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The Impact of Implementing Marketing Mix Strategies on Increasing Market Share and Achieving Competitive Advantage in an Automotive Parts Manufacturing Company

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ABSTRACT

This study aims to examine how the implementation of marketing mix strategies influences market share and competitive advantage within an automotive parts manufacturing company. This research employed an applied, descriptive–survey design conducted in a field setting. The statistical population consisted of 150 senior managers and experts of an automotive parts manufacturing company, from which a sample of 108 respondents was selected using stratified random sampling based on Morgan's table. Data were collected through a validated questionnaire developed from theoretical foundations and expert input. Construct validity was confirmed using content validity ratio (CVR), content validity index (CVI), and confirmatory factor loadings. Reliability was verified through Cronbach's alpha coefficients, all of which exceeded the 0.70 threshold. The data were analyzed using descriptive statistics, structural equation modeling via SmartPLS, and WASPAS multi-criteria decision analysis to prioritize components of the marketing mix. Inferential analyses revealed that all hypothesized relationships were significant. Promotional strategies (β = 0.154, t = 2.265), pricing strategies (β = 0.306, t = 5.187), product strategies (β = 0.103, t = 3.049), brand physical evidence (β = 0.117, t = 2.767), internal processes (β = 0.129, t = 3.644), staff skills (β = 0.212, t = 3.379), and distribution channels (β = 0.196, t = 2.648) had positive and meaningful impacts on market share. Similarly, all components significantly affected competitive advantage, with product strategy showing the strongest effect (β = 0.324, t = 4.277). One-sample t-tests confirmed that all marketing mix elements were perceived at levels significantly above average. WASPAS results ranked staff skills as the most influential factor (Q1 = 0.907). Marketing mix strategies collectively and significantly enhance both market share and competitive advantage, with employee skills, product strategy, and pricing emerging as the most influential strategic levers in competitive manufacturing environments.

Keywords: Marketing mix, competitive advantage, market share, automotive parts industry, pricing strategy, product strategy, structural equation modeling, WASPAS.

Introduction

n the contemporary competitive landscape, marketing has evolved into a multidimensional strategic function that integrates customer understanding, operational capabilities, and innovation-driven processes to achieve sustainable performance outcomes. Organizations operating in dynamic and highly commoditized industries, such as automotive parts manufacturing, face continuous pressures from globalization, technological advancement,

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shifting consumer preferences, and intensified competitive rivalry. In such environments, marketing mix strategies—encompassing product, price, promotion, place, people, process, and physical evidence—serve as a cornerstone for establishing differentiation, strengthening brand position, expanding market share, and achieving long-term competitive advantage. As firms increasingly recognize the inseparability of marketing strategy from operational performance, there is a growing need to empirically investigate how well-designed marketing mix decisions translate into tangible competitive outcomes. This perspective aligns with recent scholarship emphasizing that firms must leverage internal competencies, market intelligence, digital capabilities, and innovation-oriented practices to enhance competitive strength (1).

The automotive parts manufacturing sector is especially sensitive to market fluctuations, customer demands for high-quality and affordable components, and the necessity of building agile supply chain and distribution systems. In this context, marketing mix strategies enable firms to align their value propositions with customer expectations, thereby directly influencing brand perception and market performance. Research indicates that effective marketing strategies are not solely dependent on promotional activities, but instead arise from coordinated decisions involving product innovation, pricing structure, distribution efficiency, and customer engagement mechanisms (2). The implementation of such strategies requires both internal organizational readiness and external market orientation, which collectively shape the firm's capacity to maintain or improve its competitive position. When executed properly, marketing mix strategies create synergistic effects that reinforce customer satisfaction, brand trust, and market differentiation.

Recent studies across diverse industry sectors have highlighted the importance of marketing strategy implementation as a critical factor in shaping competitive advantage. For instance, digital marketing capabilities and strategic marketing innovation have been identified as essential tools for facilitating market access, strengthening firm visibility, and generating value co-creation opportunities (3). Similarly, research on organizational competitiveness demonstrates that internal characteristics—such as managerial competencies, resource configurations, and employee skills—play an instrumental role in enhancing the effectiveness of marketing strategies (4). Within knowledge-based and technology-driven sectors, competitive advantage often emerges from the interplay between innovative marketing approaches and entrepreneurial strategic orientations, both of which drive performance outcomes and market reach. These findings suggest that marketing mix strategies are most effective when embedded within a broader organizational system that promotes innovation, learning, and adaptability.

Other scholars have emphasized that intangible organizational assets, such as intellectual capital, innovation capability, and brand value, significantly contribute to the achievement of competitive advantage (5). In hospitality and service industries, for example, marketing managers rely heavily on brand-based strategies and innovation to differentiate their offerings and sustain customer loyalty. This demonstrates that competitive advantage, while shaped by market-facing strategies, remains strongly dependent on internal organizational capabilities. Similarly, studies on small and medium-sized enterprises (SMEs) show that marketing competency and marketing innovation are powerful drivers of sustainable competitive advantage, especially when firms operate in environments characterized by intense competition and limited resources (6). These findings reinforce the notion that an effective marketing mix must be supported by both strategic vision and operational coherence.

Internal marketing has also been identified as a crucial dimension influencing an organization's capacity to implement marketing strategies successfully. Internal marketing frameworks focus on enhancing employee

capabilities, encouraging organizational learning, and developing an entrepreneurial orientation, all of which contribute to improved strategic execution (7). In manufacturing firms, the alignment of employee competencies with marketing objectives becomes even more essential due to the technical nature of products, the need for consistent quality assurance, and the importance of timely product delivery. As organizations in competitive industries attempt to expand market share, they are compelled to invest not only in product development and promotional activities but also in employee development and process optimization. These internal factors significantly shape how customers perceive the firm's value proposition, thereby influencing overall market performance.

Marketing mix strategies have been closely linked to the creation of innovative products, improved distribution channels, and adaptive pricing methods, all of which support a firm's competitive positioning. Studies exploring green marketing orientation reveal that environmentally responsible marketing choices contribute not only to social value but also to competitive advantage and improved financial outcomes, particularly for SMEs facing competitive pressures (8). This demonstrates how marketing strategies, when aligned with environmental and social expectations, yield additional benefits in terms of brand differentiation. Furthermore, scholars examining digital and hybrid marketing approaches have shown that the integration of digital content, social media engagement, and online promotional strategies enhances customer interaction and directly influences competitive outcomes (9). The implications for automotive parts manufacturers are significant, as digital platforms increasingly shape market awareness, price comparisons, and purchasing decisions.

A substantial body of literature highlights the critical role of innovation in modern marketing strategies. Innovative marketing practices, including the development of unique promotional tactics, the introduction of digitally enhanced customer experiences, and the implementation of technologically driven product development processes, contribute significantly to firm competitiveness. Within renewable energy and technology-intensive industries, for example, innovations in marketing have been associated with improved organizational performance and stronger competitive advantages (10). These insights suggest that automotive parts manufacturers—who operate in technology-oriented environments requiring continuous adaptation—can benefit from integrating innovative marketing mechanisms into their marketing mix framework.

Digitalization of marketing channels has transformed how organizations compete and maintain customer relationships. Social commerce usage, mobile device–based marketing, and digital content strategies have all become central tools in influencing purchase intentions and shaping consumer experiences (11). Digital platforms allow organizations to monitor market trends, interact with customers in real time, personalize offerings, and optimize supply chain decisions. Similarly, entrepreneurship-oriented strategies within digital marketing frameworks have been shown to significantly strengthen competitive advantage in industries where rapid technological shifts are common (12). As automotive parts manufacturers operate in a market increasingly influenced by e-commerce, online distribution networks, and digital branding, digital marketing strategies have become indispensable for achieving sustainable growth.

Marketing strategy effectiveness has also been linked to the development of robust marketing information systems. These systems enable organizations to capture, process, and analyze market intelligence, thereby enhancing decision-making processes and supporting strategic actions that improve competitiveness (13). For manufacturing firms, marketing information systems help in predicting market trends, optimizing product pricing strategies, improving communication with distributors, and identifying new market opportunities. Similarly, social

networking site (SNS) marketing has been identified as a mechanism through which firms achieve sustainable competitive advantage by creating meaningful customer engagement and fostering brand equity in digital environments (14). The increased visibility and interactive features of digital platforms provide competitive benefits that traditional marketing channels cannot replicate.

In addition, organizational learning and big data analytics have increasingly become influential factors in shaping competitive success. Green marketing capabilities, supported by data-driven decision-making and learning-oriented organizational cultures, have been shown to significantly enhance firms' competitive advantage in environmentally conscious markets (1). Automotive parts manufacturers, who operate within supply chains increasingly regulated by environmental and sustainability standards, can leverage these insights to strengthen their market position. The ability to process and apply large-scale data insights to marketing decisions—such as customer segmentation, demand forecasting, and competitive pricing—further improves the accuracy and effectiveness of marketing mix strategies.

Technological trends, particularly artificial intelligence, are reshaping business-to-business (B2B) marketing and influencing shareholder expectations. AI adoption improves communication, enhances personalization, and strengthens customer relationships, all of which contribute to greater competitive advantage (15). In automotive parts manufacturing, where business customers seek reliable suppliers offering consistent quality and responsive service, AI-enhanced marketing strategies play an increasingly valuable role. Likewise, Islamic marketing ethics, convergence marketing, and value-based marketing frameworks have been found to influence business performance by strengthening trust, brand integrity, and customer relationships (16). As markets become more culturally diverse, ethical marketing principles increasingly shape customer loyalty and competitive differentiation.

Moreover, the role of perceived customer value and satisfaction has been emphasized in shaping purchase behaviors. Social media marketing activities, when strategically implemented, enhance perceived value and customer satisfaction, ultimately influencing customer intention (17). These mediating mechanisms provide evidence that marketing mix strategies must focus on understanding customer expectations, delivering consistent value, and building long-term relationships.

Finally, studies modeling market share changes indicate that market share is influenced not only by the firm's marketing activities but also by market structure, customer behavior patterns, and competitive dynamics (18). For firms in the automotive sector, where demand for parts is shaped by both aftermarket behavior and OEM partnerships, marketing mix effectiveness directly influences market share expansion and competitive stability.

Given these extensive theoretical insights, the present study investigates how implementing marketing mix strategies affects market share and competitive advantage in an automotive parts manufacturing company. The aim of this study is to examine the impact of marketing mix strategies on increasing market share and achieving competitive advantage in an automotive parts manufacturing company.

Methods and Materials

This research was designed as an applied, descriptive–survey field study aimed at identifying the barriers to the successful implementation of marketing mix strategies and examining their impact on market share and competitive advantage in an automotive parts manufacturing context. The study focused on Ideal Khodro Koosha Afarin Industrial Company, where the phenomena under investigation were observed in their natural organizational setting without any manipulation of variables by the researcher. In line with the objectives and questions of the study, the

research sought to capture the current status of marketing mix strategy implementation and its outcomes rather than to test an experimental intervention.

The statistical population consisted of 150 senior managers and expert staff of Ideal Khodro Koosha Afarin who were directly involved in strategic decision-making, marketing planning, and operational execution of marketing-related activities. These individuals were considered the most knowledgeable informants regarding the organization's marketing mix practices, barriers to implementation, market performance, and competitive positioning. To ensure that the sample adequately represented the underlying population, a stratified random sampling procedure was employed. In the first step, the population was divided into strata based on organizational position and functional role, so that both higher-level decision makers and operational experts were proportionally included. In the second step, respondents were randomly selected from each stratum.

The sample size was determined using the Krejcie and Morgan sample size determination table, taking into account the finite population of 150 individuals and a maximum acceptable error level of 0.05. Based on this procedure, a sample size of 108 respondents was deemed sufficient to provide statistically reliable and generalizable results within the organization. Questionnaires were distributed among these managers and experts, and completed instruments that met quality criteria were used in the final analysis. This approach ensured that the collected data reflected a broad and balanced cross-section of views and experiences related to the implementation of marketing mix strategies in the company.

Data collection followed an integrated library and field approach. In the first stage, extensive library research was conducted to build the theoretical foundation of the study and to identify relevant constructs and indicators. Scientific books, peer-reviewed articles, domestic and international journals, theses, and credible online databases were systematically reviewed to extract definitions, dimensions, and indicators related to the marketing mix, market share, competitive advantage, and typical barriers to strategy implementation. This literature review provided the basis for formulating the conceptual model and for drafting the initial pool of questionnaire items.

In parallel, interpretive constructs were refined through qualitative work with organizational experts. Using interviews with knowledgeable managers and specialists in the company, the researcher identified context-specific barriers and facilitators of marketing mix strategy implementation. The content of these interviews was analyzed and used to complement the theoretical indicators obtained from the literature. On this basis, a structured questionnaire was developed as the main field data collection instrument. The final questionnaire consisted of two main sections. The first section captured demographic and background information of the respondents, including gender, age, educational level, and work experience, which allowed the researcher to describe the sample and, where necessary, to explore differences across subgroups. The second section contained the core research items measuring the study variables.

The substantive items were designed on the basis of a five-point Likert scale assessing the extent to which respondents agreed with or experienced each statement. The response options ranged from "very low" to "very high." For analytical purposes, response categories were assigned numerical scores from 1 to 5, in a manner that allowed the ordinal Likert scale to be treated as a quasi-interval scale and thus to be used in structural equation modeling. The item pool covered the main dimensions of the marketing mix (product, price, place, promotion, people, process, and physical evidence) as well as market share and competitive advantage. In total, 56 items were used to measure these nine constructs.

Content validity of the questionnaire was established through expert review using both face and content validity procedures. A panel of academic experts and doctoral students in related fields, together with organizational specialists, evaluated each item for relevance, clarity, simplicity, and necessity. The Lawshe method was applied to quantify content validity. For each item, the Content Validity Ratio (CVR) was calculated based on the proportion of experts rating the item as “essential” or “useful.” Given the number of evaluators, the minimum acceptable CVR threshold was 0.75; the computed CVR values for all items ranged between 0.75 and 1.00, indicating that all items met or exceeded the required standard and therefore were retained. Content Validity Index (CVI) values were also calculated across the domains of relevance, simplicity, and clarity, and the mean CVI for the questionnaire was 0.97, substantially higher than the commonly accepted minimum of 0.79. These results confirmed that the instrument possessed strong content validity and adequately captured the conceptual domain of the constructs under study.

Reliability of the questionnaire was assessed using Cronbach’s alpha to evaluate the internal consistency of each construct as well as the overall scale. A pilot administration of the questionnaire was conducted and the responses were analyzed using SPSS. Cronbach’s alpha coefficients for the individual dimensions of the marketing mix, market share, and competitive advantage were all above the recommended minimum value of 0.70, indicating acceptable to excellent reliability. Specifically, alpha values were 0.784 for product, 0.863 for price, 0.916 for place, 0.795 for promotion, 0.911 for people, 0.841 for process, and 0.933 for physical evidence. For the outcome constructs, alpha was 0.921 for market share and 0.904 for competitive advantage. The overall alpha coefficient for the entire 56-item questionnaire was 0.879, demonstrating high internal consistency and suggesting that the items reliably measured their intended constructs.

Data analysis was carried out in two main stages: descriptive statistics and inferential modeling. After the completed questionnaires were collected, the raw data were coded and entered into SPSS software for initial processing. Descriptive statistics were calculated to summarize the demographic characteristics of the sample and to describe the distribution of responses for each item and construct. Measures of central tendency (mean, median, and mode) and dispersion (standard deviation and variance) were used to characterize the variables. In addition, skewness and kurtosis indices were examined to assess the normality and distributional properties of the data, providing a preliminary check for potential violations of statistical assumptions.

For the inferential stage, a structural equation modeling (SEM) approach based on partial least squares (PLS) was employed, using the SmartPLS software package. This method was selected because of its suitability for complex models with multiple latent variables and indicators, its robustness to deviations from normality, and its applicability to relatively small to medium sample sizes. The analysis proceeded by first assessing the measurement model and then evaluating the structural model.

In the measurement model assessment, confirmatory factor analysis was used to examine the factor loadings of the items on their respective latent constructs, ensuring that each indicator had a sufficient loading on its intended dimension. Convergent validity was evaluated through the magnitude and significance of factor loadings and, where relevant, through average variance extracted (AVE), while reliability was assessed using composite reliability indices in addition to Cronbach’s alpha. Discriminant validity was examined to ensure that constructs were empirically distinct from one another and that indicators were more strongly associated with their own constructs than with others.

After confirming the adequacy of the measurement model, the structural model was analyzed to test the hypothesized relationships between marketing mix strategies, market share, and competitive advantage. Path coefficients were estimated and their statistical significance was evaluated using the bootstrapping procedure implemented in SmartPLS, with a standard significance level of 0.05. t-values greater than the critical threshold indicated that the corresponding paths were statistically significant, allowing the researcher to determine the extent to which the implementation of marketing mix strategies influenced market share and competitive advantage. Model fit and explanatory power were evaluated using criteria such as R-squared values for endogenous constructs and overall predictive relevance indices.

Finally, in order to prioritize and rank the key factors and barriers associated with the implementation of marketing mix strategies, the study employed the Weighted Aggregated Sum Product Assessment (WASPAS) method, a multi-criteria decision-making technique. The relevant criteria and weights were derived from the PLS-SEM results and expert judgments, and the WASPAS procedure was applied to generate an integrated ranking of the critical factors. This combination of descriptive statistics, PLS-based structural equation modeling, and multi-criteria ranking provided a rigorous and comprehensive analytical framework for understanding how marketing mix strategies affect market share and competitive advantage in the studied automotive parts manufacturing company.

Findings and Results

The demographic profile of the 108 respondents indicates that the sample consisted predominantly of men, with 66 participants (61 percent) and 42 women (39 percent). In terms of educational attainment, the majority held a master's degree or higher, representing 78 individuals (72 percent), while 30 respondents (28 percent) had a bachelor's degree or lower. The age distribution shows that 8 respondents (7 percent) were under 30 years old, 19 individuals (18 percent) were between 31 and 40 years old, 50 participants (46 percent) fell within the 41–50 age range, and 31 respondents (29 percent) were over 50 years old, indicating a sample largely composed of mid-career and senior professionals. Regarding work experience, 6 respondents (6 percent) reported less than five years of experience, 12 individuals (11 percent) had between five and ten years, 24 respondents (22 percent) had ten to fifteen years of experience, 30 participants (28 percent) reported fifteen to twenty years, and 36 individuals (33 percent) had more than twenty years of professional experience. Overall, the demographic characteristics reflect a mature, highly educated, and experienced workforce, aligning well with the study's focus on strategic and managerial perspectives in the implementation of marketing mix strategies.

Table 1. First-Order Factor Loadings (Indicator Validity Assessment)

Component ← Item	Factor Loading	Error	t-Value	Significance Level	Validity Result
c1 ← Competitive Advantage	0.760	0.034	22.561	0.000	Confirmed
c2 ← Competitive Advantage	0.751	0.034	22.421	0.000	Confirmed
c3 ← Competitive Advantage	0.831	0.021	39.056	0.000	Confirmed
c4 ← Competitive Advantage	0.537	0.063	8.498	0.000	Confirmed
c5 ← Competitive Advantage	0.600	0.058	10.426	0.000	Confirmed
c6 ← Competitive Advantage	0.741	0.033	22.136	0.000	Confirmed
c7 ← Competitive Advantage	0.753	0.036	20.664	0.000	Confirmed
m1 ← Market Share	0.586	0.051	11.415	0.000	Confirmed
m2 ← Market Share	0.631	0.048	13.275	0.000	Confirmed
m3 ← Market Share	0.746	0.035	21.609	0.000	Confirmed
m4 ← Market Share	0.832	0.020	40.674	0.000	Confirmed
m5 ← Market Share	0.830	0.027	30.855	0.000	Confirmed
m6 ← Market Share	0.836	0.023	36.325	0.000	Confirmed
m7 ← Market Share	0.741	0.033	22.670	0.000	Confirmed

p1 ← Product Strategies	0.730	0.042	17.358	0.000	Confirmed
p2 ← Product Strategies	0.757	0.036	20.937	0.000	Confirmed
p3 ← Product Strategies	0.730	0.043	17.144	0.000	Confirmed
p4 ← Product Strategies	0.679	0.051	13.249	0.000	Confirmed
p5 ← Product Strategies	0.729	0.030	24.664	0.000	Confirmed
p6 ← Product Strategies	0.731	0.037	19.849	0.000	Confirmed
pe1 ← Staff Skills	0.788	0.029	26.926	0.000	Confirmed
pe2 ← Staff Skills	0.850	0.020	42.528	0.000	Confirmed
pe3 ← Staff Skills	0.832	0.022	37.107	0.000	Confirmed
pe4 ← Staff Skills	0.840	0.024	34.892	0.000	Confirmed
pe5 ← Staff Skills	0.819	0.025	32.268	0.000	Confirmed
pe6 ← Staff Skills	0.789	0.030	26.401	0.000	Confirmed
pev1 ← Physical Evidence	0.810	0.025	32.747	0.000	Confirmed
pev2 ← Physical Evidence	0.863	0.020	44.048	0.000	Confirmed
pev3 ← Physical Evidence	0.751	0.039	19.494	0.000	Confirmed
pev4 ← Physical Evidence	0.769	0.031	24.423	0.000	Confirmed
pev5 ← Physical Evidence	0.828	0.023	36.668	0.000	Confirmed
pev6 ← Physical Evidence	0.770	0.029	26.817	0.000	Confirmed
pl1 ← Distribution Channels	0.733	0.038	19.401	0.000	Confirmed
pl2 ← Distribution Channels	0.735	0.036	20.637	0.000	Confirmed
pl3 ← Distribution Channels	0.771	0.031	24.800	0.000	Confirmed
pl4 ← Distribution Channels	0.729	0.039	18.819	0.000	Confirmed
pl5 ← Distribution Channels	0.808	0.026	30.616	0.000	Confirmed
pl6 ← Distribution Channels	0.818	0.027	30.159	0.000	Confirmed
pr1 ← Pricing Strategies	0.744	0.038	19.677	0.000	Confirmed
pr2 ← Pricing Strategies	0.777	0.032	24.042	0.000	Confirmed
pr3 ← Pricing Strategies	0.792	0.026	30.744	0.000	Confirmed
pr4 ← Pricing Strategies	0.825	0.025	33.492	0.000	Confirmed
pr5 ← Pricing Strategies	0.818	0.023	35.512	0.000	Confirmed
pr6 ← Pricing Strategies	0.682	0.047	14.457	0.000	Confirmed
prm1 ← Promotional Strategies	0.818	0.032	25.373	0.000	Confirmed
prm2 ← Promotional Strategies	0.814	0.027	29.859	0.000	Confirmed
prm3 ← Promotional Strategies	0.822	0.025	33.013	0.000	Confirmed
prm4 ← Promotional Strategies	0.782	0.035	22.253	0.000	Confirmed
prm5 ← Promotional Strategies	0.864	0.019	45.267	0.000	Confirmed
prm6 ← Promotional Strategies	0.794	0.030	26.234	0.000	Confirmed
prs1 ← Internal Processes	0.689	0.047	14.634	0.000	Confirmed
prs2 ← Internal Processes	0.774	0.032	23.819	0.000	Confirmed
prs3 ← Internal Processes	0.693	0.048	14.512	0.000	Confirmed
prs4 ← Internal Processes	0.797	0.026	30.617	0.000	Confirmed
prs5 ← Internal Processes	0.798	0.034	23.622	0.000	Confirmed
prs6 ← Internal Processes	0.762	0.038	20.222	0.000	Confirmed

The results presented in Table 1 indicate that all first-order factor loadings meet the acceptable threshold for indicator validity, demonstrating that each item appropriately represents its corresponding latent construct. Across all components—including competitive advantage, market share, product strategy, staff skills, physical evidence, distribution channels, pricing strategies, promotional strategies, and internal processes—factor loadings range from moderate to very strong, with most exceeding 0.70. Additionally, all t-values are substantially higher than the critical value of 1.96, and significance levels are at 0.000, confirming the statistical significance of each loading. These findings collectively illustrate that the measurement model demonstrates strong convergent validity, as each indicator meaningfully contributes to the construct it is intended to measure.

Table 2. Convergent Validity Assessment

Component	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Q^2
Promotional Strategies	0.900	0.903	0.923	0.666	0.512
Pricing Strategies	0.868	0.882	0.900	0.600	0.432
Product Strategies	0.823	0.829	0.870	0.528	0.341
Market Share	0.867	0.883	0.898	0.561	0.412
Physical Evidence	0.886	0.888	0.914	0.639	0.480
Internal Processes	0.847	0.851	0.887	0.568	0.389
Competitive Advantage	0.840	0.861	0.879	0.514	0.355
Staff Skills	0.902	0.904	0.925	0.673	0.519
Distribution Channels	0.859	0.860	0.895	0.588	0.414

Table 2 demonstrates that all constructs in the measurement model exhibit strong convergent validity, internal consistency, and predictive relevance. Cronbach's Alpha and Composite Reliability values for all components exceed the recommended minimum threshold of 0.70, indicating satisfactory internal consistency. The AVE values for all constructs are above 0.50, confirming that more than half of the variance in the indicators is captured by their respective latent variables. Furthermore, Q^2 values are positive for all constructs, reflecting acceptable predictive relevance within the structural model. These results collectively affirm that the measurement model is robust, reliable, and suitable for subsequent structural analysis.

Table 3. Cross-Loadings of Indicators on Latent Constructs

Indicator	Competitive Advantage	Market Share	Product Strategies	Staff Skills	Physical Evidence	Distribution Channels	Pricing Strategies	Promotional Strategies	Internal Processes
c1	0.760	0.604	0.587	0.653	0.422	0.569	0.635	0.585	0.343
c2	0.751	0.590	0.582	0.523	0.596	0.545	0.542	0.508	0.346
c3	0.831	0.726	0.652	0.640	0.585	0.664	0.750	0.654	0.388
c4	0.537	0.425	0.336	0.383	0.282	0.394	0.331	0.372	0.266
c5	0.600	0.422	0.378	0.388	0.250	0.409	0.387	0.414	0.245
c6	0.741	0.568	0.621	0.520	0.421	0.570	0.532	0.575	0.340
c7	0.753	0.579	0.673	0.518	0.542	0.546	0.517	0.547	0.378
m1	0.438	0.586	0.385	0.394	0.431	0.472	0.407	0.419	0.367
m2	0.423	0.631	0.409	0.421	0.425	0.477	0.440	0.431	0.353
m3	0.584	0.746	0.525	0.586	0.431	0.623	0.647	0.666	0.428
m4	0.706	0.832	0.597	0.678	0.538	0.686	0.719	0.646	0.478
m5	0.691	0.830	0.633	0.676	0.506	0.672	0.666	0.644	0.424
m6	0.635	0.836	0.585	0.615	0.542	0.692	0.712	0.609	0.423
m7	0.618	0.741	0.491	0.574	0.469	0.590	0.583	0.543	0.388
p1	0.503	0.461	0.730	0.566	0.397	0.563	0.515	0.474	0.360
p2	0.564	0.484	0.757	0.486	0.451	0.520	0.508	0.454	0.391
p3	0.494	0.497	0.730	0.512	0.456	0.552	0.526	0.492	0.338
p4	0.477	0.411	0.679	0.426	0.393	0.447	0.460	0.398	0.298
p5	0.690	0.656	0.729	0.588	0.490	0.593	0.599	0.572	0.395
p6	0.629	0.493	0.731	0.452	0.501	0.495	0.525	0.487	0.378
pe1	0.563	0.581	0.481	0.788	0.415	0.515	0.473	0.512	0.357
pe2	0.640	0.636	0.588	0.850	0.512	0.632	0.576	0.602	0.375
pe3	0.590	0.651	0.592	0.832	0.488	0.659	0.586	0.618	0.356
pe4	0.633	0.650	0.622	0.840	0.506	0.659	0.622	0.607	0.544
pe5	0.582	0.620	0.559	0.819	0.485	0.628	0.597	0.577	0.461
pe6	0.608	0.626	0.595	0.789	0.437	0.649	0.584	0.564	0.409
pev1	0.510	0.535	0.493	0.485	0.810	0.503	0.529	0.440	0.388
pev2	0.518	0.510	0.512	0.500	0.863	0.488	0.518	0.435	0.434
pev3	0.478	0.488	0.398	0.422	0.751	0.431	0.431	0.371	0.336
pev4	0.474	0.476	0.476	0.444	0.769	0.421	0.411	0.377	0.303
pev5	0.562	0.508	0.558	0.434	0.828	0.526	0.525	0.413	0.375
pev6	0.514	0.539	0.537	0.487	0.770	0.503	0.516	0.459	0.436
pl1	0.548	0.613	0.524	0.525	0.352	0.733	0.575	0.697	0.330

pl2	0.564	0.649	0.504	0.539	0.378	0.735	0.551	0.679	0.285
pl3	0.662	0.624	0.634	0.690	0.452	0.771	0.606	0.602	0.455
pl4	0.497	0.596	0.506	0.538	0.496	0.729	0.598	0.520	0.579
pl5	0.603	0.606	0.596	0.587	0.565	0.808	0.644	0.604	0.532
pl6	0.552	0.645	0.591	0.614	0.520	0.818	0.675	0.647	0.585
pr1	0.482	0.538	0.546	0.474	0.441	0.616	0.744	0.552	0.426
pr2	0.539	0.552	0.579	0.499	0.513	0.597	0.777	0.512	0.452
pr3	0.668	0.683	0.619	0.557	0.499	0.653	0.792	0.627	0.426
pr4	0.664	0.707	0.625	0.616	0.498	0.643	0.825	0.645	0.511
pr5	0.691	0.752	0.574	0.674	0.517	0.686	0.818	0.682	0.457
pr6	0.389	0.463	0.383	0.355	0.357	0.452	0.682	0.397	0.310
prm1	0.586	0.616	0.511	0.614	0.422	0.661	0.610	0.818	0.405
prm2	0.564	0.596	0.516	0.545	0.383	0.625	0.592	0.814	0.273
prm3	0.581	0.596	0.555	0.548	0.393	0.625	0.580	0.822	0.321
prm4	0.559	0.604	0.514	0.560	0.470	0.650	0.605	0.782	0.362
prm5	0.699	0.701	0.612	0.648	0.468	0.726	0.671	0.864	0.382
prm6	0.623	0.624	0.552	0.544	0.414	0.701	0.605	0.794	0.343
prs1	0.373	0.445	0.362	0.424	0.357	0.491	0.433	0.395	0.689
prs2	0.386	0.457	0.383	0.379	0.320	0.451	0.438	0.330	0.774
prs3	0.309	0.352	0.343	0.307	0.264	0.400	0.425	0.287	0.693
prs4	0.418	0.440	0.462	0.407	0.413	0.499	0.471	0.361	0.797
prs5	0.256	0.371	0.329	0.352	0.382	0.385	0.365	0.238	0.798
prs6	0.321	0.376	0.353	0.415	0.404	0.455	0.383	0.285	0.762

Table 3 presents the cross-loadings of all indicators on the nine latent constructs. For each item, the highest loading clearly occurs on its intended construct (for example, c1–c7 load highest on Competitive Advantage, m1–m7 on Market Share, p1–p6 on Product Strategies, pe1–pe6 on Staff Skills, and so on), while the loadings on other constructs are consistently lower. This pattern supports discriminant validity, indicating that each set of items measures a distinct construct and that the latent variables are empirically differentiated from one another within the measurement model.

Table 4. Model Fit Index

Model Fit Index	Estimated Value	Acceptable Threshold
SRMR	0.065	Less than 0.10

Table 4 reports the Standardized Root Mean Square Residual (SRMR) for the overall model. The estimated SRMR value of 0.065 is below the commonly accepted threshold of 0.10, which indicates an acceptable level of global model fit. This suggests that the discrepancy between the observed covariance matrix and the model-implied covariance matrix is low and that the proposed structural equation model adequately represents the empirical data.

Table 5. Structural Model Results

Hypothesis	Beta	t-Value	Significance Level	Hypothesis Status	Direction
Promotional Strategies → Market Share	0.154	2.265	0.024	Supported	Positive
Pricing Strategies → Market Share	0.306	5.187	0.000	Supported	Positive
Product Strategies → Market Share	0.103	3.049	0.008	Supported	Positive
Physical Evidence → Market Share	0.117	2.767	0.006	Supported	Positive
Internal Processes → Market Share	0.129	3.644	0.008	Supported	Positive
Staff Skills → Market Share	0.212	3.379	0.001	Supported	Positive
Distribution Channels → Market Share	0.196	2.648	0.008	Supported	Positive
Promotional Strategies → Competitive Advantage	0.200	3.506	0.000	Supported	Positive
Pricing Strategies → Competitive Advantage	0.182	2.850	0.005	Supported	Positive
Product Strategies → Competitive Advantage	0.324	4.277	0.000	Supported	Positive
Physical Evidence → Competitive Advantage	0.131	2.331	0.020	Supported	Positive
Internal Processes → Competitive Advantage	0.147	2.969	0.008	Supported	Positive
Staff Skills → Competitive Advantage	0.170	3.236	0.001	Supported	Positive
Distribution Channels → Competitive Advantage	0.123	3.341	0.008	Supported	Positive

Table 5 summarizes the structural path coefficients between dimensions of the marketing mix and the two key outcomes, market share and competitive advantage. All hypothesized relationships are positive and statistically significant at the 0.05 level or better, as indicated by t-values above the critical threshold and very low p-values. For market share, the strongest effects are observed for pricing strategies (β = 0.306) and staff skills (β = 0.212), followed by distribution channels, internal processes, physical evidence, and promotional and product strategies. For competitive advantage, product strategies exert the largest impact (β = 0.324), with meaningful positive contributions from promotional strategies, pricing strategies, staff skills, internal processes, physical evidence, and distribution channels. These results confirm that effective implementation of marketing mix strategies significantly enhances both market share and competitive advantage in the studied company.

Table 6. One-Sample t-Test Results for Main Constructs

Component	Mean	Standard Deviation	t-Value	Significance Level	Lower Bound	Upper Bound	Result
Promotional Strategies	3.518	0.850	8.528	0.000	0.398	0.638	Confirmed
Pricing Strategies	3.724	0.993	10.216	0.000	0.585	0.864	Confirmed
Product Strategies	3.604	0.978	8.644	0.000	0.466	0.741	Confirmed
Market Share	3.378	0.970	5.450	0.000	0.241	0.514	Confirmed
Brand Physical Evidence	3.369	0.921	5.605	0.000	0.239	0.498	Confirmed
Internal Processes	3.580	0.927	8.754	0.000	0.449	0.711	Confirmed
Competitive Advantage	3.565	0.826	9.576	0.000	0.449	0.682	Confirmed
Staff Skills	3.833	0.905	12.893	0.000	0.706	0.961	Confirmed
Effective Distribution Channels	3.940	0.679	19.381	0.000	0.845	1.036	Confirmed

Table 6 reports the results of one-sample t-tests comparing the mean scores of each construct with the neutral value on the Likert scale (typically 3.00). For all components, mean values are significantly greater than 3, with t-statistics well above the critical level and p-values equal to 0.000. The confidence intervals for the mean differences are entirely positive, confirming that respondents perceive promotional, pricing, and product strategies, as well as physical evidence, internal processes, staff skills, and distribution channels, to be implemented at levels significantly above the neutral benchmark. Similarly, the perceived levels of market share and competitive advantage are also significantly higher than the mid-point, suggesting generally favorable evaluations of marketing mix performance and competitive outcomes within the company.

Table 7. Final Weights of Components

Component	Q1 Weight	Rank
Staff Skills	0.907	1
Product Strategies	0.886	2
Pricing Strategies	0.877	3
Effective Distribution Channels	0.866	4
Promotional Strategies	0.861	5
Internal Processes	0.849	6
Brand Physical Evidence	0.807	7

Table 7 presents the final weights of the marketing mix components based on the Q1 prioritization index. The results show that staff skills occupy the highest strategic importance, with a weight of 0.907, reflecting their critical role in executing marketing strategies and influencing organizational performance. Product strategies (0.886) and pricing strategies (0.877) follow closely, indicating that the company's competitive positioning and customer value proposition are strongly shaped by product quality and pricing decisions. Effective distribution channels (0.866) and promotional strategies (0.861) also hold substantial weight, emphasizing the significance of market accessibility

and communication effectiveness. Internal processes (0.849) and brand physical evidence (0.807) receive relatively lower—yet still meaningful—weights, suggesting they contribute to performance but play supportive rather than primary roles. Overall, the weighting results highlight that human capability, product design, and pricing strategy form the core drivers of competitive success in this organizational context.

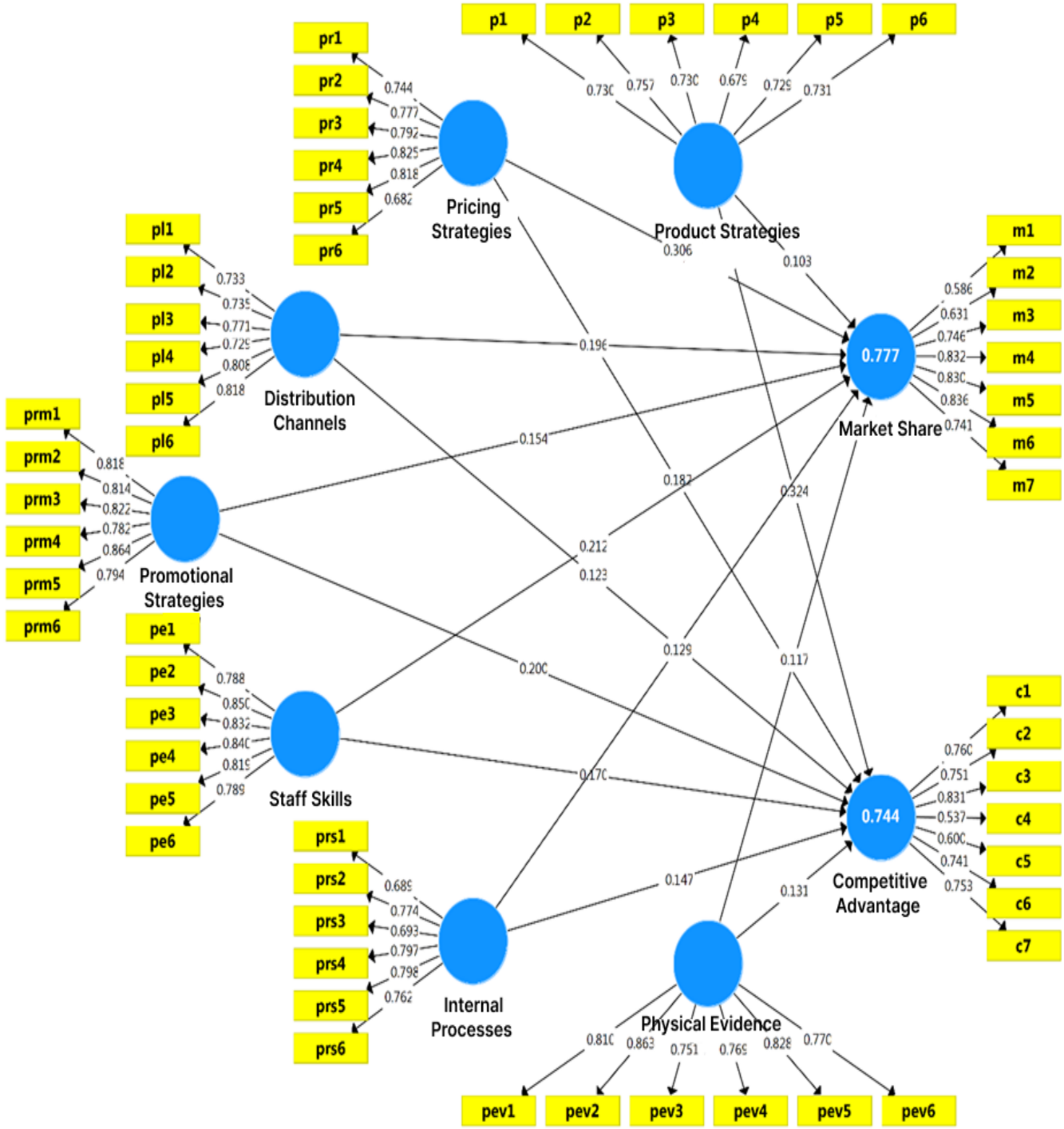

Figure 1. Convergent Validity Assessment

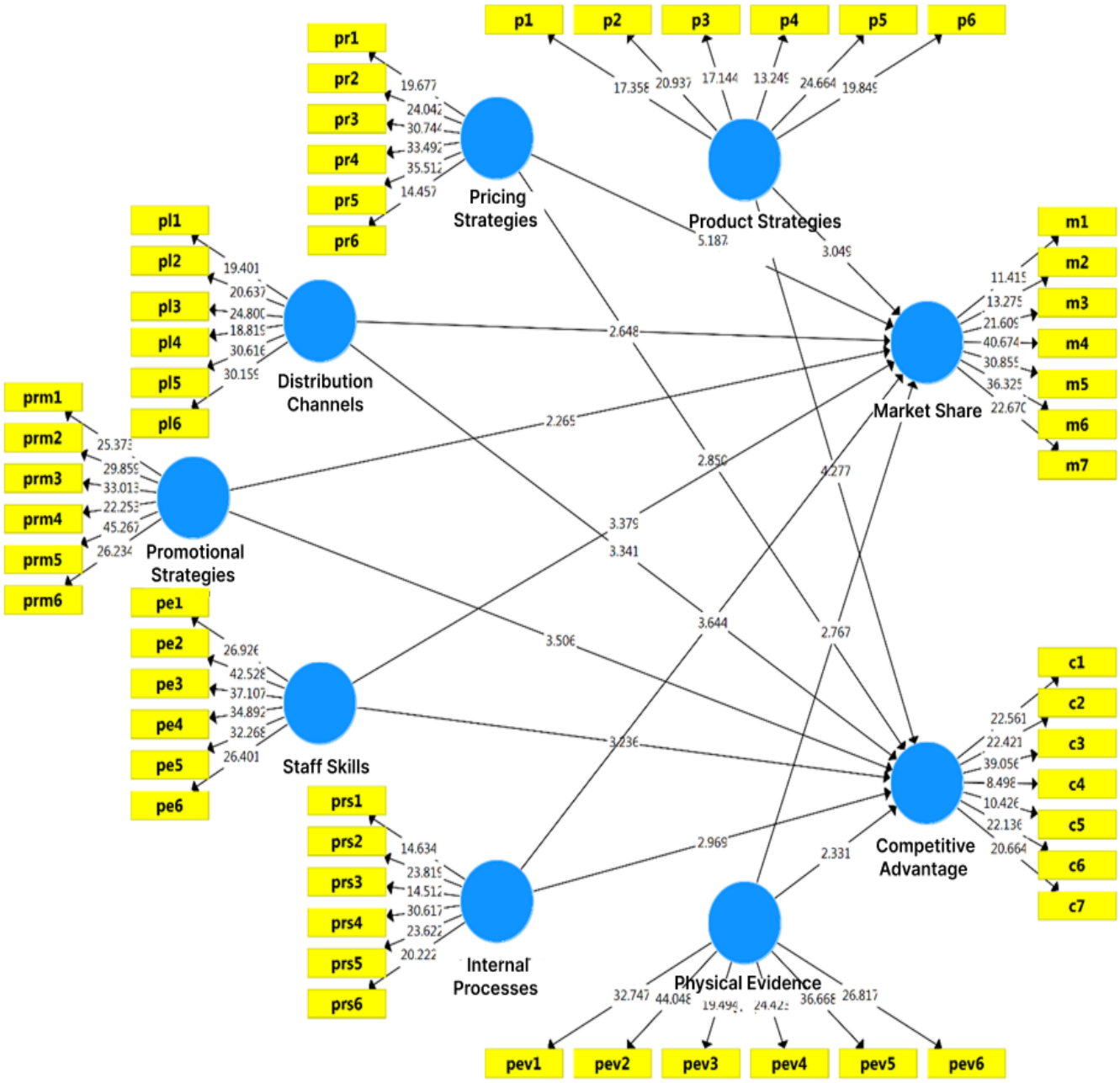

Figure 2. Convergent Validity Assessment

Discussion and Conclusion

The purpose of this study was to evaluate the impact of implementing marketing mix strategies on market share and competitive advantage within an automotive parts manufacturing company. The structural model results demonstrate that all dimensions of the marketing mix—including product, price, promotion, distribution, staff skills, internal processes, and physical evidence—have significant and positive effects on both market share and competitive advantage. These findings align broadly with established theories in marketing strategy and competitive positioning, and they also resonate with a growing body of empirical literature emphasizing the pivotal role of marketing capabilities in shaping organizational performance. The consistency of significant paths across all

marketing mix components suggests that the company's competitive performance is not driven by isolated strategies, but rather by a synergistic and integrated marketing system.

One of the strongest predictors of market share identified in this study was pricing strategy. The positive and substantial coefficient for pricing indicates that competitive, well-structured, and value-aligned pricing decisions play a central role in influencing customer purchase decisions in the automotive parts sector. This result supports earlier findings in the literature, where pricing strategy has been positioned as one of the most decisive competitive levers in manufacturing industries. For instance, research examining digital and technology-enabled markets emphasizes that pricing must reflect customer value perception, cost structures, and dynamic market shifts (3). Moreover, scholars studying competitive advantage creation through green marketing also reinforce that price must be strategically aligned with customers' expectations for quality, sustainability, and long-term value (1). The result obtained here affirms such insights and indicates that in highly competitive manufacturing contexts, pricing remains a crucial mechanism for influencing relative market performance.

Another key finding concerns the significant effect of staff skills on both market share and competitive advantage. The high weight of staff skills in the WASPAS prioritization further supports the idea that human capital represents a central driver of effective marketing implementation. This result is consistent with studies highlighting that internal competencies, employee expertise, and organizational learning processes enhance firms' agility and their capacity to respond to market changes (4). Furthermore, research on marketing innovation in hospitality firms finds that intellectual capital and employee-driven innovation significantly improve competitive advantage by enabling firms to differentiate their service quality and enhance customer relationships (5). Similarly, studies analyzing start-up ecosystems affirm that internal marketing and entrepreneurial orientation empower employees to engage in creative problem-solving and strategic decision-making, ultimately driving firm performance (7). The current study's findings confirm that the effective performance of marketing strategies depends heavily on skilled employees who understand customer needs, manage relationships effectively, and execute marketing programs with precision.

Product strategy was another influential component. The strong and positive effect of product strategy on competitive advantage is particularly noteworthy, as it reinforces theoretical models positioning product innovation and differentiation as foundational drivers of competitive performance. Prior research shows that firms with innovative, high-quality offerings achieve stronger brand positioning and greater market appeal than firms competing solely on price or distribution efficiency. For example, studies exploring SMEs in Indonesia found that digital marketing, entrepreneurship orientation, and product innovation jointly enhance competitive advantage (12). Similarly, investigations of marketing competency in SMEs revealed that marketing innovation—often rooted in product value creation—directly strengthens competitive advantage and ensures long-term sustainability (6). The results of the present study affirm that when product development and enhancement are aligned with customer needs and market changes, firms can differentiate themselves meaningfully in industries overwhelmed by product similarity and price competition.

Distribution channels also played an important role in determining market share and competitive advantage. The significant effect of distribution strategies suggests that ease of access, efficient logistics, and well-established supply chain networks serve as tangible differentiators in the automotive parts sector. This finding complements earlier studies in the domain of marketing information systems, which argue that timely and accurate distribution fosters customer satisfaction by minimizing delays and improving service quality (13). Likewise, research on SNS marketing demonstrates that distribution effectiveness enhances the firm's ability to deliver value across multiple

channels, thereby strengthening market equity (14). Further, evidence from B2B marketing literature reveals that technological adoption, such as AI-based systems, enhances supply chain responsiveness, distribution efficiency, and customer coordination, all of which translate into improved competitive outcomes (15). Thus, the results underscore that distribution is not merely a logistical function but a strategic element of the overall competitive framework.

Promotional strategies also exhibited significant impacts in the structural model. While the magnitude of the effect was moderate compared to other components, the findings highlight that targeted communication, brand awareness initiatives, and digital promotional tools contribute meaningfully to market outcomes. This aligns with studies examining competitive advantage in renewable energy industries, which suggest that innovative marketing communications help organizations differentiate themselves in markets where product offerings are often commoditized (10). Similarly, research on digital content strategies and mobile device usage indicates that promotion enhances consumer engagement and purchase intention by shaping perceptions of brand value and credibility (11). Other scholars argue that convergence marketing and ethical communication principles strengthen organizational reputation and customer trust, both of which support long-term performance (16). Therefore, the results suggest that promotional strategies serve as a necessary complement to product, pricing, and distribution strategies in building customer loyalty and reinforcing market presence.

Internal processes and physical evidence, though slightly weaker in their effects, nonetheless contributed significantly to competitive advantage and market share. The positive relationships observed here indicate that efficient internal workflows, standardized procedures, and reliable service delivery enhance customer trust and operational consistency. Earlier studies assert that cohesive internal processes contribute to improved product delivery, cost efficiency, and responsiveness to customer needs, thereby supporting competitive advantage (2). The significance of physical evidence in this study is aligned with findings from service-dominant marketing literature, which highlight that physical cues—including packaging, branding, and tangible environmental elements—influence customer perceptions and purchasing decisions (8). In manufacturing environments, physical evidence also conveys product reliability and brand professionalism, both of which are important in markets characterized by high competition and minimal product differentiation.

Additionally, the strong one-sample t-test results indicate that all marketing mix components are perceived by employees to be implemented at levels significantly above the neutral benchmark. This suggests that the organization has a relatively strong marketing orientation. Studies on social media marketing provide supporting evidence, noting that firms with a coherent marketing strategy—featuring customer-centered processes, value communication, and digital engagement—are more likely to achieve superior performance outcomes (17). The findings also resonate with literature modeling market share behavior, where competitive market dynamics require firms to consistently reinforce their marketing strategies to retain or expand their market presence (18). Similarly, competitive advantage research emphasizes that sustained performance stems from dynamic capabilities, market responsiveness, and continuous strategic alignment, all of which are reinforced through marketing mix activities (1).

Moreover, green marketing research suggests that competitive advantage increasingly depends on an organization's ability to integrate sustainability principles into its marketing mix (1). While this study does not directly measure environmental practices, the significant influence of product strategy, pricing, and distribution suggests that environmentally oriented strategic adaptations could further strengthen competitive potential. Similarly, studies examining digitalization and AI adoption provide insights into future pathways for strengthening marketing mix

effectiveness, especially as manufacturing firms increasingly adopt data-driven and automated systems to improve forecasting, customer segmentation, and supply chain coordination (15). These technological advancements align with strategic marketing frameworks that underscore the role of innovation and organizational learning in sustaining competitive advantage in rapidly evolving environments.

Taken together, the results of this study contribute to existing knowledge by demonstrating that marketing mix strategies remain pivotal in shaping competitive performance even in traditional, manufacturing-centered industries. While many studies have focused on services, SMEs, or digital business models, the current findings show that marketing mix elements retain their strategic importance across sectors, particularly when they are implemented collectively rather than independently. The significant effects across all dimensions highlight the need for automotive parts companies to maintain a holistic and integrated view of their marketing strategies, ensuring alignment between product development, pricing decisions, distribution networks, internal capabilities, and promotional activities. These results reinforce the multidimensional nature of competitive advantage and suggest that firms should continue to invest in strengthening their marketing mix frameworks.

This study's limitations relate mainly to its single-case organizational context, reliance on self-reported perceptions from employees, and cross-sectional design, which does not allow for examining causal relationships over time. The reliance on one automotive parts manufacturing company also restricts the generalizability of findings to other sectors or geographic contexts, and the absence of longitudinal data prevents assessing how marketing mix strategies evolve under changing market conditions.

Future studies could expand the context by comparing multiple companies across different industries, incorporate longitudinal designs to examine how marketing strategies affect performance over time, and integrate additional variables such as digital transformation, sustainability practices, innovation capability, or customer satisfaction to enrich the explanatory framework. Researchers could also employ mixed-method designs to capture deeper insights regarding strategy implementation and contextual challenges.

Managers should strengthen employee competencies, integrate product innovation with customer needs, refine pricing strategies based on market intelligence, and invest in digital and promotional channels to enhance customer engagement. Firms should also optimize distribution networks, improve internal processes, and reinforce brand physical evidence to build trust and reliability. Collectively, these strategic actions can significantly enhance market share and competitive advantage in competitive manufacturing environments.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

All ethical principles were adheried in conducting and writing this article.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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