller (2009) defines loyalty as a deeply held commitment to buy or re-support preferred products and services in the future despite situational influences and marketing efforts having the potential to cause customers to switch. Customer loyalty is considered as an effective way to evaluate the company's progress. In addition, most companies' marketing procedures depend on gaining customer loyalty through maintaining and enhancing relationships with potential customers.

## RESEARCH METHOD

This study uses a type of explanatory causal research because it seeks to explain the causal relationship of the relationship of the independent variable to the dependent variable. The population of this study are customers who have used Mitsubishi products for 5 years at PT DIPO in Sidoarjo. Total population is 220 people. The customers included in this research population are individual customers, companies and governments (Table 1.1).

Table 1.1  
Characteristics of Population

No	Type Customer	Persentase
1	Individual	50 %
2	Corporation	20 %
3	Government	20 %
4	BUMN / BUMD	10 %

Source : Internal Data of Company

This research was conducted on customers in the period 2017-2021, with a total population of 220 customers in that period. Determination of the number of samples in this study using the Slovin formula where the sample is selected using a random sampling technique (random sampling) where the entire population has the same opportunity to be taken as a research sample. Mitsubishi Motors customers who became the sample were met and given a questionnaire and interviewed about the variables used in this study. Based on the Slovin formula, the number of samples in this study was 70 Mitsubishi Motor customers.

## III. DISCUSSIONS

3.1. The effect of value co creation on customer satisfaction

Empirically, this research has proven that the value co creation variable has a significant effect on customer satisfaction at Mitsubishi Motors at PT. DIPO Sidoarjo Branch. This is indicated by the acquisition of the t-statistical value of 3.391 ( $p$  value = 0.001). The direction of the relationship between value co creation and customer satisfaction is positive, meaning that changes in the value co creation variable have an impact on increasing customer satisfaction. The results of this study indicate that value co creation has a significant effect on Mitsubishi Motors customer satisfaction at PT. DIPO Sidoarjo Branch, this is in line with the research of RuiJin and Kai Chen (2020) Impact of Value Cocreation on Customer Satisfaction and Loyalty of Online Car-Hailing Services, which in their research proves the influence of value co creation on customer satisfaction. The close relationship between value co creation and customer satisfaction shows that efforts to realize value co creation through increasing equity by providing sharing space for consumers and easy access to communication interactions have proven to provide satisfaction for customers.

Mitsubishi Motors DIPO Sidoarjo Branch has developed a behavior that is a value co-creation organization that reflects customer needs and is well communicated so that it becomes the grip of





customers. This value co creation became the basis for the management of Mitsubishi Motors at DIPO Sidoarjo Branch in creating a sense of satisfaction for customers.

### 3.2. The effect of value co creation on customer loyalty

Empirically this study has proven that the value co creation variable has a significant influence on customer loyalty at Mitsubishi Motors at PT. DIPO Sidoarjo Branch. This is indicated by the acquisition of the t-statistical value of 3.088 (p value = 0.002). The direction of the relationship between value co creation and customer satisfaction is positive, meaning that changes in the value co creation variable have an impact on increasing customer loyalty. DIPO Sidoarjo Branch to increase the added value of their offerings in order to increase consumer loyalty. Co-create value in this study emphasizes equity, interaction and knowledge sharing based on consumer desires. So the results of this study indicate the value creation by Mitsubishi Motors at PT. DIPO Sidoarjo Branch by giving a role to consumers in participating in product design and ease of interaction to accommodate them through various activities and media turned out to make them feel good and act loyal to the company. This result is in line with ReemaFrooghi and ZakiRashidi (2019) that value co creation is a system for spreading company values and directing the behavior of all company members to achieve maximum work results. All of this will have an impact on increasing customer loyalty.

### 3.3. The influence of customer value on customer satisfaction

The results of this study have proven that the customer value variable has no significant effect on customer satisfaction at Mitsubishi Motors at PT. DIPO Sidoarjo Branch. This is indicated by the acquisition of the t-statistical value of 2.494 (p value = 0.013). Meanwhile, the direction of the relationship between customer value and customer satisfaction is positive, meaning that if the customer value variable changes, it will increase customer satisfaction.

The results of this study indicate that customer value has a significant effect on customer satisfaction at Mitsubishi Motors at PT. DIPO Sidoarjo Branch, this is in line with research submitted by YuniariGustiAgungAyuDeaDwi and Giantari I Gusti Ayu Ketut (2020), which stated that customer value is the benefits expected by customers from the product or service that can affect satisfaction. customer. Customer Value from Mitsubishi Motors consumers at PT. DIPO Sidoarjo Branch has a

significant influence on customer satisfaction, which means that if the Customer Value perceived by consumers is higher or better, then customer satisfaction will also experience a significant increase. Therefore, it can be said that Customer Value has an effect on Mitsubishi Motors customer satisfaction at PT. DIPO Sidoarjo Branch proved correct. In general, the results of this study indicate that customer value perceived by consumers is a positive predictor of customer satisfaction.

### 3.4. The influence of customer value on customer loyalty

The results of this study also empirically found that customer value had a significant effect on customer satisfaction at Mitsubishi Motors at PT. DIPO Sidoarjo Branch. The statistical t value of the relationship between the two variables was obtained at 3.316 (p value = 0.001). The direction of the relationship between customer value and customer loyalty is positive, meaning that if the customer value variable changes, it will increase customer loyalty. The results of this study indicate that customer value has a significant effect on Mitsubishi Motors customer loyalty at PT. DIPO Sidoarjo Branch, this is in line with the theory presented by ZihangWeng (2021) which states that customer value greatly influences consumer loyalty. So it is necessary to continue to improve customer value in order to provide good services and services to consumers so that they can continue to be loyal to the company.

### 3.5. Effect of sales promotion on customer satisfaction

The results of this study have proven that the sales promotion variable has a significant effect on customer satisfaction at Mitsubishi Motors at PT. DIPO Sidoarjo Branch. This is indicated by the acquisition of the t-statistical value of 4.248 (p value = 0.000). The relationship between sales promotion and customer satisfaction is positive, meaning that if the customer value variable changes, it will increase customer satisfaction.

The results of this study indicate that sales promotion has a significant effect on customer satisfaction at Mitsubishi Motors at PT. DIPO Sidoarjo Branch, this is in line with Suwandi's research, (2020), which states that the sales promotion given to customers has a significant influence on customer satisfaction. Consumer or customer satisfaction is based on the experience of consuming a product or service provided by the company so that feelings of pleasure or disappointment arise in comparing the perceived performance of the product or result against consumer expectations. For this reason, the presence



of sales promotion provides a big role in achieving customer satisfaction.

### 3.6. Effect of sales promotion on customer loyalty

In this study, it is empirically proven that the sales promotion variable has a significant effect on customer loyalty at Mitsubishi Motors at PT. DIPO Sidoarjo Branch. This is indicated by the acquisition of the t-statistical value of 2.195 ( $p$  value = 0.029). The relationship of sales promotion to customer loyalty is positive, so the increase in sales promotion gains is in line with the increase in customer loyalty at Mitsubishi Motors at PT. DIPO Sidoarjo Branch, the greater the sales promotion, the higher the productivity or customer loyalty. This means that sales promotion has an effect on customer loyalty at Mitsubishi Motors at PT. DIPO Sidoarjo Branch. This research is in line with the research of Hengky, H., Wijaya, M., Wijaya, T. W., Irene, I., & Hendry, H. (2020), which states that the sales promotion given to customers has a significant influence on customer loyalty. In general, the interpretation of research results

This means that sales promotion is able to build relationships with customers, not only for short-term sales or as temporary brand switching, but helps strengthen product positioning and build long-term relationships with customers. Consumers who buy or use the services of Mitsubishi Motors at PT. DIPO Sidoarjo Branch, consumer promotions can be an additional incentive for them to remain loyal. This is because some consumers tend to buy a product or service based on promotional offers, so the provision of attractive promotions on a regular basis will make consumers relatively loyal to the promoted Mitsubishi Motors products. From the explanation above, it can be seen that sales promotion can be the right strategy to influence customers to be loyal to the company.

### 3.7. The effect of customer satisfaction on customer loyalty

The results of this study also empirically found that customer satisfaction has a significant effect on customer loyalty at Mitsubishi Motors at PT. DIPO Sidoarjo Branch. The statistical  $t$  value of the relationship between the two variables was obtained at 3.006 ( $p$  value = 0.003). The direction of the relationship between customer satisfaction and customer loyalty is positive, meaning that if the variable customer satisfaction changes, it increases customer loyalty. The results of this study indicate that customer satisfaction has a significant effect on customer loyalty Mitsubishi Motors at PT. DIPO Sidoarjo Branch, this is in line with research conducted by LulukNurAzizah (2020) which states that the results of one of the hypothesis tests are

statistically proven that customer satisfaction has a significant effect on loyalty. With regard to customer satisfaction Mitsubishi Motors at PT. DIPO Sidoarjo Branch, the majority of customers agree that is satisfied with the product, satisfied with the service, satisfied with the purchase. This satisfaction is balanced with customer loyalty which is stated by the customer that the customer will provide a referral about Mitsubishi Motors at PT. DIPO Sidoarjo Branch to others, recommend to others and will make repeat purchases for Mitsubishi Motors at PT. DIPO Sidoarjo Branch.

### 3.8. The effect of value co creation on customer loyalty

The effect of value co creation on loyalty with customer satisfaction as an intervening variable shows a significant positive relationship. This hypothesis testing was carried out using a computer-based statistical analysis tool, namely Smart PLS, which obtained a  $t$ -value of 2.059 with a probability of 0.040 ( $P < 0.05$ ). This means that the mediation parameter is significant. So the model of the indirect effect of the value co creation variable on loyalty through Mitsubishi Motors customer satisfaction at PT. DIPO Sidoarjo Branch as an intervening variable is acceptable. Customer value creation and the company must always increase customer involvement in creating shared value in the company's products. Value co-creation between customers and the company will increase customer satisfaction, high customer satisfaction will increase customer loyalty so that the relationship of value co-creation with customer loyalty is significant with mediation of customer satisfaction. The results of this study are in line with research conducted by Estik Hari Prastiwi et al. (2019) which states that it is statistically proven that customer satisfaction mediates the effect of value co creation on loyalty.

As a service and car sales business mode, Mitsubishi provides satisfactory services to increase customer loyalty, including efforts from equity and interaction with customers, especially from the management and sales and service division of Mitsubishi Motors. From the empirical results, value creation has a significant effect on customer satisfaction. For value creation, the availability of a shared control system and ease of access to information is a determining indicator that can affect customer satisfaction. Furthermore, the perceived benefits, sharing control with consumers that are well communicated through shared knowledge sharing create value that becomes the driving force of customer satisfaction. Then, customer satisfaction has a direct relationship with customer loyalty. The higher the interaction and



perceived equity, the more satisfied the customer, thus having an impact on the level of customer retention in using Mitsubishi products.

### 3.9. The influence of customer value on customer loyalty

The effect of customer value on loyalty with customer satisfaction as an intervening variable shows an insignificant relationship. Testing this hypothesis was carried out using a computer-based statistical analysis tool, namely Smart PLS, the t-value was 1.756 with a probability of 0.080 ( $P > 0.05$ ). This means that the mediation parameter is not significant. So the model of the indirect effect of the value co creation variable on loyalty through Mitsubishi Motors customer satisfaction at PT. DIPO Sidoarjo Branch as an intervening variable cannot be accepted. This means that customer satisfaction does not mediate the relationship between customer value and customer loyalty. Customer value can directly affect customer loyalty without going through customer satisfaction. Customer value from Mitsubishi Motors is able to directly create customer loyalty. With its customer values, namely reliable products, good service values, and good personal values, it can make loyal customers to use Mitsubishi Motors products and services at PT. DIPO Sidoarjo Branch.

The results of this study indicate that customer satisfaction does not mediate the relationship between customer value and customer loyalty at Mitsubishi Motors at PT. DIPO Sidoarjo Branch, this is not in line with the research of Hasfar.M, Theresia Militina and Gusti Noorlitaria Achmad (2020), which results that customer value has an indirect influence on customer loyalty through customer satisfaction.

### 3.10. Effect of sales promotion on customer loyalty

The effect of sales promotion on loyalty with customer satisfaction Mitsubishi Motors at PT. DIPO Sidoarjo Branch as an intervening variable showed a significant positive relationship. Testing this hypothesis was carried out using a computer-based statistical analysis tool, namely Smart PLS, the t-value was 2.491 with a probability of 0.013 ( $P < 0.05$ ). This means that the mediation parameter is significant. Then the indirect influence model of the sales promotion variable on loyalty through Mitsubishi Motors customer satisfaction at PT. DIPO Sidoarjo Branch as an intervening variable is acceptable. The results show that sales promotion has a positive effect on customer satisfaction and their satisfaction also has an influence on customer loyalty. Customer satisfaction serves as a mediating relationship between sales promotion and customer loyalty. The results of this

study are in line with research conducted by Suastini, I. A. K. S., &

Mandala, K. (2018), which states that it is statistically proven that customer satisfaction mediates the effect of sales promotion on loyalty. Sales promotion that attracts attention, gains and drives interest, generates desire, and produces purchase actions to create satisfaction for consumers. This means that sales promotion has a direct impact on customer satisfaction, which in turn consumers who are satisfied with the purchases made and the variety of products sold can increase customer loyalty.

## IV. CONCLUSION

Based on the research results obtained from the results of distributing questionnaires and processing data using SMART PLS software, some conclusions can be drawn as follows:

1. Based on the results of the study, it was found that the value co creation, customer value and sales promotion carried out by Mitsubishi Motors at PT. DIPO Sidoarjo Branch is statistically proven to have a positive influence on Mitsubishi Motors customer satisfaction at PT. DIPO Sidoarjo Branch. This means that if the value co creation, customer value and sales promotion are increased, then Mitsubishi Motors customer satisfaction at PT. DIPO Sidoarjo Branch will also increase.
2. Based on the results of the study, it was also found that the value co creation, customer value and sales promotion carried out by Mitsubishi Motors at PT. DIPO Sidoarjo Branch is statistically proven to have a positive effect on Mitsubishi Motors customer loyalty at PT. DIPO Sidoarjo Branch. This means that if the value co creation, customer value and sales promotion are increased, then Mitsubishi Motors customer loyalty at PT. DIPO Sidoarjo Branch will also increase.
3. Mitsubishi Motors customer satisfaction at PT. DIPO Sidoarjo Branch is statistically proven to have a significant positive effect on customer loyalty at Mitsubishi Motors at PT. DIPO Sidoarjo Branch. This means that if customer satisfaction is increased, then Mitsubishi Motors customer loyalty at PT. DIPO Sidoarjo Branch will also increase.
4. Value co creation affects customer loyalty through customer satisfaction at Mitsubishi Motors at PT. DIPO Sidoarjo Branch.
5. Customer satisfaction does not mediate the relationship between customer value and customer loyalty at Mitsubishi Motors at PT. DIPO Sidoarjo Branch.



6. Sales promotion affects customer loyalty through customer satisfaction at Mitsubishi Motors at PT. DIPO Sidoarjo Branch.

#### 5. Suggestions

The suggestion put forward by the author certainly needs to be studied by Mitsubishi Motors at PT. DIPO Sidoarjo Branch in order to be a positive thing in building Mitsubishi Motors at PT. DIPO Sidoarjo Branch.

The following are some suggestions given by Mitsubishi Motors researchers at PT. DIPO Sidoarjo Branch :

1. To further increase customer loyalty, it is recommended that Mitsubishi Motors at PT. DIPO Sidoarjo Branch is oriented towards increasing customer value. Policies pay more attention to and improve the speed of service, product quality, more responsiveness in handling complaints from consumers, the ability of employees to convey information, friendly attitude of employees, and the use of service standards. For this reason, management needs to conduct orientation or direction to Mitsubishi Motors employees at PT. DIPO Sidoarjo Branch towards improving service standards, especially related to the soft skills possessed by its employees, such as having the initiative to always provide information to consumers about its products so that consumers do not hesitate in making purchases of the products and services provided.

2. To increase customer satisfaction, namely in sales promotion which has the lowest number, this shows that it is necessary to continue to improve sales promotion performance by carrying out various variations and modifications of promotional programs that are attractive to Mitsubishi Motors consumers at PT. DIPO Sidoarjo Branch. Holding attractive promos using credit cards or discount promos at certain events and also holding loyalty reward programs by making membership cards so that consumers are interested in using Mitsubishi Motors services and products at PT. DIPO Sidoarjo Branch.

3. This research can be used as a reference for further researchers who are interested in similar topics, by adding variables that are thought to affect customer loyalty which are considered influential but have not been included in this study.

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