

Marketing Strategy, Product Innovation, and Brand Image as Determinants of Consumer Loyalty at Paragon Mall Semarang

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ABSTRACT

The decline in consumer visits to Paragon Mall Semarang is a concern, as it can impact sales and customer loyalty. This condition is caused by a suboptimal digital marketing strategy, minimal product innovation, and a weak brand image in the eyes of increasingly critical consumers who have many choices. The purpose of this study is to determine the impact of marketing strategy, product innovation, and brand image on consumer loyalty at Paragon Mall Semarang. This study used a quantitative method by conducting a direct survey in the field. Data were collected through questionnaires distributed to 100 respondents and processed using SPSS version 25. Tests were conducted to determine the impact of independent variables on the dependent variable. The research findings indicate that marketing strategy, product innovation, and brand image have a significant influence on consumer loyalty at Paragon Mall Semarang, with brand image being the most influential variable.



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INTRODUCTION

The retail business competition in the globalization era is becoming increasingly competitive, driven by the growth of modern retail, supermarkets, minimarkets, and e-commerce platforms that offer convenience, product variety, and unique shopping experiences (Margono, 2022). The shift in consumer behavior, where consumers are becoming more critical, intelligent, and demanding unique shopping experiences, makes consumer loyalty a key factor in business sustainability (Krisnayanto et al., 2024). Loyal consumers not only make repeat purchases but also act as brand promoters through recommendations within their social environment, indirectly influencing business growth and reputation (Algifria et al., 2025). This phenomenon emphasizes that companies cannot rely solely on pricing or promotions, but instead must implement comprehensive strategies to build long-term relationships with consumers. At the national level, Maharani (2024) reported that the number of modern shopping centers in Indonesia has increased to 3,820 units, with major cities such as Jakarta, Surabaya, Bandung, and Semarang becoming retail growth centers. This rapid development shows that modern retail has become an arena of increasingly intense competition, where mall operators must understand urban consumer behavior that tends to demand quality products, satisfying shopping experiences, and trustworthy brands. Hermawan & Nurpulaela (2024) reinforces this, reporting that 72% of urban consumers prefer shopping at modern retail outlets due to brand reputation and shopping experiences, while 65% consider product innovation before making a purchase. These findings highlight that marketing strategy, product innovation, and brand image are crucial elements determining consumer loyalty (Noor, 2021).

The retail industry in Indonesia is showing significant growth. According to Technavio, retail industry revenue in Indonesia is projected to increase by approximately USD 49.56 billion with a compound annual growth rate (CAGR) of 4.73% between 2024 and 2028 (Dianto et al., 2024). In 2024, retail sales in Indonesia recorded a 5.5% year-on-year increase in March 2025, rising from 2.0% in February, marking the eleventh consecutive month of growth in retail trade (Putri et al., 2024). In Central Java, particularly in Semarang City, there are 212 modern retail outlets spread across various districts, reflecting a high level of urbanization and the attractiveness of the retail market (Husna &

Mairita, 2024). Paragon Mall Semarang, with a building area of 120,000 m², is one of the city's main shopping centers (Dianto et al., 2024). However, the mall faces tight competition from other malls such as DP Mall, The Park Mall, and Uptown Mall. For example, DP Mall Semarang has a tenant occupancy rate of around 80% and a daily average of 10,000–15,000 visitors (Harsanto & Jakti, 2021). Paragon Mall Semarang attracts various consumer segments. The majority of its visitors are aged 18–26 years, with higher educational backgrounds and middle-to-upper socioeconomic status. Consumers typically visit the mall for shopping, dining, and entertainment. Factors such as strategic location, complete facilities, and attractive promotions are the main reasons for choosing Paragon Mall as a shopping destination (Ramadhani & Nurhadi, 2022).

To maintain consumer interest and visits, Paragon Mall implements various marketing strategies (Chen et al., 2021). Loyalty programs and regular discount promotions are the main attractions, while digital marketing through social media and mobile applications targets tech-savvy young consumers. Strategic tenant placement and the hosting of engaging events also help boost visitor traffic (Widiastana & Cipta, 2022). In addition, Paragon Mall routinely introduces new and innovative products through its tenants. Consumer responses to these new products are generally positive, with many showing interest in trying and purchasing them. This underscores the importance of product innovation in sustaining consumer interest and increasing loyalty (Raharto & Supriyanto, 2023). Brand image also plays a crucial role in building consumer loyalty at Paragon Mall. Many consumers perceive the mall as a modern shopping center with complete facilities and well-known tenants (Zahran & Aljuhmani, 2025). Paragon Mall enjoys high brand awareness in Semarang, making it a top choice for local consumers as a shopping destination (Putra & Meliana, 2024). Consumer loyalty can be measured through repeat visits and their willingness to recommend the mall to others, with most showing high levels of loyalty influenced by effective marketing strategies, product innovation, and a positive brand image (Nurchoiri et al., 2024).

The economic growth of Semarang City in Q4-2024 was recorded at 4.95%, reflecting an increase in purchasing power that positively impacts the retail sector (Saktiendi et al., 2024). Nevertheless, mall competition is intensifying with the emergence of new shopping centers offering more options to consumers (Hao et al., 2025). Therefore, Paragon Mall must continue innovating and maintaining effective marketing strategies to sustain consumer loyalty amid growing competition. This phenomenon highlights a real-world problem. Although previous studies have examined marketing strategies, product innovation, and brand image, most remain theoretical or were conducted in other cities with different consumer characteristics. Hidayati & Putri (2025) stressed that brand equity, product quality, and shopping experiences affect consumer loyalty, but their study was conducted in another region, thus not reflecting the specific conditions of Semarang (Micu et al., 2025). This research gap underlines the need for an empirical study focused on Paragon Mall Semarang, considering that consumer behavior, competition intensity, and digital marketing trends vary uniquely across cities.

Previous studies remain an essential foundation. Darsana et al. (2023) confirmed that effective marketing strategies enhance loyalty through sustainable value creation. Amongraga (2025) emphasized that consumer-oriented product innovation improves positive perceptions and encourages repeat purchases. Amelia et al. (2024) highlighted that a strong brand image strengthens consumer loyalty, especially when combined with product innovation. These findings form the theoretical basis for strengthening research at Paragon Mall Semarang while addressing the empirical gap regarding the combined influence of these three factors on consumer loyalty in Indonesia's modern retail context. The urgency of this research is multifaceted. Practically, it is expected to provide strategic recommendations for Paragon Mall managers and tenants to enhance consumer loyalty, retain existing customers, and foster sustainable sales growth. Theoretically, it enriches the literature on the relationship between marketing strategy, product innovation, and brand image with consumer loyalty, particularly in urban modern retail. From a socio-economic perspective, it offers insights into local consumer behavior, helping retail managers adjust marketing strategies, improve shopping experiences, and strengthen retail competitiveness in Semarang. Thus, this research is not only academically relevant but also provides tangible benefits for the development of retail strategies in Indonesia.

RESEARCH METHODS

This study employs a quantitative approach by conducting a field survey at Paragon Mall Semarang (Sugiyono, 2019). Data were collected through questionnaires distributed to 100 respondents,

namely visitors of Paragon Mall who had shopped within the last three months. The questionnaire was designed using a Likert scale with response options ranging from strongly agree to strongly disagree, aiming to measure respondents' perceptions regarding marketing strategy, product innovation, brand image, and consumer loyalty. Accidental sampling was applied in selecting respondents, based on the availability and willingness of mall visitors during the survey, so that the sample obtained could be considered representative of the mall's visitors within the research period. Data analysis was carried out using SPSS version 25. The analysis stages began with a validity test of the questionnaire to ensure that each indicator truly measured the intended variables. Subsequently, a reliability test using Cronbach's Alpha was conducted to assess the internal consistency of the questionnaire items. Classical assumption tests including normality, multicollinearity, and heteroscedasticity were then performed to confirm that the data met the requirements for linear regression modeling.

The influence of the research variables was analyzed using multiple linear regression, which allowed the researcher to examine both the simultaneous and partial effects of the independent variables marketing strategy, product innovation, and brand image on the dependent variable, consumer loyalty. A partial test (t-test) was then conducted to evaluate the effect of each independent variable individually, while a simultaneous test (F-test) was performed to assess the combined effect of all independent variables on consumer loyalty. Finally, the coefficient of determination (R^2) was employed to measure the extent to which the independent variables collectively explained the variance in the dependent variable. Through this method, the study provides a clear and empirical understanding of the factors influencing consumer loyalty at Paragon Mall Semarang.

RESULTS AND DISCUSSION

RESULTS

Table 1. Characteristics of Respondents by Age

Age (Years)	Number of Respondents	Percentage (%)
18–26	35	35%
27–35	30	30%
36–45	20	20%
>45	15	15%
Total	100	100%

Table 1 shows that the majority of respondents are aged 18–26 years (35%), followed by 27–35 years (30%). Meanwhile, 20% of respondents are in the 36–45 years age group, and 15% are above 45 years. This indicates that most visitors of Paragon Mall Semarang are young adults, which reflects the mall's strong appeal to a younger consumer segment.

Table 2. Characteristics of Respondents by Gender

Gender	Number of Respondents	Percentage (%)
Male	48	48%
Female	52	52%
Total	100	100%

Table 2 reveals that respondents are relatively balanced in terms of gender, with 52% female and 48% male. This suggests that Paragon Mall attracts both genders almost equally, although women slightly dominate as consumers, which aligns with the general trend in retail shopping behavior.

Table 3. Characteristics of Respondents by Educational Level

Education Level	Number of Respondents	Percentage (%)
High School/Vocational School	30	30%
Bachelor's Degree (S1)	50	50%
Master's Degree (S2)	15	15%
Others	5	5%
Total	100	100%

Table 3 demonstrates that half of the respondents hold a Bachelor's degree (50%), while 30% have a high school or vocational education. In addition, 15% of respondents possess a Master's degree, and 5% belong to the other category. These findings indicate that the majority of consumers at Paragon Mall are well-educated, which can influence their preferences for brand image, product innovation, and marketing strategies.

Table 4. Characteristics of Respondents by Occupation

Occupation	Number of Respondents	Percentage (%)
Private Employee	40	40%
Student	25	25%
Entrepreneur	20	20%
Civil Servant/ASN	10	10%
Others	5	5%
Total	100	100%

Table 4 shows that the largest group of respondents are private employees (40%), followed by students (25%) and entrepreneurs (20%). Meanwhile, 10% of respondents are civil servants, and 5% are categorized as others. These results suggest that the consumer base of Paragon Mall consists mainly of working professionals and students, both of which are segments with relatively high purchasing power and consumption needs.

Table 5. Characteristics of Respondents by Monthly Income

Monthly Income (Rp)	Number of Respondents	Percentage (%)
< 3 million	10	10%
3–5 million	30	30%
5–10 million	40	40%
> 10 million	20	20%
Total	100	100%

Table 5 indicates that the largest proportion of respondents (40%) earn a monthly income of Rp 5–10 million, followed by 30% with an income of Rp 3–5 million. Furthermore, 20% earn more than Rp 10 million, while only 10% have a monthly income of less than Rp 3 million. This distribution highlights that most Paragon Mall consumers come from the middle to upper-income groups, supporting their ability to shop regularly at modern retail centers.

Table 6. Characteristics of Respondents by Frequency of Visits to Paragon Mall

Frequency of Visit	Number of Respondents	Percentage (%)
< 1 time/month	10	10%
1 time/month	30	30%
2–3 times/month	45	45%
> 4 times/month	15	15%
Total	100	100%

Table 6 reveals that almost half of the respondents (45%) visit Paragon Mall 2–3 times per month, followed by 30% who visit once per month. Additionally, 15% of respondents reported visiting more than 4 times per month, while only 10% visit less than once a month. These findings suggest that Paragon Mall has a relatively high level of consumer loyalty, as the majority of customers visit the mall on a regular and consistent basis.

Validity and Reliability Test

The questionnaire responses were tested using a standard validity threshold of > 0.30 . Reliability was considered acceptable if the Cronbach's Alpha value exceeded 0.70.

Table 7. Validity and Reliability Test

Variable	Cronbach's Alpha
Marketing Strategy	0.841
Product Innovation	0.798
Brand Image	0.853
Consumer Loyalty	0.876

The findings indicate that the Cronbach's Alpha values for all variables exceed the threshold of 0.70, which means the instrument is reliable. Therefore, the questionnaire passed the test and is deemed suitable for further analysis.

Classical Assumption Test

Normality Test

Table 8. Normality Test

Test Result	Value
Asymp. Sig. (2-tailed)	0.200

The result of $0.200 > 0.05$ indicates that the data are normally distributed, and thus can be used for further statistical testing.

Multicollinearity Test

Table 9. Multicollinearity Test

Model	Independent Variable	Tolerance	VIF
1	Marketing Strategy (X_1)	0.625	1.600
	Product Innovation (X_2)	0.582	1.719
	Brand Image (X_3)	0.607	1.647

The results show that the Tolerance values are greater than 0.1 and the VIF values are below 10, indicating that there is no multicollinearity among the independent variables.

Heteroscedasticity Test

Table 10. Heteroscedasticity Test

Variable	Sig.
Marketing Strategy (X_1)	0.400
Product Innovation (X_2)	0.265
Brand Image (X_3)	0.459

Since the significance values are greater than 0.05, the data are free from heteroscedasticity, and therefore, the regression model is considered appropriate.

Multiple Linear Regression Analysis

The regression equation is as follows:

$$Y = 2.135 + 0.328X_1 + 0.274X_2 + 0.359X_3$$

Table 11. Regression Analysis Results

Model	Unstandardized B	Sig.
(Constant)	2.135	0.000
X_1 : Marketing Strategy	0.328	0.002
X_2 : Product Innovation	0.274	0.014
X_3 : Brand Image	0.359	0.001

The findings show that all independent variables (X_1 , X_2 , X_3) have **positive and significant effects** on consumer loyalty (Y), as the significance values are below 0.05.

F-Test (Simultaneous Test)

Table 12. F-Test Results

Model	F	Sig.
Regression	26.342	0.000

The F-test result indicates that the significance value ($0.000 < 0.05$) confirms that the independent variables (marketing strategy, product innovation, and brand image) collectively have a positive and significant effect on consumer loyalty.

Coefficient of Determination (R^2)

Table 13. Coefficient of Determination (R^2)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.774	0.594	0.578	0.591

The R^2 value of 0.594 shows that 59.4% of consumer loyalty is explained by the three independent variables: marketing strategy, product innovation, and brand image. The Adjusted R^2 of 0.578 indicates that 57.8% of consumer loyalty is influenced by these variables, while the remaining 42.2% is explained by other factors not included in this study. The correlation coefficient (R) of 0.774 demonstrates a strong relationship between the independent variables and consumer loyalty.

DISCUSSION

1. The Influence of Marketing Strategy on Consumer Loyalty at Paragon Mall Semarang

The regression analysis shows that marketing strategy (X_1) has a positive and significant effect on consumer loyalty with a coefficient value of 0.328 and a significance level of 0.002 (<0.05). This means that every improvement in marketing strategy—such as promotional activities, attractive product displays, and loyalty programs contributes to an increase in consumer loyalty. At Paragon Mall Semarang, the effectiveness of marketing strategies is evident from frequent promotions, seasonal discounts, and events that attract younger consumers, who make up the largest proportion of visitors (35% aged 18–26 years). This finding confirms that marketing communication and consumer engagement are crucial in shaping repeated visits and long-term loyalty.

Previous research findings support this study's findings that marketing strategy plays a crucial role in increasing consumer loyalty. Molinillo et al. (2020) demonstrated that marketing strategies tailored to consumer behavior can increase customer retention in modern retail. Shyu et al. (2023) emphasized that promotional intensity and the implementation of relationship marketing contribute positively to consumer loyalty in shopping centers. Migkos et al. (2025) also emphasized that marketing mix strategies significantly influence consumer revisit intentions. Damaschi et al. (2025) found that personalized marketing can strengthen consumers' emotional attachment to brands, ultimately increasing loyalty. AlFraihat et al. (2025) added that the implementation of experiential marketing in shopping centers has proven more effective in encouraging repeat visits than traditional strategies.

2. The Influence of Product Innovation on Consumer Loyalty at Paragon Mall Semarang

The regression results indicate that product innovation (X_2) significantly affects consumer loyalty, with a coefficient of 0.274 and a significance value of 0.014 (<0.05). This implies that continuous improvements in product quality, the introduction of new product categories, and the ability to adapt to consumer preferences increase customer satisfaction and loyalty. Paragon Mall Semarang hosts a wide range of retail tenants that frequently launch innovative products to attract consumers, particularly middle- to upper-income groups (40% earn Rp 5–10 million monthly). The availability of

trendy, innovative products aligns well with the demands of educated and affluent consumers, fostering loyalty.

Previous research findings support this study's findings that product innovation plays a crucial role in building consumer loyalty. Manhas et al. (2024) demonstrated that innovation in product features significantly increases customer retention in the retail business. Jalu et al. (2024) also found that shopping centers with innovative product offerings report higher levels of consumer loyalty. Hajar et al. (2022) emphasized that continuous product development plays a vital role in maintaining consumer trust. Yum & Kim (2024) added that innovation in packaging and service strengthens consumer perceptions and loyalty. Vărzaru & Bocean (2024) demonstrated that product differentiation and creativity positively impact consumer visit frequency.

3. The Influence of Brand Image on Consumer Loyalty at Paragon Mall Semarang

The regression coefficient for brand image (X_3) is 0.359 with a significance of 0.001 (<0.05), making it the most influential variable among the three. This finding shows that a positive brand image significantly enhances consumer loyalty. Paragon Mall Semarang has successfully built its image as a prestigious shopping destination in Central Java. Its strategic location, premium tenant mix, and reputation as a lifestyle hub contribute to consumers' emotional and cognitive attachment to the mall, which translates into frequent visits.

In line with the findings of this study, various previous studies have also confirmed that brand image is a key factor in increasing consumer loyalty in the retail sector. Khan & Fatma (2023) concluded that brand image is a key determinant of consumer loyalty. Ramachandran & Balasubramanian (2020) found that shopping centers with strong brand positioning can increase repeat visit intentions. Mulyati & Marginingsih (2024) explained that consumer loyalty is closely related to perceived brand credibility and prestige. Açıkgöz et al. (2024) also demonstrated that brand image significantly increases emotional and behavioral loyalty. García-Salirrosas et al. (2024) emphasized that malls with a good brand reputation have an advantage in retaining customers compared to their competitors.

4. The Simultaneous Influence of Marketing Strategy, Product Innovation, and Brand Image on Consumer Loyalty

The F-test result ($F = 26.342$, $\text{sig.} = 0.000 < 0.05$) shows that marketing strategy, product innovation, and brand image together have a significant positive effect on consumer loyalty. Furthermore, the R^2 value of 0.594 indicates that 59.4% of consumer loyalty can be explained by these three variables, while the remaining 42.2% is influenced by other factors such as service quality, consumer experience, and location accessibility. This means that consumer loyalty at Paragon Mall Semarang is strongly shaped by the combined impact of effective marketing, innovative product offerings, and a positive brand image. The high frequency of visits (45% of consumers visiting 2–3 times per month) further supports the conclusion that these factors work simultaneously in sustaining consumer loyalty.

In line with the findings of this study, several previous works have confirmed that marketing strategy, product innovation, and brand image collectively play a crucial role in shaping consumer loyalty. Urdea & Petris (2021) highlighted that integrated marketing and brand management significantly enhance loyalty, Suhendar & Widayati (2025) found that these three factors simultaneously explain more than 60% of loyalty in the retail sector. Górska-Warsewicz & Kulykovets (2020) further showed that customer loyalty in shopping centers is best explained through a combination of marketing effectiveness, product differentiation, and brand positioning. Kencebay & Ertugan (2025) emphasized the synergy between marketing strategy and brand image in driving repeat purchase behavior. Chan (2025) demonstrated that malls applying holistic strategies that combine marketing, innovation, and brand equity achieve stronger consumer loyalty compared to those relying on partial approaches.

CONCLUSION

The findings reveal that marketing strategy, product innovation, and brand image each have a positive and significant effect both individually and simultaneously on consumer loyalty at Paragon Mall Semarang. Among these factors, brand image is the most dominant in shaping loyalty, followed by marketing strategy and product innovation. Collectively, the three variables explain 59.4% of

consumer loyalty, with the remainder influenced by other external factors. These results underscore that the synergy of effective marketing, innovative product offerings, and a strong brand image is essential for building and sustaining consumer loyalty in the modern retail sector.

Based on the findings, it is recommended that Paragon Mall Semarang continue to strengthen its brand image by enhancing service quality, maintaining a premium tenant mix, and hosting high-quality events to reinforce its reputation as a prestigious shopping destination. Furthermore, marketing strategies should focus more on digital and interactive approaches targeting young consumers, such as through social media, shopping apps, and technology-based loyalty programs. Product innovation should also be sustained by encouraging tenants to introduce new and trendy products, ensuring that consumers remain engaged and motivated to revisit the mall.

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