



Marketing Strategy Analysis of PT Andiarta Muzizat (Ninja Express) in Maintaining Sustainability in Gunungsitoli City

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ABSTRACT

In the era of globalization and increasingly fierce business competition, companies are required to have a strong marketing strategy to survive and thrive in a dynamic market. The sustainability of a company is the key to its long-term success. The purpose of this study is to determine the marketing strategy and to identify internal and external factors that can influence the business sustainability of PT Andiarta Muzizat (Ninja Express) in Gunungsitoli City. The type of research used is a qualitative research approach. The sampling technique used is purposive sampling with 3 informants. Data collection techniques used are observation, documentation and interviews. Meanwhile, data analysis techniques used are data collection, data reduction, data presentation and drawing conclusions. From the results of the study, it was obtained that based on the analysis of marketing strategies, internal and external factors that influence the sustainability of Ninja Express's business in Gunungsitoli City, it can be concluded that the company needs to take concrete steps to ensure their growth and sustainability in the logistics and freight forwarding market. Marketing strategies involving collaboration in local events, trade exhibitions, active interaction on social media, special offers, and improved customer service have been recognized as appropriate steps. By maintaining a focus on customer satisfaction, partnering with local communities, customizing delivery services to suit consumer needs, and leveraging social media, Ninja Express can strengthen their brand visibility in Gunungsitoli City.

INTRODUCTION

In an era of globalization and increasingly fierce business competition, companies are required to have a strong marketing strategy to survive and thrive in a dynamic market. A company's sustainability is key to its long-term success. A marketing strategy is a deliberate plan used by a company to achieve specific marketing objectives. This involves defining market targets, segmenting them, determining market positioning, and developing an implementation plan encompassing product, pricing, promotion, and distribution.

According to Eliyana (2018:281), a marketing strategy is a marketing plan used to define the market and the marketing mix concept, which comprises two related components: the target market and the marketing mix.

Meanwhile, according to Pearce and Robinson (2016), a marketing strategy is a way to achieve desired results under prevailing conditions and structures by utilizing the best resources and company strengths to achieve company goals.

Corporate sustainability refers to a company's ability to survive in the long term by maintaining sustainable growth, maintaining profits, and contributing positively to society and the surrounding environment. This is supported by research by Fitri Aulia Sari (2022), which states that the success and sustainability of an organization's operations are influenced by the level of participation and management of its assets, both internally and externally.

According to Khulman (2010), the concept of sustainability initially stems from a forestry approach. Sustainability comes from the German word "nachhaltigkeit," meaning efforts to preserve natural resources for the benefit of the future. Meanwhile, according to Savit et al., in Cambrafierro (2011), business sustainability is one way for companies to generate benefits for stakeholders by considering environmental impacts and improving relationships with key stakeholders, such as customers and suppliers.

According to Agustina et al. (2022), business sustainability is defined as a business that can continue to exist over time, maintain organizational values or have a strong organizational culture, and achieve stable or even increasing profits. This is supported by research by Fridayani, J.A. (2021). In his research, he revealed that organizational culture greatly influences the level of success of previously planned company goals.

PT. Andiarta Muzizat, better known by the brand "Ninja Express," is a company operating in Gunungsitoli City. Ninja Express primarily focuses on delivery and logistics services. In the context of this research, "Ninja Express" refers to the company. Research conducted by Anggun Melati Estelita Br Sibuea, et al. (2021) suggests that expedition services play a role in facilitating product suppliers in distributing them to users (customers).

One of the companies operating in Gunungsitoli City, PT. Andiarta Muzizat (Ninja Express), plays a vital role in the freight and logistics industry in Gunungsitoli City. As a company engaged in freight and logistics services, Ninja Express plays a strategic role in supporting economic and business activities in the region. The role and activities of PT. Andiarta Muzizat (Ninja Express) include freight delivery, where Ninja Express provides freight forwarding, logistics and distribution, express delivery, inter-island delivery, technology and tracking, valuables handling, customer service, and punctuality.

As Gunungsitoli City develops as a hub of economic and business activity in the region, Ninja Express faces various challenges and opportunities in its efforts to maintain business sustainability.

The challenges and opportunities for Ninja Express's sustainability in Gunungsitoli City include intense competition, changing consumer habits, infrastructure and logistics, operational costs, regulations and compliance, opportunities, market growth, technological innovation, improved customer service, service diversification, and a sustainable approach.

Previous research by Salsabila Anissa Humaira (2023) in her study entitled "Analysis of Marketing Mix Strategy in Increasing the Competitiveness of Expedition Services in Bandar

Lampung City (Case Study of "Kirimaja" PT. Aerojasa Cargo), revealed that marketing expedition services is crucial for supporting revenue and stability, minimizing inhibiting factors, and enhancing competitiveness with other expeditions.

Based on the research, the problems faced by Ninja Express are marketing challenges. These include market competition, changing consumer preferences, and other marketing barriers. Sustainability factors can involve issues such as operational efficiency, environmental impact, or external factors affecting the continuity of their business.

LITERATURE REVIEW

Understanding Marketing Strategy

A marketing strategy is a systematic plan designed by a company or organization to achieve its marketing and business objectives. It involves a series of carefully crafted actions to identify target markets, develop appropriate products or services, determine appropriate pricing, select effective distribution channels, and design effective promotional campaigns.

According to Kurniawan (2020:87), a marketing strategy is the marketing logic based on which a business unit is expected to achieve its marketing objectives. Marketing strategy consists of decision-making regarding the company's marketing costs, marketing mix, and marketing allocation.

According to Kapferer (2012:99), a marketing strategy is a pattern of plans used by a company to achieve its long-term goals in the market. According to Philip Kotler and Kevin Lane Keller (2012), marketing strategy is a coordinated and ongoing planning process that aims to understand customers and their needs, and to create, deliver, and sustain customer value by managing product, price, place, and promotion.

From the definitions of marketing strategy presented by Kurniawan (2020), Kapferer (2012), Philip Kotler, and Kevin Lane Keller (2012), it can be concluded that a marketing strategy is a coordinated plan or planning pattern to achieve a company's long-term goals in the market. This strategy involves decision-making covering various aspects, such as marketing costs, the marketing mix, and the allocation of marketing resources. The primary goal of a marketing strategy is to understand customers and their needs, and to create, deliver, and maintain customer value by managing elements such as product, price, place (distribution), and promotion.

In other words, a marketing strategy aims to direct a company's efforts toward achieving long-term success in the market by understanding the target market, developing appropriate products or services, setting appropriate prices, selecting effective distribution channels, and designing efficient promotional campaigns. This overall plan is based on a deep understanding of customers and the business environment, enabling the company to create added value for customers and achieve its marketing and business goals.

Marketing Strategy Functions

According to Kotler and Armstrong (2012: 29), in their book entitled "Principles of Marketing," Kotler and Armstrong state that marketing strategy functions include planning, implementing, and controlling marketing activities to achieve organizational goals.

These marketing strategy functions are the primary roles or tasks a company or organization must perform in planning, developing, and implementing marketing strategies to achieve its business goals. This involves a number of steps and activities necessary to target products or services to the right market, build a brand, and meet customer needs and wants. Marketing strategy functions include several key elements, such as:

1. Market Research and Analysis: Collecting data and information to understand the market, competitors, and potential customers. This analysis helps identify market opportunities, trends, and challenges that need to be addressed.

2. Market Targeting: Determining the market segments that will be the company's primary targets. This involves identifying the customer groups most likely to purchase the company's products or services.
 3. Product or Service Development: Designing products or services that meet customer needs and preferences and align with company goals.
 4. Pricing: Setting a price that reflects the value of the product or service, production costs, and market conditions. This includes an appropriate pricing strategy.
 5. Distribution: Deciding how the product or service will reach customers. This involves selecting efficient distribution channels, such as direct sales, retail, or online distribution.
 6. Promotion: Developing a promotional strategy that includes advertising, digital marketing, sales promotions, and other tools to promote the product or service and build brand awareness.
 7. Measurement and Control: Implementing metrics and measurement tools to monitor marketing performance, evaluate strategy effectiveness, and make changes if necessary.
 8. Customer Relationship Development: Building long-term relationships with customers through excellent customer service, ongoing communication, and retention efforts.
- The marketing strategy function plays a crucial role in helping a company achieve its goals, such as sales growth, higher profits, and increased market share. Furthermore, with dynamic changes in the business environment, marketing strategies must also adapt to remain relevant and effective.

Marketing Strategy Indicators

According to Corey in Tjiptono and Chandra (2012:67), marketing strategy indicators consist of five interrelated components:

1. Market selection, namely selecting the market to be served. Market selection begins with market segmentation and then selecting the most feasible target markets for the company to serve.
2. Product planning, including the specific products sold, the formation of product lines, and the design of individual offerings within each line. The product itself offers the total benefits that customers can obtain by making a purchase. These benefits include the product itself, the product brand name, product availability, warranties or guarantees, repair services and technical assistance provided by the seller, as well as the personal relationships that may be formed between buyers and sellers.
3. Pricing, namely determining a price that reflects the quantitative value of the product to customers.
4. Distribution system, namely the wholesale and retail channels through which the product reaches the final consumer who purchases and uses it.
5. Marketing communications (promotion), which includes advertising, personal selling, and public relations.

Understanding Sustainability

Sustainability is a concept that refers to efforts to maintain a balance between meeting current human needs without compromising the ability of future generations to meet their own needs. More broadly, sustainability also encompasses the maintenance of natural ecosystems and natural resources to support long-term life on Earth.

According to Osborne (2007:51), business sustainability is defined as: "Business sustainability is a way for an organization with specific goals to maintain business continuity by improving services. To improve services, the company can respond to criticism/suggestions and make improvements."

According to Savit et al., as cited in Cambrafierry (2011), business sustainability is one way for a company to achieve benefits for stakeholders by considering environmental impacts and improving relationships with key stakeholders, such as customers and suppliers.

Other definitions, according to Svensson et al. (2011) and Salimath et al. (2011), define business sustainability in the context of a company's efforts to reduce its impact on ecological issues. Agustina et al. (2022) also stated that business sustainability is a business that can continue to exist over time, maintain organizational values or have a strong organizational culture, and achieve stable or even increasing profits.

From the explanation above, it can be concluded that business sustainability is a method used by a company to continue operating for the long term while considering its social and environmental impacts. The goal is the continuity of the company's operations while taking into account these relevant aspects.

Types of Sustainability

According to The Dow Jones in Wheelen (2010:124), there are three types of sustainability: environmental sustainability, economic sustainability, and social sustainability.

1. Environmental Sustainability: This encompasses a company's efforts to reduce its negative impact on the natural environment, conserve natural resources, manage waste, and use energy efficiently.

2. Social Sustainability: This relates to practices that address social aspects, such as human rights, decent working conditions, diversity and inclusion, and positive contributions to local communities.

3. Economic Sustainability: This encompasses the economic aspects of sustainability, such as a company's financial performance, risk management, and long-term value creation.

These three pillars of sustainability are often used as a framework to evaluate and understand how companies operate while considering their impact on the environment, the economy, and society as a whole. The goal is to create a more sustainable and responsible business in the long term.

Benefits of Predicting Business Sustainability

According to Hanafi and Halim (2003:261), information about business sustainability plays a crucial role for several parties, including:

1. Creditors

Creditors will provide loans if the debtor is deemed capable of repaying the debt. One of the pieces of information considered is business sustainability information. Based on this information, creditors can make decisions about the amount of the loan requested by the debtor. Furthermore, creditors can also monitor the debtor's borrowing.

2. Investors

Investors who contribute through stocks or bonds have invested a portion of their funds in the company's development. Investors who actively monitor developments use business sustainability prediction models to anticipate events leading to bankruptcy. If a business is heading towards bankruptcy, it will impact the value of its stocks or bonds, allowing investors to sell their shares or bonds to avoid significant losses.

3. Government

Government agencies are responsible for overseeing the activities of several business sectors. If signs of bankruptcy occur, the government can take action to provide advice on financial recovery.

4. Accountants

Business continuity information is used by accountants to assess a company's going concern.

METHODS

Research Approach and Type

This research uses a qualitative research approach, a scientific method often used and implemented by groups of researchers in the social sciences, including education. A qualitative research approach is a process of research and understanding based on methods that investigate social phenomena and human problems. In this research, researchers create a complex picture, examine words, detailed reports from respondents' perspectives, and conduct studies in natural situations (Iskandar, 2019:11).

Qualitative research is where the researcher acts as a key instrument in collecting and interpreting data. Data collection tools typically include direct observation, interviews, and document studies. Data validity and reliability are achieved through triangulation using inductive methods. Qualitative research results emphasize meaning rather than generalization.

Data Sources

According to Sugiyono (2019: 194), data sources are divided into two parts:

1. Primary Data

Primary data is data obtained through interviews or questionnaires, meaning these data sources directly provide the data to researchers.

Table 1 Data Sources

No	Name	Position
1	Hendik Syah Putra Zai	Icestation
2	Wahyu Damai Zendrato	Staf Icestation
3	Data Perdamaian Berkat Zebua	WH

2. Secondary data

Secondary data is data used to support primary data. This data source does not provide the data directly to the data collector; it must first go through other people and documents.

Data Collection Techniques

In any research, data is required as the final result. To collect concrete data, researchers employ several data collection techniques, as follows:

1. Observation

This method involves directly or indirectly observing behavior, activities, and interactions within the organizational environment. Observations can be conducted by observing and recording activities occurring during interviews or by observing video or audio recordings.

2. Interviews

This method involves interviewing previously selected key informants. Interviews can be conducted in person, by telephone, or by video call. Researchers can use a structured interview guide to ensure that relevant research topics are consistently addressed with each informant.

3. Documentation

According to Sugiyono (2019:82), documentation is a record of past events and can take the form of writings, drawings, or monumental works of art. Quantitative research uses instruments to obtain data.

Data Analysis Techniques

As is common in qualitative research, the data analysis process takes place during and after data collection. The analysis process flows from the initial stage to the stage of drawing conclusions from the research results. According to Moleong (2017:280-281), data analysis is the

process of organizing and sorting data into patterns, categories, and basic descriptive units so that themes can be identified and work can be formulated as suggested by the data. Data analysis in this study was conducted in four stages, including the following:

1. Data Collection; namely, searching for necessary data according to the conditions at the research site. The data collected by the author consisted of reports on the implementation of goods/services procurement and other documents supporting the research.
2. Data Reduction; Data obtained from the research site will be immediately analyzed through data reduction. Data reduction means summarizing, selecting the main points, focusing on important points, searching for themes and patterns, and discarding unnecessary ones. In this way, the researcher can draw conclusions.
3. Data Presentation; namely, a collection of organized information that provides a basis for the researcher to draw conclusions and take action. Data presentation in this study includes various types (i.e., matrices, graphs, and charts), all of which are designed to combine organized information in a unified, easily accessible format. This allows researchers to see what is happening and determine whether to draw valid conclusions or continue with the analysis suggested by the presentation as useful.
4. Drawing conclusions: The initial conclusions presented are still provisional and will change if strong supporting evidence is not found in the next data collection stage. However, if the conclusions presented at the initial stage are supported by valid and consistent evidence when the researcher returns to the field to collect data, then the conclusions presented are credible.

RESULTS

Marketing Strategy

A marketing strategy involves several steps designed to achieve marketing objectives. First, identifying the target market is crucial. This involves a thorough understanding of the primary audience for the product or service being offered. The next step is developing a message that is appropriate and appealing to the target market. This message should reflect the added value of the product or service and consider the audience's preferences and needs.

Once the message is developed, determining the appropriate marketing channels is necessary. This includes selecting the most effective platform or method to deliver the message to the target market, such as social media, online advertising, direct marketing, or other strategies. Next, implementing the marketing strategy through a well-planned campaign is key. This campaign can include a series of coordinated marketing activities to increase awareness, interest, and ultimately, convert prospects into customers.

Finally, ongoing evaluation and adjustment are necessary. This involves measuring the performance of the marketing campaign and identifying areas for improvement or refinement to increase the overall effectiveness of the strategy.

Based on the results of interviews with Hendi Syah Putra Zai as Head of Ninja Express Gunungsitoli Branch, Wahyu Zebua as Operational Manager, Data Perdamaian Zebua as Marketing Manager and Felisman Laoli as marketing analyst. on December 2, 2023, at the Office of P.T. Andiarta Muzizat (Ninja Express) Gunungsitoli, the researcher asked the Head of Ninja Express Branch. What is the marketing strategy of P.T Andiarta Muzizat (Ninja Express) in maintaining sustainability in Gunungsitoli City? Informant 1 stated:

"PT. Andiarta Muzizat (Ninja Express) adopts several marketing strategies to maintain business sustainability in Gunungsitoli City. They focus on increasing brand visibility by collaborating with local events and trade shows. They also utilize social media to actively engage with and provide useful content to potential customers. Ninja Express also offers special offers and limited-time discounts to attract new customers and retain existing ones. Furthermore, they continuously improve customer service to ensure a satisfying experience, including by providing

fast and reliable logistics solutions. These strategies help Ninja Express maintain their position in the Gunungsitoli market and build strong relationships with customers."

The informant above explains that P.T. Andiarta Muzizat (Ninja Express) has adopted several marketing strategies to maintain their business continuity in Gunungsitoli City. They have focused on increasing their brand awareness through collaborations in local events and trade fairs. In terms of digital marketing, they use social media to actively interact with their audience and provide useful content to potential customers. Ninja Express also uses special offers and limited discounts to attract new customers and retain existing ones. They also continue to improve customer service by providing reliable and fast logistics solutions to ensure a satisfying customer experience. These strategies have helped Ninja Express to maintain their position in the Gunungsitoli market and build strong relationships with their customers. Similarly, using the same question on December 2, 2023, the researcher asked Mr. Wahyu Zebua. Informant 2 supported the above answer by stating:

"Maintaining business sustainability in Gunungsitoli City by focusing on inclusive marketing strategies, engaging the local community through partnerships with small businesses, optimizing efficient delivery services, and increasing brand visibility through collaboration with local events and social media."

Mr. Wahyu Zebua, informant 2, supported the strategies described above. He emphasized that maintaining business sustainability in Gunungsitoli City by focusing on inclusive marketing strategies, engaging the local community through partnerships with small businesses, optimizing efficient delivery services, and increasing brand visibility through collaboration with local events and social media are appropriate steps. Similarly, informant 3, using the same question on December 2, 2023, asked Mr. Data Perdamaian Zebua to support the above answer by stating:

"Ninja Express implements a marketing strategy focused on superior customer service in Gunungsitoli City. They can increase visibility by focusing on local advertising, collaborating with the local community, and offering special promotions to increase customer loyalty in the area. This can help them maintain their position in the delivery business in the city."

The informant described Ninja Express as using a customer-centric marketing strategy in Gunungsitoli City. They emphasized increasing visibility through local advertising, collaborating with the local community, and offering special promotions to strengthen customer loyalty in the area. The goal of this strategy is to maintain the company's position in the business. Using the same question on December 2, 2023, the researcher asked Felisman Laoli, Informant 4, who supported the above answer by stating:

"The marketing strategy is based on a deep understanding of consumer needs in Gunungsitoli City. He suggested a strong local approach, such as partnering with local businesses or communities, and utilizing social media or communication platforms commonly used in the region. This strategy includes tailoring delivery services to suit the specific needs of consumers in the area, creating a unique advantage over competitors. All of these steps aim to build strong relationships with local customers, making Ninja Express the primary choice for delivery services in Gunungsitoli City."

From the information provided by Felisman Laoli, Informant 4, in the same question, he also supported the idea that an effective marketing strategy for Ninja Express in Gunungsitoli City is to deeply understand local consumer needs. Felisman also highlighted the importance of a strong local approach, including collaboration with local businesses or communities, as well as utilizing social media or communication platforms commonly used in the region. Felmisan also emphasized that the strategy involves tailoring delivery services to meet the specific needs of consumers in the area, thus creating added value that differentiates them from competitors. The goal is to build strong relationships with local customers, making Ninja Express the preferred delivery service in Gunungsitoli City. This underscores the importance of a locally-driven marketing strategy for maintaining business sustainability in the region.

Internal and External Factors

Internal factors influencing the business sustainability of PT Andiarta Muzizat (Ninja Express) in Gunungsitoli City include efficient management, quality of service offered, skilled and engaged human resources, and the ability to adapt to change.

Meanwhile, external factors that could have an impact include local economic conditions (such as economic growth, inflation), competition from other logistics companies in the region, and changes in government regulations related to licensing or industrial policies that could impact the company's operations. The social environment, such as the habit of using delivery services in the region, can also play a role in Ninja Express' business sustainability.

Based on interviews with Hendi Syah Putra Zai, Head of Ninja Express Gunungsitoli Branch, Wahyu Zebua, Operations Manager, Data Perdamaian Zebua, Marketing Manager, and Felisman Laoli, Marketing Analyst, on December 2, 2023, at the PT Andiarta Muzizat (Ninja Express) Gunungsitoli office, the researcher asked the Head of Ninja Express Branch. What internal and external factors can influence the business sustainability of PT. Andiarta Muzizat (Ninja Express) in Gunungsitoli City? Informant 1 stated:

"Internal factors that may influence the business sustainability of PT. Andiarta Muzizat (Ninja Express) in Gunungsitoli City include effective management, employee skills, appropriate marketing strategies, and quality of service. Externally, local economic conditions, competition from competitors, changes in government policies, and changes in consumer trends can also significantly influence the company's business sustainability."

The first informant described internal factors such as effective management, employee skills, appropriate marketing strategies, and service quality as playing a crucial role in the business sustainability of PT. Andiarta Muzizat (Ninja Express) in Gunungsitoli City. Meanwhile, external factors such as local economic conditions, competition from competitors, changes in government policies, and changes in consumer trends were also recognized as having a significant impact on the company's business sustainability. Similarly, informant 2, using the same question on December 2, 2023, the researcher asked Mr. Wahyu Zebua. Informant 2 supported the above answer by stating:

"The quality of internal management, strategic expertise, and the ability to manage change have a significant impact on business sustainability, while external factors include government policies, including logistics and transportation regulations, which can affect operational costs and business regulations."

Based on the support provided by informant 2, it can be concluded that business sustainability is significantly influenced by two main factors: internal and external. Internal factors such as management quality, strategic expertise, and the ability to manage change have a significant impact on business sustainability. On the other hand, external factors such as government policies, including logistics and transportation regulations, can significantly impact operational costs and business regulations. Together, these two factors play a crucial role in maintaining the sustainability and continuity of a business. Similarly, informant 3, using the same question on December 2, 2023, asked Mr. Data Perdamaian Zebua to support the above answer by stating:

"Internal factors that can influence the business sustainability of PT. Andiarta Muzizat (Ninja Express) in Gunungsitoli City include the quality of the company's internal management, the strategic expertise of the management team in managing operations, and the company's ability to adapt and manage changes in the logistics industry. On the other hand, external factors that can have an impact include government policies related to logistics and transportation regulations, infrastructure conditions in the Gunungsitoli area that may impact goods distribution, and local economic conditions that may impact demand for delivery services in the area."

From the support provided by informant 3, it can be concluded that the business sustainability of PT. Andiarta Muzizat (Ninja Express) in Gunungsitoli City is significantly

influenced by internal factors such as management quality, the strategic expertise of the management team in managing operations, and the company's ability to adapt to changes in the logistics industry. On the other hand, external factors such as government policies regarding logistics and transportation regulations, the condition of the Gunungsitoli region's infrastructure that affects the distribution of goods, and local economic conditions also significantly impact the demand for delivery services in the area. All of these internal and external factors play a crucial role in determining a company's business sustainability in the Gunungsitoli context. Using the same question on December 2, 2023, the researcher asked Felisman Laoli, informant 4, who supported the above answer by stating:

"Internal factors that can influence the business sustainability of PT. Andiarta Muzizat (Ninja Express) in Gunungsitoli City include the quality of the company's internal management, the strategic expertise of the management team, and the company's ability to manage change. Meanwhile, external factors that may have an impact include government policies regarding logistics and transportation in the region, local economic conditions, business competition in the Gunungsitoli logistics market, and changes in consumer habits or preferences regarding logistics services. All of these factors can impact a company's operations, costs, and ability to adapt and maintain business sustainability."

Understanding Marketing Strategies

Ninja Express can maintain its business sustainability in Gunungsitoli City with a strategic approach focused on local market research. Through a deep understanding of local consumer needs and preferences, they can tailor their services to better suit existing needs.

Partnerships with local businesses are a crucial step in expanding their network and strengthening their brand image. Collaborations with the local community, such as sponsoring events or charitable activities, can strengthen relationships with the Gunungsitoli community. Community-based marketing is a crucial aspect of building engagement with local residents. Through local events or programs that benefit the community, Ninja Express can gain greater trust and support from the markets they serve. Continuous innovation in delivery services is key to staying relevant. Technological developments or operational process improvements can help increase service efficiency and provide significant added value for customers in Gunungsitoli City.

Based on interviews with Hendi Syah Putra Zai, Head of Ninja Express Gunungsitoli Branch, Wahyu Zebua, Operations Manager, Data Perdanaian Zebua, Marketing Manager, and Felisman Laoli, Marketing Analyst. On December 2, 2023, at the Gunungsitoli office of PT Andiarta Muzizat (Ninja Express), researchers interviewed the Head of Ninja Express's branch to determine PT Andiarta Muzizat's marketing strategy for maintaining sustainability in Gunungsitoli City. Informant 1 stated:

"Proper market segmentation. Conducting market research to understand the needs and preferences of consumers in Gunungsitoli. This can help tailor services or products to local needs more specifically, such as fast delivery, competitive pricing, or relevant additional services."

The marketing strategy presented by the informant above is conducting proper market segmentation in Gunungsitoli City. This involves conducting market research to understand the needs and preferences of consumers in the region. With a better understanding of the local market, the company can tailor its services or products more specifically. For example, focusing on fast delivery, offering competitive prices, or providing relevant additional services according to the needs of consumers in Gunungsitoli. With this approach, the company can more effectively maintain its business sustainability in the area. Likewise with informant 2, using the same question on December 2, 2023, the researcher asked Mr. Wahyu Zebua, informant 2 provided support for the answer above by stating that:

Ninja Express' marketing strategy to maintain sustainability in Gunungsitoli City can include several strategic approaches. First, the company can focus on superior customer service, such as increasing delivery speeds, providing accurate tracking services, and responding quickly to customer complaints. Furthermore, Ninja Express can utilize digital marketing to increase its visibility in the local market. By utilizing social media platforms and online advertising, the company can target local audiences with special promotions and attractive offers. Partnerships with local businesses can also be an effective strategy. PT Andiarta Muzizat can collaborate with local stores or e-commerce platforms to increase distribution and capture a larger market share. It is also important for the company to continuously conduct market research and understand changing customer needs and local trends. By understanding market dynamics in depth, the company can be more responsive to changes and remain relevant in the face of fierce competition. Finally, the company can consider a customer loyalty program to increase retention and provide incentives for loyal customers. This program can include discounts, prizes, or other exclusive benefits that can increase customer loyalty to Ninja Express. By combining these strategies, PT Andiarta Muzizat can strengthen its presence in Gunungsitoli City and maintain sustainability. "In the logistics and freight forwarding industry."

Based on the support provided by Mr. Wahyu Zebua, the second informant, it appears that the proposed marketing strategy for PT Andiarta Muzizat (Ninja Express) is highly relevant and can be recognized as an appropriate step. The increased focus on customer service, utilization of digital marketing, partnerships with local businesses, market research, and customer loyalty programs represent a comprehensive approach that aligns with market needs in Gunungsitoli City. This support emphasizes the importance of providing superior customer service, adapting to digital trends through online marketing, and building strategic partnerships with local businesses. Furthermore, the emphasis on market research demonstrates an awareness of local dynamics, while the customer loyalty program can increase customer retention and enhance brand image. Overall, the conclusion is that the proposed marketing strategy has strong stakeholder support and, if implemented effectively, can help PT Andiarta Muzizat strengthen its presence and maintain business sustainability in Gunungsitoli City in the logistics and freight forwarding industry. Similarly, informant 3, using the same question on December 2, 2023, asked Mr. Data Perdamaian Zebua to support the above answer by stating:

"Marketing strategies typically involve various elements such as market segmentation, product or service differentiation, pricing, promotion, and distribution. To obtain more information about a company's marketing strategy, you can seek information directly from official sources, such as their website, annual reports, or related news. If possible, it can also be helpful to speak with relevant parties or customers who have interacted with the company."

Understanding Internal and External Factors

Internal and external factors are elements that influence the operations and performance of an organization, including companies like PT Andiarta Muzizat (Ninja Express). The difference between these two types of factors lies in their source: internal factors originate within the organization, while external factors originate from the environment outside the organization.

Internal factors are elements that can be controlled and influenced by management and organizational members. These include aspects such as internal policies, organizational structure, corporate culture, human resources, and operational systems. Internal factors reflect the organization's strengths and weaknesses, which management can identify and manage to improve performance and competitiveness. On the other hand, external factors originate from the environment outside the organization's direct control. These include aspects such as industry competition, changes in government regulations, market trends, global economic conditions, and social dynamics. External factors can provide opportunities or challenges for an organization, and management must respond with appropriate policies and strategies to remain

relevant and successful in the marketplace. These two types of factors interact and can influence each other. For example, changes in external factors such as government regulations can force an organization to adjust its internal policies. Similarly, effective internal policies can help organizations better respond to external changes and capitalize on emerging opportunities.

Therefore, a thorough understanding of internal and external factors is key to strategic planning and organizational decision-making. A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is one commonly used approach to understanding and evaluating these two factors to develop effective strategies.

Based on interviews with Hendi Syah Putra Zai, Head of Ninja Express Gunungsitoli Branch, Wahyu Zebua, Operations Manager, Data Perdamaian Zebua, Marketing Manager, and Felisman Laoli, Marketing Analyst, on December 2, 2023, at the PT Andiarta Muzizat (Ninja Express) Gunungsitoli office, researchers asked the Head of Ninja Express Branch to identify internal and external factors that could impact the business sustainability of PT Andiarta Muzizat (Ninja Express) in Gunungsitoli City. Informant 1 stated that:

"The quality of local management and human resource skills can influence Ninja Express' operational efficiency and service delivery in Gunungsitoli City. Effective employee training and human resource management can improve the company's competitiveness."

DISCUSSION

Ninja Express Marketing Strategy in Gunungsitoli City

The marketing strategy to maintain business sustainability in Gunungsitoli City involves increasing brand visibility through collaborations in local events and trade shows, actively engaging on social media, offering special offers, and continuously improving customer service. Support from the second, third, and fourth informants confirmed that this strategy involves a focus on customer satisfaction, partnerships with the local community, tailoring delivery services to local consumer needs, and utilizing social media.

Internal and External Factors Influencing Business Sustainability

Internal factors such as effective management, employee skills, appropriate marketing strategies, and service quality are key to business sustainability. External factors include local economic conditions, competition, changes in government policies, and shifting consumer trends. The conclusions from informant support indicate that Ninja Express's business sustainability in Gunungsitoli City is heavily influenced by sound internal management, adaptation to external changes, and a deep understanding of local market needs.

Marketing Strategies That Can Be Implemented to Improve Sustainability

Appropriate market segmentation and market research to understand local needs. Support from the second informant emphasized superior customer service strategies, digital marketing, partnerships with local businesses, market research, and customer loyalty programs. The third informant highlighted the importance of monitoring and adapting strategies based on market competition. The fourth informant recommended continuing to innovate in delivery services and engaging in local activities.

Internal and External Factors Strengthened by Informants

Management quality and human resource skills, while the second informant highlighted operational infrastructure and technology adoption. The third informant emphasized competition with other service providers as influencing external factors. The fourth informant highlighted changes in local government regulations as an external factor that could impact the company's operations.

By detailing the marketing strategy, influencing internal and external factors, and recommendations from the informants, it can be concluded that Ninja Express in Gunungsitoli City needs to continue improving internal management, service innovation, and responsiveness to external changes to ensure the sustainability and growth of its business in the logistics and freight delivery market.

CONCLUSION

Based on an analysis of the marketing strategy, internal, and external factors influencing Ninja Express's business sustainability in Gunungsitoli City, it can be concluded that:

1. The company needs to take concrete steps to ensure its growth and sustainability in the logistics and freight forwarding market. Marketing strategies involving collaboration in local events, trade shows, active engagement on social media, special offers, and improved customer service have been recognized as appropriate steps. By maintaining a focus on customer satisfaction, partnering with local communities, tailoring delivery services to consumer needs, and utilizing social media, Ninja Express can strengthen its brand visibility in Gunungsitoli City.
2. Internal factors such as effective management, employee skills, appropriate marketing strategies, and service quality have been identified as key to business sustainability. Therefore, the company needs to continuously improve its internal management through employee skill development, service innovation, and rapid response to changing consumer trends.
3. External factors such as local economic conditions, competition, changes in government policies, and shifts in consumer trends also play a significant role. Therefore, Ninja Express must remain adaptive to external changes, including competition with other service providers and changes in local government regulations.

LIMITATION

1. Focus on employee skill development, operational efficiency, and management innovation to ensure effective and efficient operations.
2. Continue collaborating at local events, trade shows, and actively engaging on social media. Expand partnerships with local businesses and continue to innovate in digital marketing.
3. Continuously monitor changes in economic conditions, market competition, and government regulations. Adapt business strategies quickly to stay relevant and competitive.
4. Maintain the quality of customer service, continue to innovate in delivery services, and enhance customer loyalty programs to maintain customer satisfaction.
5. By implementing these suggestions, Ninja Express can strengthen its position in Gunungsitoli City and maintain business sustainability in the logistics and delivery industry.

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