

Enhancing Customer Satisfaction through Digital Marketing Strategies An Empirical Study of Shopee Express in Indonesia

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Abstract: The rapid growth of e-commerce in Indonesia has significantly transformed the logistics industry, where customer satisfaction has become a key factor for business success. PT Shopee Express, as a leading logistics service provider, strives to enhance customer satisfaction through the implementation of digital marketing, service excellence, and delivery optimization strategies. This study aims to empirically examine the influence of these three variables on customer satisfaction. The research employs a quantitative approach using a survey method. Data were collected from 118 Shopee Express customers in the Jabodetabek area through an online questionnaire. The analysis technique utilized Structural Equation Modeling - Partial Least Squares (SEM-PLS) version 4.0. The research results indicate that all three variables have a positive and significant effect on customer satisfaction. This research model is proven to explain 88.1% of the variability in customer satisfaction, thereby providing both theoretical and practical contributions to strategies for enhancing e-commerce-based logistics services.

Keywords: *Digital Marketing, Service Excellence, Delivery Optimization, Customer Satisfaction*

1. Introduction

The advancement of digital technology has driven significant transformations across various sectors, including the logistics industry. One company leveraging digital technology to enhance its competitiveness is PT Shopee Express, a subsidiary of Shopee Indonesia specializing in delivery services. With the increasing volume of e-commerce transactions in Indonesia, the demand for fast, secure, and reliable delivery services has become increasingly critical, (Rachmawati & Nurcahyo, 2022). Therefore, strengthening digital marketing strategies, enhancing service excellence, and optimizing the delivery process have become key factors in maintaining and improving customer satisfaction.

Based on findings from both national and international research institutions, PT Shopee currently occupies the leading position as the most prominent e-commerce brand in Indonesia, surpassing its competitors. According to the YouGov's Best Global Brands 2025 report, Shopee successfully retained its top ranking in Indonesia with a score of 69.6, reflecting strong consumer trust and brand equity. In addition, data from the Indonesian Internet Service Providers Association (APJII) covering the period from April to July 2025 indicate that Shopee is the most frequently accessed e-commerce platform, with 53.22% of respondents identifying it as their primary online shopping choice. Furthermore, the "E-Commerce Seller Satisfaction 2025" survey conducted by Ipsos revealed that 70% of micro, small, and medium enterprises (MSMEs) as well as local brands utilize Shopee as their main platform, while 77% of them expressed their willingness to recommend it to others. Collectively, these empirical findings underscore Shopee's strategic dominance in Indonesia's e-commerce landscape and reinforce the necessity of examining the key determinants that shape consumer preferences and loyalty toward the platform.

In addition, customer satisfaction plays a crucial role in the sustainability of Shopee Express. In the highly competitive e-commerce logistics industry, customers demand not only fast and secure delivery services but also a consistent and satisfying experience. A high level of satisfaction increases customer loyalty and encourages them to continue using Shopee Express services, even recommending them to others. This is in line with the study conducted by (Hidayati et al., 2021). (Oliver, 2014) It is stated that customer satisfaction is the result of a comparison between expectations and the actual performance of the service received, thereby becoming a key determinant in the formation of loyalty. Furthermore (Alalwan, 2021) also emphasizes that customer satisfaction not only impacts long-term relationships but also serves as an indicator of the success of digital marketing strategies implemented by logistics service companies. Therefore, maintaining and enhancing customer satisfaction is a crucial strategy for Shopee Express to sustain its competitiveness and expand its market share in Indonesia.who found that passenger satisfaction significantly influences loyalty Digital marketing allows companies to reach consumers in a more personal and interactive way. By utilizing social media, online campaigns, and data-driven technologies, companies can understand customer preferences and create more relevant experiences.,(Alalwan, 2021). Amid intense competition in the e-commerce logistics industry, PT Shopee Express is required to effectively integrate digital marketing in order to build customer loyalty.

In addition, service excellence is a crucial aspect of creating a competitive advantage. Responsive, professional, and consistent service can enhance customers' positive perceptions of the company. (Zeithaml, Bitner, & Gremler, 2020.). According to research by (Setiawan & Trisnawati, 2023, Service excellence has a significant impact on customer satisfaction in the logistics sector. Therefore, improving service quality becomes a strategic priority for PT Shopee Express.

Equally important, delivery optimization plays a direct role in meeting customer expectations. Delivery speed, accuracy, and flexibility in the shipping process are key factors in the customer experience(Christopher, 2016). Research shows that optimizing logistics processes can enhance operational effnecy while simultaneously strengthening customer satisfaction.(Rahman et al., 2023)

Based on the above explanation, the purpose of this study is to analyze the influence of digital marketing, service excellence, and delivery optimization on customer satisfaction with Shopee Express services in Indonesia. Specifically, this research aims to identify the extent to which the implementation of digital marketing strategies enhances customer satisfaction through effective promotional activities and relevant digital interactions. In addition, the study seeks to assess the impact of service excellence in shaping customers' positive perceptions of service quality, including aspects such as responsiveness, reliability, and employee empathy. Furthermore, the variable of delivery optimization is examined to determine how efficiency and delivery accuracy contribute to improving the overall customer experience. Overall, this study is expected to identify the most dominant factor among the three independent variables influencing customer satisfaction and to provide empirical contributions toward the development of effective service quality improvement strategies for Shopee Express within Indonesia's e-commerce logistics sector.

2. Literature review

The advancement of digital technology has driven significant transformations across various sectors, including the logistics industry. One company leveraging digital technology to enhance its competitiveness is PT Shopee Express, a subsidiary of Shopee Indonesia specializing in delivery services. With the increasing volume of e-commerce transactions in Indonesia, the demand for fast, secure, and reliable delivery services has become increasingly critical.

(Rachmawati, 2022). Therefore, strengthening digital marketing strategies, enhancing service excellence, and optimizing delivery processes are key factors in maintaining and improving customer satisfaction, as customer satisfaction plays a crucial role in sustaining a business and achieving competitive advantage.(Pribadi et al., 2022)

In the era of globalization and digitalization, customers increasingly demand fast and timely delivery services. This highlights the importance of utilizing digital technology, both in surveys and in communication with customers, to enhance their satisfaction(Maesazshandy & Tohir, 2024).Digital marketing enables companies to reach consumers in a more personal and interactive manner. By leveraging social media, online campaigns, and data-driven technologies, companies can understand customer preferences and create more relevant experiences (Alalwan, 2021). Amid intense competition in the e-commerce logistics industry, PT Shopee Express is required to effectively integrate digital marketing to build customer loyalty.

In addition, service excellence is a crucial aspect of creating a competitive advantage. Responsive, professional, and consistent service can enhance customers' positive perceptions of the company (Zeithaml, Bitner, & Gremler, 2020). Convenience, speed, and service security contribute to increasing customer satisfaction, which ultimately leads to loyalty(Yulihapsari et al., 2025). According to research by (Setiawan & Trisnawati 2023), Service excellence has a significant impact on customer satisfaction in the logistics sector. Therefore, improving service quality becomes a strategic priority for PT Shopee Express.

Equally important, delivery optimization plays a direct role in meeting customer expectations. Delivery speed, accuracy, and flexibility in the shipping process are key determinants of the customer experience (Christopher, 2016). This is also reaffirmed in the study conducted by (Yulika et al., n.d.) Delivery accuracy, appropriate shipment volume, and logistics cost efficiency have been found to exert a significant influence on customer satisfaction. Delivery optimization requires timeliness, reliability, and product quality in order to achieve customer satisfaction. (Sangkereng et al., n.d.)Research indicates that optimizing logistics processes can improve operational efficiency while simultaneously enhancing customer satisfaction.(Rahman et al., 2023)

Based on the discussion above, this study aims to analyze the effects of digital marketing, service excellence, and delivery optimization on customer satisfaction at PT Shopee Express. The results are expected to provide theoretical contributions to the development of marketing and logistics management knowledge, as well as practical implications for PT Shopee Express management in formulating more effective strategies.

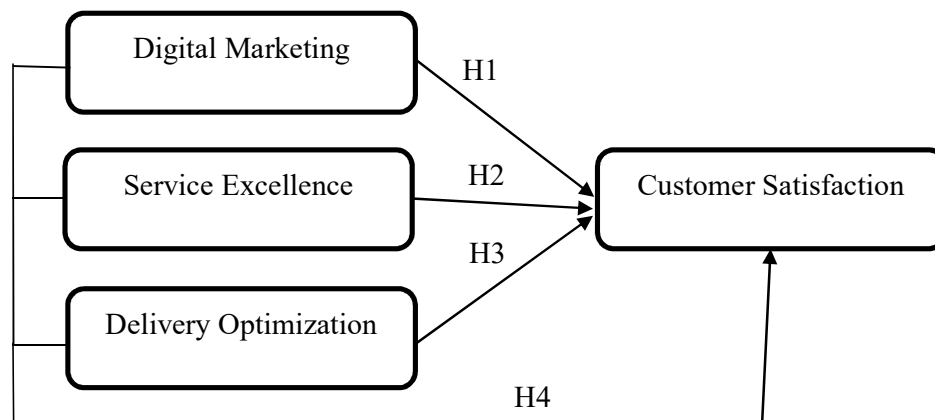


Figure.1. Conseptual Framework

Hypothesis

- **H1:** Digital marketing has a positive impact on customer satisfaction.
- **H2:** Service excellence has a positive effect on customer satisfaction.
- **H3:** Delivery optimization has a positive effect on customer satisfaction.
- **H4:** There is a positive effect of digital marketing, service excellence, and delivery optimization on customer satisfaction.

Table 1. Key Indocator of variables

Variable	Statement	Indicator	Scale Likert
Digital Marketing (X1)	Digital marketing implemented in a personal and interactive manner can enhance customer trust and positive perceptions. (Alalwan, A. A. 2021)	Ease of access to service information through digital platforms	X1.1
		Clarity of product and delivery service information	X1.2
		Personalization of digital communication (notifications, promotions)	X1.3
		Positive company interactions through social media	X1.4
Variable	Statement	Indicator	Scale Likert
Service Excellence (X2)	Consistent and responsive service excellence enhances perceptions of service quality and builds customer loyalty. (Zeithaml, V. A. et al., 2020)		X2.5
		Customer service response speed (customer service)	X2.6
		Courier professionalism in delivery services	X2.7
		Ease of complaint or return process	X2.8
		Consistency of service quality across deliveries	X2.9
		Level of empathy and attentiveness to customer needs	X2.9

Variable	Statement	Indicator	Scale Likert
Delivery Optimization (X3)	Efficient delivery optimization enhances customer satisfaction by accelerating the delivery process and improving the accuracy of information. (Oliver, 2014)	Delivery speed	X3.10
		Accuracy of delivery tracking information	X3.11
		Flexibility in delivery time options	X3.12
		Safety and condition of goods upon receipt	X3.13
		Timeliness of delivery according to the estimated schedule	X3.14
Variable	Statement	Indicator	Scale Likert
Customer Satisfaction (Y)	Customer satisfaction is the result of comparing customer expectations with the actual performance of the services received. (Oliver, R. L. 2014)	Level of satisfaction with delivery speed	Y1.15
		Satisfaction with customer service quality	Y1.16
		Satisfaction with the experience of using digital platforms	Y1.17
		Intention to reuse PT Shopee Express services	
		Likelihood of recommending the service to others	Y1.18
			Y1.19

3. Research method

This study uses a quantitative approach, which focuses on collecting and analyzing numerical data to examine the relationships between variables. (Hair et al., 2021). This study employs a quantitative approach, emphasizing the collection and analysis of numerical data to investigate the relationships among variables.

3.1 Type and Research Design

This research is of the descriptive-verificative type using a survey method.

- **Deskriptif** It aims to describe customers' perceptions of each variable.
- **Verifikatif** It aims to test hypotheses regarding the influence between variables as formulated in the conceptual framework.

The data collection instrument consists of a closed-ended questionnaire based on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree), developed according to the variable indicators adapted from previous research.

3.2 Population and Sample

The population in this study consists of all PT Shopee Express customers who have used the delivery services in the past six months. The sample was selected using purposive sampling, which involves choosing respondents with actual experience using the services (Etikan et al., 2016).

The minimum sample size follows (Hair et al., 2021), That is, 5–10 times the number of indicators. Since this study has 19 indicators (DM4 + SE5 + DO5 + CS5), a minimum of 95 respondents is required. In this study, 118 respondents were targeted to enhance the reliability of the results.

3.3 Data Collection Technique

Data were collected using an online questionnaire (Google Forms), distributed via email and social media. The distribution targeted customers in the Greater Jakarta area (Jabodetabek), as this region represents the highest delivery volume for Shopee Express.

3.4 Data Analysis Technique

The collected data were analyzed using the Structural Equation Modeling – Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS version 4.0 software. The SEM-PLS method was chosen because:

1. It is suitable for exploratory research and predictive models (Hair et al., 2021).
2. It does not require the assumption of normal data distribution.
3. It can be used for models with both formative and reflective indicators.

4. Results and discussion

4.1 Validity Test And Reliability Test

Table 2. Validity and Reliability Test Results

variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Result
X1	0.897	0.898	0.928	0.764	Reliable
X2	0.886	0.887	0.917	0.687	Reliable
X3	0.877	0.878	0.911	0.671	Reliable
Y	0.920	0.920	0.940	0.758	Reliable

The validity and reliability tests showed that all research variables had Cronbach's Alpha and Composite Reliability (CR) values above 0.7, and Average Variance Extracted (AVE) values above 0.5. This demonstrates that all constructs in this study meet the criteria for validity and reliability, indicating that the instruments used are consistent and capable of accurately measuring the intended variables.

4.2 Construct Validity Test

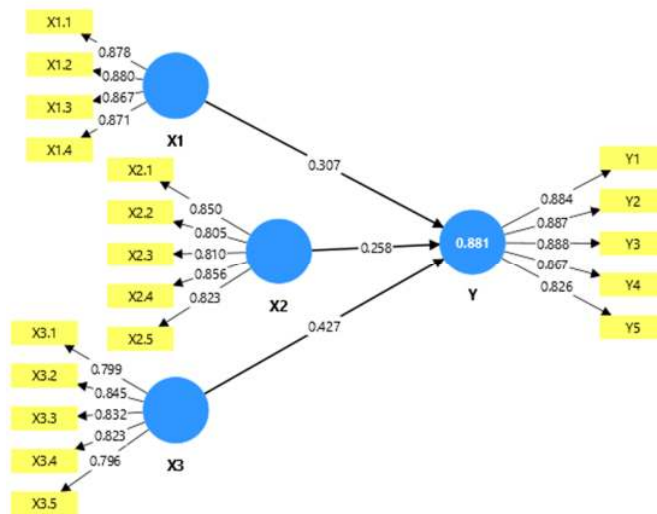


Figure.2. PLS Algorithm

Source: Processed by researchers using SmartPLS4

Based on the figure above, it can be summarized that:

- Variable X1 has a direct effect on Y with a value of 0.307.
- Variable X2 has a direct effect on Y with a value of 0.258.
- Variable X3 has a direct effect on Y with a value of 0.427.

In addition, all indicators for each variable (X1, X2, X3, and Y) show loading factor values above 0.7, indicating that these indicators are valid in measuring their respective constructs. The R^2 value for variable Y is 0.881, meaning that X1, X2, and X3 explain 88.1% of the variability in Y, while the remaining 11.9% is explained by other factors outside the model. Thus, the three independent variables (X1, X2, and X3) are proven to contribute significantly to variable Y, with the greatest influence coming from X3 (0.427), followed by X1 (0.307), and X2 (0.258).

Table 3. Construct Validity Test Table

variables	Digital Marketing (X1)	Service Excellence (X2)	Delivery Optimization (X3)	Customer Satisfaction (Y)
X1.1	0.878			
X1.2	0.880			
X1.3	0.867			
X1.4	0.871			
X2.1		0.850		
X2.2		0.805		
X2.3		0.810		
X2.4		0.856		
X2.5		0.823		
X3.1			0.799	
X3.2			0.845	

X3.3	0.832
X3.4	0.823
X3.5	0.796
Y1	0.884
Y2	0.887
Y3	0.888
Y4	0.867
Y5	0.826

(Source: Processed by using Researchers SmartPLS4)

Based on Table 4.2 above, the results of the measurement model test show that all indicators have outer loading values greater than 0.7. This confirms that each indicator is valid in reflecting its respective construct. Therefore, it can be concluded that all research variables meet the criteria for convergent validity, as the indicator values exceed the minimum threshold of 0.7 and are supported by AVE values greater than 0.5. Thus, the model can be considered adequate and suitable for further analysis.

4.3 Discriminant Validity Test

Table 4. Fornell-Larcker Analysis Result

	X1	X2	X3	Y
Digital Marketing(X1)	0.874			
Service Excellence(X2)	0.796	0.829		
Delivety Optimization(X3)	0.822	0.885	0.819	
Customer Satisfaction(Y)	0.864	0.881	0.908	0.871

The discriminant validity analysis using the Fornell-Larcker method shows that each variable in this study has a stronger correlation with itself than with other variables. This indicates that each construct can be clearly distinguished from the others, thereby meeting the criteria for discriminant validity. Consequently, the research model used can be considered valid and suitable for further analysis.

4.4 Correlation Between Constructs

Table 5. Inter-Construct Correlation Results

	X1	X2	X3	Y
Digital Marketing(X1)		0.796	0.822	0.864
Service Excellence(X2)	0.796		0.885	0.881
Delivety Optimization(X3)	0.822	0.885		0.908
Customer Satisfaction(Y)	0.864	0.881	0.908	

Based on the Correlation Between Constructs analysis in the table above, the correlations among latent variables range from 0.796 to 0.908. These values indicate that the relationships between constructs in the research model are strong, yet still below the 0.9 threshold commonly used to indicate potential multicollinearity issues. Therefore, it can be concluded that although the variables in this study are significantly related, no violations of the multicollinearity assumption were found, indicating that the inner model is suitable for further analysis.

4.5 Model Fit Tes

Table.6. R-square Table

	R-square	R-square adjusted
Customer Satisfaction	0.881	0.878

The R-square test results for the Customer Satisfaction variable show a value of 0.881 with an adjusted R-square of 0.878. This falls into the substantial (strong) category, indicating that the independent variables in this study can explain 88.1% of the variation in customer satisfaction, while the remaining 11.9% is influenced by factors outside the research model. The very small difference between R-square and adjusted R-square also indicates that the research model is well-tested, stable, and does not suffer from overfitting issues.

4.6 Path Analysis

Table 7. Path Coefficients And T-values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 → Y	0.307	0.294	0.071	4.303	0.000
X2 → Y	0.258	0.266	0.090	2.863	0.004
X3 → Y	0.427	0.432	0.106	4.034	0.000

The path analysis results indicate that the three independent variables—Digital Marketing (X1), Service Excellence (X2), and Delivery Optimization (X3)—have a positive and significant effect on Customer Satisfaction (Y). This is evidenced by p-values for each variable being less than 0.05 and t-statistics all exceeding 1.96. Specifically, Delivery Optimization (X3 → Y) has the greatest influence with a path coefficient of 0.427, followed by Digital Marketing (X1 → Y) at 0.307, and Service Excellence (X2 → Y) at 0.258. Thus, it can be concluded that all three variables play an important role in enhancing customer satisfaction, with delivery optimization being the most dominant factor in this study.

5. Conclusion

This study aims to analyze the effects of digital marketing, service excellence, and delivery optimization on customer satisfaction at PT Shopee Express. Based on the literature review, these three variables are considered strategic factors in enhancing the customer experience in the e-commerce logistics industry. Using a quantitative survey approach and SEM-PLS 4 analysis, the results show that all research instruments meet the criteria for validity and reliability, making them suitable for further testing. The main findings indicate that digital

marketing, service excellence, and delivery optimization have a positive and significant effect on customer satisfaction, with delivery optimization being the most dominant factor. This underscores the importance of optimizing delivery processes as a key to improving customer satisfaction, alongside the role of digital marketing in strengthening customer relationships and service excellence in enhancing service quality. Overall, the study concludes that the developed model is valid, effectively explains the relationships among variables, and provides both theoretical and practical contributions for developing strategies to improve e-commerce-based logistics services.

6. Implications

The results of this study have important theoretical and practical implications. From a theoretical perspective, this research strengthens the literature on the relationship between digital marketing, service excellence, and delivery optimization and customer satisfaction in the e-commerce logistics sector. The findings emphasize that customer satisfaction is influenced not only by overall service quality but also by interactive digital marketing strategies and optimized delivery processes, thereby contributing to the development of modern marketing and logistics management theory.

The findings of this study carry significant theoretical and practical implications. From a theoretical standpoint, this research reinforces the literature on the relationship between digital marketing, service excellence, and delivery optimization and customer satisfaction in the e-commerce logistics sector. The results highlight that customer satisfaction is influenced not only by overall service quality but also by interactive digital marketing strategies and the optimization of delivery processes, thereby contributing to the advancement of modern marketing and logistics management theory.

Furthermore, the practical implications of this study are valuable for stakeholders, including regulators and logistics industry players, in designing policies and service standards that are more customer satisfaction-oriented. Thus, this research provides not only academic contributions but also practical relevance that can help enhance the competitiveness of logistics companies in the digital era.

7. Research limitations

This study has several limitations that should be acknowledged.

- a. First, it focuses only on three independent variables—digital marketing, service excellence, and delivery optimization—without considering other potential factors such as pricing, customer trust, or technological innovation that may also influence customer satisfaction.
- b. Second, the use of a self-reported online questionnaire may introduce perception bias, meaning that the results might not fully represent actual operational conditions and customer experiences.
- c. Third, the sample size was limited to 118 respondents within the Jabodetabek area, which may not fully represent all Shopee Express customers across Indonesia.
- d. Fourth, the cross-sectional design of this study restricts its ability to capture dynamic changes in customer satisfaction over time.
- e. In addition, due to time and resource constraints, this study did not include comparisons with other logistics companies. Therefore, future research is recommended to incorporate additional variables, expand the study area, and employ longitudinal or mixed-methods approaches to produce more comprehensive and applicable findings.
- f. Future research is recommended to incorporate additional variables such as pricing strategy,

customer trust, technological innovation, and environmental sustainability, while also extending the geographical scope beyond the Jabodetabek region to ensure broader representativeness and enhance the comprehensiveness of the findings.

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