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The Effect of Marketing Mix Strategy in Building Customer Trust After Delays: A Case Study of Lion Air on the Jakarta-Yogyakarta Route

Sabrina Inti Audina[a], Nur Desy Rahmania[a], Agus Yulianto[a], Abdul Ghafar[a]
[a]Faculty of Management and Business, Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia
Corresponding author: sabrinaintia@gmail.com

Abstract: Indonesia's aviation industry is growing rapidly in line with increasing community mobility, but flight delays remain a major obstacle that undermines customer confidence, particularly on Lion Air's Jakarta–Yogyakarta route. This study examines the influence of the marketing mix strategy (product, price, place, promotion) and the impact of delays on customer trust after delays. Quantitative data from 207 respondents were analyzed using PLS-SEM. The results show that product, place, and promotion have a significant effect on increasing trust, while price is not significant because it only attracts short-term customers without guaranteeing loyalty. Flight delays have a significant negative impact. This study fills the gap in previous research, which did not sufficiently address the role of the marketing mix in restoring customer trust after delays. Therefore, effective service quality management and communication are key to the success of airlines in maintaining customer loyalty in a competitive market.
Keywords: *Marketing Mix, Flight Delays, Customer Trust, Low-Cost Carrier*

1. Introduction

The aviation industry is currently experiencing rapid growth in meeting passenger needs and mobility. This is marked by the emergence of low-cost carriers, which make it easier for passengers by minimizing airfare prices while maintaining comfortable and efficient quality. One of the low-cost carriers that is frequently used by passengers, giving it the largest market share, is Lion Air.

Lion Air is a low-cost carrier with the slogan “We Make People Fly.” It has the highest flight frequency, allowing passengers to choose their flight schedule, and has the largest fleet of aircraft (Mnuro & Tamara, 2023). These advantages make Lion Air the top choice for passengers, specifically for the Jakarta-Yogyakarta route. Conversely, despite these advantages, Lion Air faces a serious problem in the form of high delay rates, which has led to a decline in passenger confidence, according to statistical data from Good Stats in a study by Wafa & I, (2025) recorded 20,910 cancellations throughout 2024 or 16.65% of 125,550 flights, earning it the title of “World Delay King”.

Lion Air delays, specifically on the Jakarta-Yogyakarta route in this study Kartika Fajar Nieamah (2021) influenced by product and place factors in the marketing mix. These factors include bad weather at YIA Airport, technical disruptions to the fleet requiring urgent maintenance, and inefficient ground services at CGK. In addition, a lack of coordination in online booking services has exacerbated delays. This situation has had a negative impact on Lion Air's image, particularly in terms of passenger trust, service quality, and the airline's commitment. Customer trust has fallen by 56.5% since 2023, according to research Fadli & Fatmayanti, (2023), decline in passenger confidence was exacerbated by negative experiences during delays where Lion Air was considered to provide inadequate service due to a lack of communication with passengers and minimal compensation from the airline, as explained in the study Betrin Loreva Sipayung, (2024).

Regarding this issue, Yu et al., (2025) emphasizes that marketing strategies must focus

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on restoring trust by improving services, communicating transparently, providing appropriate compensation and taking proactive measures to maintain the image, loyalty and competitiveness of airlines. Research by Azzam, A. F., & Tawfiq, (2021) and Nofeldy Supit & Sirait, (2024) indicates that the four elements of the marketing mix (product, price, place and promotion) have a significant impact on customer trust and are effective in recovering from flight delays. In the context of low-cost airlines such as Lion Air, successful trust recovery requires efficient management of the marketing mix and consistent service quality, given the high operational risks and thin profit margins of the low-cost carrier business model.

This study examines the role of the marketing mix (product, price, place and promotion) in rebuilding customer trust following flight delays experienced with Lion Air. The influence of the marketing mix and flight delays on customer trust was tested using the Partial Least Squares Structural Equation Modelling (PLS-SEM) method. The aim is to analyses the impact of each marketing element and the direct effect of delays, and to provide recommendations for management on how to restore trust. The theoretical basis comes from studies by Morgan, R. M., & Hunt, (1994);Yu et al., (2025) and Goktas & Dirsehan, (2025), which emphasizes the importance of service quality and transparent communication in rebuilding customer trust.

2. Literature review

Marketing Mix

The marketing strategy used in this study serves to facilitate Lion Air's planning process in order to maintain consistency in quality after flight delays, helping to improve the company's image and restore customer confidence by using the 4P Marketing Mix strategy. In general, the definition of marketing mix in the books by Kotler, Philip Keller, (2016); McCarthy (1960) and Muhammad Tohir et al., (2025) is a framework applied in marketing to display and design a combination of important elements, namely 4Ps (Product, Price, Place, and Promotion) to develop a marketing strategy for services.

Research conducted by Kholifah et al., (2023), Rumani et al., (2025) and Srisook & Panjakajornsak, (2018) stated that the 4P marketing mix has proven to be a strategic tool to help Lion Air handle customer experiences after flight delays and can have a significant effect on purchasing decisions, determining customer expectations, service quality, and strengthening long-term relationships with customers in order to maintain competitiveness among LCC airlines.

Product

Based on the definitions from Kotler, Philip Keller, (2016) and Komari et al., (2020) a product is a service needed by customers, where consumers tend to choose products that are high quality, efficient, and have the latest features. For companies, products are part of the life cycle which, along with the increasing recognition and development of products, will strengthen the company's reputation, competitiveness, and business sustainability in society.

Product components form the core foundation enabling flexible, customer-oriented flight services. These include passengers' options to select popular routes like Jakarta-Yogyakarta across diverse schedules, streamlined online check-in processes, and upheld safety protocols. Together, these aspects enhance customer trust via improved perceptions of service quality, operational efficiency, and sustained comfort. This is mentioned in studies conducted by Aula & Suharto, (2021), Huang, (2023) and Hassan & Salem, (2022). This situation is created so that customers can make repeat purchases and recommend the airline to other customers to ensure business continuity amid competition and potential service disruptions.

Price

According to Kotler, (2017) price encompasses the monetary payment required for a product or service, or the exchange value enabling customers to acquire such offerings and thereby expand market share. This approach is supported by a competitive pricing strategy

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intended to draw in new customers, particularly first-time Lion Air passengers, through mechanisms like discounts and loyalty programs, including point redemption via the Book Cabin app. The strategy prioritizes both competitiveness and customer perceptions of price fairness and transparency

The relationship between price fairness, transparency, and added value is crucial in building customer trust in the aviation industry. Research shows that perceptions of price and transparency significantly influence customer satisfaction and trust, even more so than service quality (E. B. Setiawan et al., 2020); Hameed et al., 2024). Proactive, fair, and transparent pricing via compensation or refunds and clear communication builds customer trust and sustains airlines amid intense competition.

Place

According to M. Yahya Ahmad, (2024) a place is a location for marketing and promoting services that are easily accessible to customers. In this case, the place plays a role in marketing through distribution channels to facilitate easy, fast, and efficient access through digital platforms such as the official Lion Air website, mobile applications, and social media, which allow customers to book tickets, check schedules, manage bookings, or obtain real-time information related to services, thereby increasing customer trust through transparency, ease of access, and a seamless transaction experience as explained in the research by Afandi et al., (2023), Pratomo et al., (2022), Ozali et al., (2024)

Promotion

Based on research by Danang Darunanto, (2024) promotion is communication from the seller to the buyer with the aim of making buyers who were previously unfamiliar with the product become familiar with it, so that they become buyers and continue to remember the product. In this case, promotion serves as a strategic link between the elements of product, price, and place with a wide market reach to reach Lion Air customers, the majority of whom are first-time buyers. Marketing strategies such as innovative digital advertising, attractive social media campaigns, customer loyalty programs, direct marketing, and sales promotions such as special discounts or travel package offers, all aim to increase brand awareness, build positive perceptions, and strengthen initial trust in Lion Air's services, while reducing the negative impact of previous experiences such as delays, as explained in Tumangger & Tanjung, (2023), Suryawati et al., (2019), Kholifah et al., (2023)

Delay Flight

Based on research by Setiawan et al., (2017), the definition of flight delays is a factor caused by inadequate airport facilities, such as limited parking areas and weather factors. Research studies by Fathurahman et al., (2018), Cuntapay et al., (2025), Wardana et al., (2025) (Simorangkir et al., 2024) show that flight delays and cancellations have a negative impact on passenger satisfaction, trust, and loyalty because they cause frustration due to a lack of transparency in communication between staff and customers and compensation that does not comply with PERMENHUB Regulation Number 89 of 2015.

Airlines should prioritize punctuality, improve service quality, and ensure transparent communication with clear updates and alternatives; fair, consistent compensation helps restore trust and encourage repeat purchases. Combining strong operations, appropriate compensation, and transparency is essential for competitiveness and lasting customer trust and loyalty.

Customer Trust

Based on research by Charles An, (2021) customer trust is an understanding that builds trust in a service or product, which is formed through interactions between the service provider and the customer themselves. Research conducted by Fakhrudin, (2020) states that customer trust is a belief held by the party using it as a means to build long-term relationships with customers. Based on Kotler (2012;83) in Agus Yuliyanto's journal, (2020) customer trust is a feeling of trust or disappointment that arises after comparing their perceptions or impressions

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of the performance or results of a product with their expectations.

Conceptual Framework

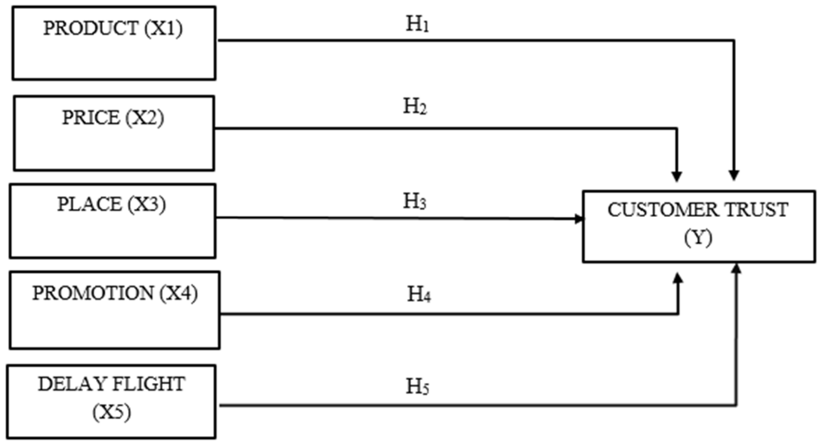

Figure 1. Conceptual Framework
Source: Image processed by the Author

Hypothesis

H_1: Product has a positive effect on Lion Air customer trust.
H_2: Price has a positive effect on Lion Air customer trust.
H_3: Place has a positive effect on Lion Air customer trust.
H_4: Promotion has a positive effect on Lion Air customer trust.
H_5: Delay Flight has a negative effect on Lion Air customer trust.

3. Research method

This study uses a quantitative approach. Based on Helin Garlinia Yudawisastra, Gustina Hidayat, Wijiharta et al., (2024) quantitative research is a research method that uses data in the form of numbers and applies statistical analysis to explore and explain events or relationships between variables. This research tool uses primary data from surveys or questionnaires filled out by the sample population.

As evidenced by Soegiyono, (2020) a population is a broad scope that includes objects or subjects that have certain characteristics and properties determined by researchers for analysis and conclusion, while a sample is a part of the number and characteristics possessed by the population. In this study, the population consists of all Lion Air customers on the Jakarta-Yogyakarta flight route. The sampling techniques used in this study are random sampling.

As demonstrated by Hair, Edeh et al., (2021) the sample size must be at least 100 or greater and is determined by multiplying the minimum ratio of 5 to 10 by the number of indicators in the study. The formula used is N = ratio X number of indicators. This study involved 36 indicators to be analyzed. The minimum ratio selected was 5. Therefore, the sample size was calculated by multiplying the minimum ratio of 5 by 36 indicators, resulting in 180. Thus, the minimum sample size required was 180 respondents, but the data collected amounted to 207 respondents, so all data were analyzed to obtain maximum results.

Table 1 Measurement of variables

Variable	Operational definition	Indicator
Product (X_1)	All forms offered to the market for consumption or use by customers to meet their needs and desires. Needs can be	1. Service features

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	physical or non-physical in nature. (Kotler, Philip Keller, 2016) The product shows that buyers tend to choose goods that offer superior quality, efficiency, or the latest features. Better goods are not always successful if they are not marketed, distributed, and sold in the right way.(Ningrum, 2022)	2. Technological innovation 3. Service quality 4. Design 5. Product diversity
Price (X_2)	Prices that are too high can reduce purchasing interest, while lower prices can increase purchasing interest; more affordable prices increase purchasing decisions.(Kotler, Philip Keller, 2016) Pricing also reflects the value a company places on its products or brands. However, the current economic climate has prompted many customers to reconsider what they buy. When setting prices, companies must consider many factors, such as the company itself, customers, competitors, and the marketing environment.(Zamrodul Ardina, 2024)	1. Ticket prices that are affordable for consumers 2. High prices reduce purchasing interest 3. Lower or more affordable prices increase purchasing interest and purchasing decisions 4. Discounts for customers 5. Price competitiveness
Place (X_3)	A place to market and promote products and services that can be easily accessed by customers, as social media has evolved into a marketplace and one of the most effective promotional tools used by companies. (M. Yahya Ahmad, 2024) A place used for selecting locations to distribute products made by companies to facilitate product delivery to customers. (Khairat & Widaningsih, 2024)	1. A location that is easily accessible to customers 2. Social media as a promotional tool and marketplace for selling tickets 3. The influence of marketing location on sales volume 4. The influence of transportation to the location 5. Digital distribution through websites
Promotion (X_4)	An important component of the marketing mix that serves to communicate services to consumers directly or through social media. The purpose of promotion is to attract consumers' attention, generate interest, encourage desire, and prompt them to purchase or use services (Zamrodul Ardina, 2024)	1. Promotional media used 2. Consumers can easily obtain promotional information about products or services 3. Personal selling 4. Public relations with publicity 5. Advertising

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	The positive feelings experienced when achieving a goal or when a desire becomes a reality are actions that fulfill needs that are acceptable for addressing complaints. (Fandy Tjiptono, 2019)	
Delay Flight (X_5)	Delays caused by inadequate airport facilities, such as limited parking areas and poor lighting (I. Setiawan et al., 2017) Flight delays have a negative impact (mostly economic) on customers, airlines, and airports, disrupting the entire air transport system. Given the uncertainty of delays, customers usually plan to travel several hours early to meet their appointments. (Carvalho et al., 2021)	1. Airport facilities 2. Limited parking area 3. Duration of delay 4. Frequency of delay 5. Airlines such as delays in refueling aircraft, team allocation and aircraft usage
Customer Trust (Y)	Understanding that generates trust in a service or product is formed through interaction between the service provider and the customer themselves. (Charles An, 2021) Trust has a huge impact on loyalty and influence. Building trust lies in the authenticity of product or service claims without the right measures to support those claims, which will likely result in business failure. (Shamsudin et al., 2020)	1. Integrity 2. Kindness 3. Competence 4. Quality 5. Customer desires 6. Customer expectations

4. Results and discussion

4.1 Research Correspondence Profile

Table 1. Respondent Profile of Lion Air Passengers on Jakarta – Yogyakarta Route

Measure	Items	Frequency	%
Gender	Male	111	53,6%
	Female	96	46,4%
	Total	**207**	**100%**
Age	17 – 25 year	137	66,2%
	25 – 45 year	42	20,3%
	45 – 60 year	27	13,0%
	70 year	1	0,5%
	Total	**207**	**100%**
Type of Job	Civil Servants/Military/Police	15	7,2%
	Entrepreneurs	15	7,2 %
	Self-Employed	14	6,8 %
	State-Owned Enterprise Employees	14	6,8%
	Private Sector Employees	35	16,9%
	Housewives	5	2,4%
	Students/University Students	102	49,3%

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Food Stylists	1	0,5%
Staff	1	0,5%
Content Creators	1	0,5%
Lecturers	1	0,5%
Temporary Employees	1	0,5%
Fresh Graduates	1	0,5%
Community Members	1	0,5%
Total	**207**	**100%**

Questionnaire data from 207 respondents on the Jakarta-Yogyakarta Lion Air route revealed gender distribution with males comprising 53.6% and females 46.4%. Age-wise, 66.2% fell within 17-25 years, 20.4% in 25-45 years, 12.9% in 45-60 years, and 0.5% at 60 years or older, though only 201 responses met validity criteria

Employment spanned 14 categories, dominated by students at 49.3%, followed by private sector workers (16.9%), civil servants/military/police (7.2%), entrepreneurs (7.2%), self-employed individuals (6.8%), and state-owned enterprise employees (6.8%), with smaller groups like housewives (2.4%) and others. Overall, Lion Air passengers on this route were predominantly male, aged 17-25, and students.

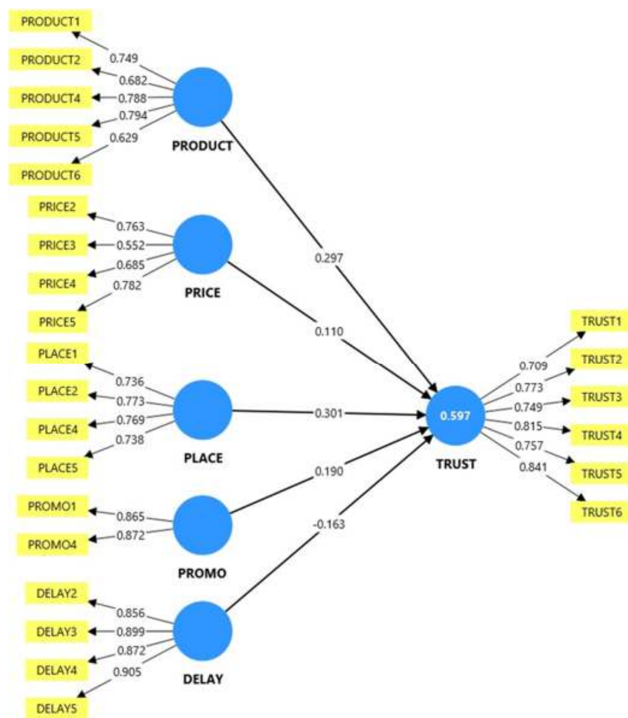

Figure 2. PLS-Model, Outer Model
(Source: Results of research data processing using SmartPLS 4)

The convergent validity of the outer model can also be evaluated through the Average Variance Extracted (AVE) value. According to Ghozali, (2021) a model has good convergent validity if the AVE value is greater than 0.5. Based on the analysis results in Table 1, the AVE values for all variables are above 0.5, indicating that there are no convergent validity issues in the tested model. In addition, a variable is considered reliable if it has a composite reliability value greater than 0.7 and an AVE value greater than 0.5. The analysis results in Table 2 show that all variables have good composite reliability values (> 0.7). Thus, it can be concluded that

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the indicators used in the research variables have good reliability and are able to measure the intended construct well.

4.2 *Conclusion Instrument Test Result*

Table 2 Convergent Validity Test Results Outer Loading Value

Variables	Indicator	Loading Factor	AVE
Product (X_1)	P1.1	0.749	0,535
	P1.2	0.682	
	P1.4	0.788	
	P1.5	0.794	
	P1.6	0.629	
Price (X_2)	P2.2	0.763	0,492
	P2.3	0.552	
	P2.4	0.685	
	P2.5	0.782	
Place (X_3)	P3.1	0.736	0,568
	P3.2	0.773	
	P3.4	0.769	
	P3.5	0.738	
Promotion (X_4)	P4.1	0.865	0,704
	P4.5	0.872	
Delay Flight (X_5)	DF2	0.856	0,780
	DF3	0.899	
	DF4	0.872	
	DF5	0.905	
Customer Trust (Y)	CT1	0.709	0,601
	CT2	0.773	
	CT3	0.749	
	CT4	0.815	
	CT5	0.757	
	CT6	0.841	

(Source: Results of research data processing using SmartPLS 4)

Each indicator has a factor load value above 0.50, making it valid, based on the results of data processing with SmartPLS 4 (Table). Based on the Average Variance Extracted (AVE) values, the variables of Product (0.535), Place (0.568), Promotion (0.704), Flight Delays (0.780), and Customer Trust (0.601) meet the convergent validity criteria (AVE $\geq$ 0.50) according to Hair Joseph F , Sarstedt & Ringle, (2021), but the Price variable has an AVE value of 0.492, just below the minimum threshold, indicating that its structure is not yet fully optimal in explaining the indicator. Based on these findings, the research instrument as a whole can be considered valid and suitable for further analysis.

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1. **Validity Discriminant Test**

Table 3 Discriminant Validity Test Result

	DELAY	PLACE	PRICE	PRODUCT	PROMO	TRUST
DELAY						
PLACE	0.185					
PRICE	0.160	0.858				
PRODUCT	0.151	0.899	0.858			
PROMO	0.091	0.904	0.799	0.890		
TRUST	0.115	0.815	0.724	0.832	0.813	

(Source: Results of research data processing using SmartPLS 4)

When HTMT scores are high and there are issues with discriminant validity, Hair Joseph F , Sarstedt & Ringle, (2021) demonstrates the threshold value of <0.90 for structural models with conceptual constructs, while for different conceptual constructs, the HTMT score should be <0.85.

Table 3 shows that all AVE root values on the diagonal are higher than the correlation values between constructs. These values include price 0.858, product 0.899, place 0.904, promotion 0.890, flight delay 0.856, and customer trust 0.832. This indicates that each variable in the research model can be distinguished from one another and has clear differences. Therefore, the constructs used are declared valid because they meet the criteria for discriminant validity, as suggested Hair Joseph F , Sarstedt & Ringle, (2021)

2. **Reliability Test**

Table 4 Reliability Test Result

	Cronbach's alpha	Composite reliability (rho_c)
DELAY	0.907	0.934
PLACE	0.747	0.840
PRICE	0.652	0.792
PRODUCT	0.781	0.851
PROMO	0.790	0.877
TRUST	0.866	0.900

(Source: Results of research data processing using SmartPLS 4)

According to Hair Joseph F , Sarstedt & Ringle, (2021) reflective indicators are considered reliable if the indicator load is > 0.7 and the construct explains more than 50% of the variance, with ideal reliability values (Cronbach's Alpha, rhoA, and CR) between 0.7–0.95. The results show that all constructs are reliable because they have Cronbach's Alpha and CR above 0.70. Flight Delays have the highest reliability (0.907; 0.934), followed by Customer Trust (0.866; 0.900), Promotion (0.790; 0.877), Product (0.781; 0.851), and Place (0.747; 0.840). Thus, all variables were declared reliable for structural model analysis.

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4.3 *Model Structural Test*

1. R-Square Test

Table 5 Model Structural Test

	R-square	R-square adjusted	Result
TRUST	0.606	0.596	Moderat

(Source: Results of research data processing using SmartPLS 4)

Based on the results in Table 5, the R-Square value for the trust variable of 0.606 indicates that 60.6% of the variance in trust can be explained by its indicators, while 39.4% is influenced by other factors outside the model. Referring to the theory Hair Joseph F , Sarstedt & Ringle, (2021) the R^2 value of 0.606 falls into the moderate category (0.50–0.75), indicating that the model is able to explain the trust variable quite well. These results show that the model has adequate predictive power, although there is still room for further research to strengthen the explanation of this variable.

2. Goodness of Fit (GoF)

Table 6 Good of Fit Test Value Result

	Saturated model	Estimated model
SRMR	0.074	0.074

(Source: Results of research data processing using SmartPLS 4)

The Goodness of Fit test results show an SRMR value for the Saturated Model and Estimated Model of 0.074. Referring to Hair Joseph F , Sarstedt & Ringle,(2021), an SRMR value < 0.10 indicates that the model has a good fit between the observed and predicted data. Therefore, this research model is considered feasible and has a good level of validity, so that the results of the structural analysis can be trusted to explain the relationship between variables.

3. F-Square Test

Table 7 Effect Size Analysis Results

	DELAY	PLACE	PRICE	PRODUCT	PROMO	TRUST
TRUST						0.062
PROMO						0.065
PRODUCT						0.016
PRICE						0.083
PLACE						0.069
DELAY						

(Source: Results of research data processing using SmartPLS 4)

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According Hair Joseph F , Sarstedt & Ringle,(2021) effect sizes are categorized as small (0.05), medium (0.10), and large (0.25). The results of the study show that price has the greatest influence on trust (0.083), followed by location (0.069) and promotion (0.065), all of which fall into the medium effect category. Trust itself has a value of 0.062, while the product only has a value of 0.016, which is classified as low. This confirms that price, place (ease of access) and promotion play a greater role in building consumer trust than product aspects.

4.4 *Hypothesis Test*

Table 8 Hypothesis Results

	Original sample (O)	T statistics	P values	Result
DELAY -> TRUST	-0.163	3.162	0.002	Significant Effect
PLACE -> TRUST	0.301	3.715	0.000	Significant Effect
PRICE -> TRUST	0.110	1.612	0.107	Non-Significant Effect
PRODUCT -> TRUST	0.297	3.641	0.000	Significant Effect
PROMO -> TRUST	0.190	2.635	0.008	Significant Effect

(Source: Results of research data processing using SmartPLS 4)

Based on hypothesis testing using SmartPLS with the bootstrapping method and referring to the theory of Hair, Sarstedt, and Ringle (2021), the relationship between variables is considered significant if the t-statistics > 1.96 and p-values < 0.05. The results show that flight delays have a significant negative effect on customer trust (-0.163; t = 3.162; p = 0.002), while Location (0.301; p = 0.000), Product (0.297; p = 0.000), and Promotion (0.190; p = 0.008) have a significant positive effect. Price (0.110; p = 0.107) was not significant, in line with the theory (Shamsudin et al., 2020), (Pasharibu et al., 2018) and Škare & Gospić, (2015) stated that customer trust is influenced by factors such as minimal flight delays, strategic location, product quality, and effective promotion, while price is not a major factor in building trust.

The results of this hypothesis are similar to previous research conducted by Fadli & Fatmayanti, (2023), which found that flight delays have a negative impact on customer satisfaction in line with a decline in customer trust. Conversely, products and promotions have a positive effect on loyalty, in line with the research by Aula & Suharto, (2021) and Kholifah et al., (2023).

5. Conclusion

Product, place (accessibility), and promotion significantly strengthen customer trust in Lion Air driven by strong service offerings, seamless online transactions, and effective marketing whereas price has a negative effect and cannot offset trust losses from delays tied to inadequate compensation, perceived undervaluation, weak communication, and external disruptions (air traffic congestion, security, weather). Consistent with prior LCC research, low fares contribute little to loyalty or trust compared with perceived value, service quality, brand image, interpersonal interactions, service assurances, and positive experiences.Yodpram & Intalar, (2020); Shamsudin et al., (2020), Pasharibu et al., (2018) Škare & Gospić, (2015); Huurne et al., (2017); Betrin Loreva Sipayung, (2024). A study in the Thai aviation industry also found that ticket prices did not significantly affect customer satisfaction and loyalty, especially in the business segment, where customers valued the experience and reputation of the airline more than low prices (Yodpram & Intalar, 2020). Thus, although price can attract customers temporarily, it cannot restore or maintain trust that has declined due to service

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disruptions. Therefore, improving service quality, communication, transparency, and effective management of operational disruptions are key to building long-term trust through a comprehensive approach that goes beyond pricing strategies Yodpram & Intalar, (2020)); Huurne et al., (2017); Betrin Loreva Sipayung, (2024)

6. Implications

The study finds that, in the context of post-delay recovery, Lion Air's marketing mix influences customer trust: product, place, and promotion have significant effects, while price does not. Conducted within the aviation sector, these conclusions are applicable to airlines and inform further research. Managerially, strengthening product quality, place (service access and delivery), and promotion can enhance customer trust and sustain Lion Air's competitiveness.

a. Lion Air can also improve the quality of its online check-in service and simplify the refund and rescheduling process. An effective promotional strategy is also very important. This strategy includes the use of social media, customer loyalty programs, and attractive promotions to maintain and increase customer trust.
b. Lion Air needs to manage its flight schedule effectively to prevent delays that could disappoint passengers. In the event of a delay, the airline must provide compensation or additional services to satisfy passengers.
c. Ensuring prices remain competitive. Although prices are low, this does not directly affect customer trust. Competitive prices and good service can strengthen Lion Air's appeal to potential customers.

7. Research limitations

Scope: To limit the topics discussed in this study, the authors have decided to focus on analyzing the impact of the Marketing Mix, which includes variable X, consisting of variable X_1 (Product); variable X_2 (Price); variable X_3 (Place); variable X_4 (Promotion); variable X_5 (Delay Flight); and variable Y (Customer Trust), on the low-cost airline Lion Air Indonesia.

The study uses data from June–August 2025 and measures each variable with 5–6 indicators. Product is assessed via service offerings, technological innovation, service quality, layout, and product variety. Price is gauged by affordability, fit to quality and benefits, ability to pay, and competitiveness. Place focuses on location accessibility and arrival time. Promotion covers media used, ease of obtaining information, personal selling, public relations/publicity, and advertising.

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