JEMSI: Jurnal Ekonomi Manajemen Sistem Informasi
E-ISSN: 2686-5238
P-ISSN: 2686-4916
https://dinastirev.org/JEMSI dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/jemsi.v7i5
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Received: 22 April 2026 | **Revised:** 22 May 2026 | **Accepted:** 1 June 2026

Strategic Analysis of the Five Pillars in Optimizing Customer Experience in the Express Logistics Industry (Case Study of Tiki Indonesia)

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Abstract: This study aims to analyze the influence of the Strategic 5 Pillars (Customer, Network, Process, Technology, and People) on Customer Experience in the express logistics industry, with a case study on the courier service company TIKI Indonesia. The background of this research stems from the increasing demand for courier services driven by the growth of e-commerce, alongside persistent customer complaints that indicate the need to evaluate user experiences. The research adopts a quantitative approach, utilizing data collected through questionnaires. The population includes all users of TIKI's courier services in 2022–2023, totaling 288,366 users. A purposive sampling technique was applied, and using the Slovin formula, a total of 400 respondents were selected. The data were analyzed using multiple linear regression to examine the influence of each independent variable on customer experience, complemented by Importance–Performance Analysis (IPA) and the Customer Satisfaction Index (CSI). The findings reveal that the variables Customer, Network, Technology, and People have a positive and significant effect on customer experience, while Process shows no significant influence. Simultaneously, all five variables significantly affect customer experience. The CSI score of 78.49 indicates that customers are generally satisfied with TIKI's services. Additionally, the IPA results identify several service attributes that require priority improvements. This study provides strategic implications for TIKI's management in enhancing service quality through the continuous optimization of the five key pillars examined.

Keyword: Customer Experience, Strategic 5 Pillars, CSI, IPA, Multiple Linear Regression.

INTRODUCTION

As the largest archipelagic country in the world with a unique geographical configuration, Indonesia exerts a significant influence on the complexity of its logistics system, which plays a crucial role in supporting connectivity among its numerous islands (Wiradanti et al., 2024). Freight forwarding services serve as a vital link for society in facilitating the distribution of

goods from one location to another, thereby ensuring that various needs can be met efficiently and effectively (Boumahdaf et al., 2023).

With the increasing demands of society, logistics activities have become more intensive, creating substantial growth opportunities for the freight forwarding industry in Indonesia. The surge in e-commerce sales, particularly in regular delivery services, has driven companies to compete in enhancing their service quality (Iqbal et al., 2023). According to Statista Market Insight data, the number of e-commerce users in Indonesia reached 58.63 million in 2023 and is projected to increase to 65.65 million users in 2024.

However, this industry growth is also accompanied by intensified competition among logistics companies. Firms are required to continuously innovate, improve operational efficiency, and deliver superior service quality to maintain their competitiveness. In this context, customer experience has become a key factor influencing customer perception, satisfaction, and loyalty. Customer experience is not only shaped by the functional aspects of service but also by the emotional interactions between customers and the company.

PT TIKI, officially known as PT Citra Van Titipan Kilat, is the oldest express delivery service company in Indonesia. It is a leading logistics service provider that has been serving parcel delivery needs since 1970. Currently, TIKI operates an extensive network covering 65 major cities across Indonesia, with more than 500 representative offices and approximately 3,700 outlets nationwide (TIKI, 2023).

Based on TIKI's claim data from 2022 to 2023, several types of customer claims were identified and categorized into four main types: chargeable cost, lost shipments, damaged goods, and delivery delays, as presented in Table 1. In response to these issues, TIKI has strengthened its commitment by focusing on operational excellence, customer intimacy, and product leadership through the implementation of a sustainable strategy encompassing customer, network, process, technology, and people dimensions.

Table 1. Types of TIKI Claims (2022–2023)

Type of Claim	2022	2023	Grand Total
Chargeable Cost	5,491	5,340	10,831
Lost	1,057	935	1,992
Damaged	876	1,264	2,140
Delayed	8,712	9,719	18,431
Grand Total	**16,136**	**17,258**	**33,394**

Source: TIKI

The data in Table 1 indicate that the most frequent claim type is delivery delay, which increased from 8,712 cases in 2022 to 9,719 cases in 2023, representing a growth of 11.56%. This issue has become the most significant challenge faced by TIKI, as delays can substantially affect customer experience and loyalty.

Furthermore, the second most prevalent claim category is chargeable cost, with a total of 10,831 cases over the two-year period. This suggests the existence of issues related to transparency and communication regarding shipping costs.

Therefore, based on the comprehensive background outlined above, this study is conducted with the objective of demonstrating that the implementation of the Five Pillars strategy can enhance customer experience within the express logistics industry. Accordingly, this thesis is entitled "Strategic Analysis of the Five Pillars in Optimizing Customer Experience in the Express Logistics Industry (A Case Study of TIKI Indonesia)."

METHOD

This study adopts a mixed-methods approach, integrating quantitative and qualitative methods to obtain a comprehensive understanding of the research problem. A sequential explanatory design is employed, where the quantitative approach serves as the primary method, followed by qualitative analysis to further interpret and enrich the quantitative findings. This approach is consistent with (Siregar, 2025), who emphasize that combining numerical and

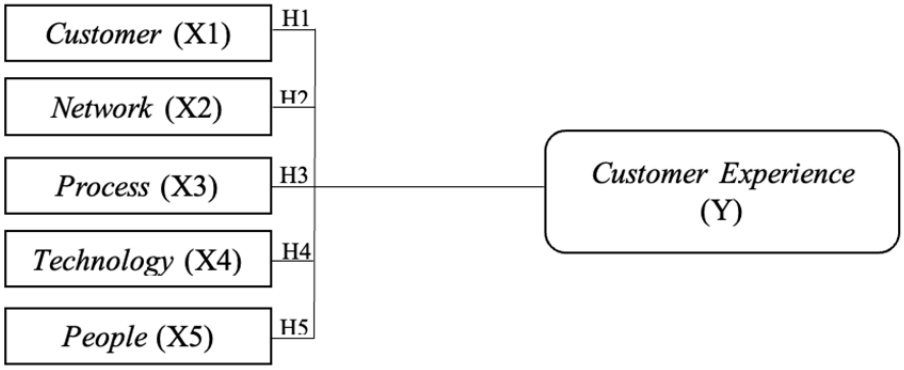
narrative data enhances the validity, reliability, and depth of research outcomes. The quantitative phase utilizes a survey method through the distribution of structured questionnaires to 400 respondents who have used TIKI express logistics services within the last six months. The questionnaire is designed using a five-point Likert scale (1–5) to measure respondents' perceptions of the Five Pillars strategy—customer, network, process, technology, and people—as independent variables, and customer experience as the dependent variable. Additional data collection methods include observation and documentation to support and validate survey findings.

The population of this study consists of all TIKI express service users in Indonesia, with approximately 288,366 users recorded during the 2022–2023 period. Sampling was conducted using a non-probability sampling technique, specifically purposive sampling, to ensure respondents meet relevant criteria. The sample size was determined using the Slovin formula and Cochran approximation with a 5% margin of error, resulting in a minimum requirement of 400 respondents. For the qualitative phase, purposive sampling was also applied to select six key informants representing decision-makers within TIKI Indonesia, including top management and functional managers. Data were collected through semi-structured in-depth interviews lasting approximately 60–90 minutes, supported by document analysis of company reports, SOPs, and strategic policies related to the implementation of the Five Pillars strategy.

Quantitative data were analyzed using Multiple Linear Regression Analysis (MLRA) with SPSS software to examine both partial and simultaneous effects of independent variables on customer experience. Prior to hypothesis testing, classical assumption tests including normality, multicollinearity, heteroscedasticity, and autocorrelation were conducted to ensure model validity. Descriptive statistics were also used to summarize respondent characteristics and data distribution. To strengthen managerial insights, this study applies the Customer Satisfaction Index (CSI) to measure overall satisfaction levels and Importance Performance Analysis (IPA) to identify priority areas for service improvement based on the comparison between importance and performance attributes.

Qualitative data were analyzed using thematic analysis following (Ahmed et al., 2025), involving coding, theme identification, and interpretation. The credibility of qualitative findings was ensured through triangulation, member checking, and peer debriefing.

Finally, the integration of quantitative and qualitative findings was conducted using a triangulation approach to identify convergence, explain discrepancies, and provide deeper insights. The results are then evaluated against TIKI's Five Pillars Sustainability Strategy to assess its effectiveness and identify strategic improvements in optimizing customer experience within the express logistics industry.



Source: Research Results

Figure 1. Research Model

RESULTS AND DISCUSSION

Instrument Testing

1. Validity Test

Validity testing was conducted by comparing the calculated correlation coefficient (r-count) with the critical value (r-table). The degree of freedom (df) was determined using the formula df = n − k, where n represents the sample size and k denotes the number of constructs. In this study, the degree of freedom was calculated as 400 − 2, resulting in df = 398. With a significance level (α) of 0.05, the corresponding r-table value is 0.098. An item is considered valid if the calculated r-value (as indicated in the corrected item-total correlation column for each questionnaire item) exceeds the r-table value and is positive.

Table 2. Validity Testing

Variable	Statement Items	r-count	r-table	Description
Customer (X1)	X1.1	0.859	0,098	VALID
	X1.2	0.850	0,098	VALID
	X1.3	0.844	0,098	VALID
	X1.4	0.858	0,098	VALID
	X1.5	0.844	0,098	VALID
Network (X2)	X2.1	0.857	0,098	VALID
	X2.2	0.882	0,098	VALID
	X2.3	0.878	0,098	VALID
	X2.4	0.883	0,098	VALID
Process (X3)	X3.1	0.864	0,098	VALID
	X3.2	0.880	0,098	VALID
	X3.3	0.886	0,098	VALID
	X3.4	0.898	0,098	VALID
Technology (X4)	X4.1	0.878	0,098	VALID
	X4.2	0.855	0,098	VALID
	X4.3	0.854	0,098	VALID
	X4.4	0.850	0,098	VALID
People (X5)	X5.1	0.838	0,098	VALID
	X5.2	0.862	0,098	VALID
	X5.3	0.839	0,098	VALID
	X5.4	0.856	0,098	VALID
Customer Experience (Y)	Y.1	0.827	0,098	VALID
	Y.2	0.860	0,098	VALID
	Y.3	0.815	0,098	VALID
	Y.4	0.860	0,098	VALID
	Y.5	0.802	0,098	VALID

Source: Research data

From the tables presented, it can be seen that each questionnaire item has a calculated *r* value (*r-count*) greater than the *r-table* value (0.098) and is positive. Therefore, all items are considered valid.

2. Realibility Test

Table 3. Realibility Test

Variable	Realibility Coefficient	Cronbach Alpha	Description
Customer (X1)	5 Item	0.904	Reliable
Network (X2)	4 Item	0.898	Reliable
Process (X3)	4 Item	0.904	Reliable
Technology (X4)	4 Item	0.882	Reliable
People (X5)	4 Item	0.870	Reliable
Customer Experience (Y)	5 Item	0.890	Reliable

Source : Research data

Based on the information in the table above, it is shown that each variable has a Cronbach's Alpha value greater than 0.70. As a result, these variables can be considered reliable.

Classical Assumption Test

1. Normality Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			402
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		1.81714310
Most Extreme Differences	Absolute		.023
	Positive		.020
	Negative		-.023
Test Statistic			.023
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.871
	99% Confidence Interval	Lower Bound	.863
		Upper Bound	.880

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Research data

Figure 2. Normality Test

Based on Figure 2 the results of the normality test using the Kolmogorov-Smirnov method show a significance value of 0.871, which is greater than 0.05. Therefore, it can be concluded that the regression model in this study meets the normality assumption.

2. Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.568	.406		3.860	.000
	X1	.024	.021	.071	1.121	.263
	X2	-.040	.024	-.111	-1.627	.105
	X3	.045	.022	.126	2.041	.042
	X4	-.032	.025	-.081	-1.305	.193
	X5	-.011	.028	-.027	-.389	.697

a. Dependent Variable: RES_ABS

Source: Research data

Figure 3. Heteroscedasticity Test

Based on Figure 3, the results of the Glejser test show that the significance values for all independent variables are greater than 0.05. This indicates that there is no heteroscedasticity problem in the data. Therefore, the data meet the requirements to be used in this study.

Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	2.896	.674		4.298	.000		
	X1	.116	.035	.121	3.328	.001	.618	1.619
	X2	.418	.040	.404	10.327	.000	.533	1.877
	X3	-.310	.036	-.302	-8.490	.000	.644	1.553
	X4	.399	.041	.349	9.744	.000	.639	1.566
	X5	.369	.047	.317	7.870	.000	.505	1.981

a. Dependent Variable: Y

Source: Research data

Figure 4. Multicollinearity Test

The results of the multicollinearity test are shown in Figure 4. Based on the analysis, each independent variable has a VIF value less than 10 and a tolerance value greater than 0.10. Therefore, it can be concluded that the regression model does not exhibit multicollinearity.

Multiple Linear Regression Analysis

This analysis is used to determine whether the independent variables have a positive or negative effect on the dependent variable. The statistical calculations for the multiple linear regression analysis in this study were performed using the SPSS software, version 26.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.896	.674		4.298	.000		
	X1	.116	.035	.121	3.328	.001	.618	1.619
	X2	.418	.040	.404	10.327	.000	.533	1.877
	X3	-.310	.036	-.302	-8.490	.000	.644	1.553
	X4	.399	.041	.349	9.744	.000	.639	1.566
	X5	.369	.047	.317	7.870	.000	.505	1.981

a. Dependent Variable: Y

Source: Research data

Figure 5. Multiple Linear Regression Analysis

This regression equation illustrates the contribution of each independent variable to customer experience, with a constant value of 2.896. Overall, all independent variables in the model show a positive relationship with the dependent variable customer experience indicating that improvements in each independent variable have the potential to increase customer experience.

Hypothesis Testing

1. T-Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.296	1.096		1.182	.240		
	X1	.138	.053	.152	2.634	.010	.601	1.664
	X2	.487	.067	.475	7.326	.000	.478	2.091
	X3	-.079	.065	-.074	-1.212	.228	.543	1.842
	X4	.253	.073	.220	3.475	.001	.501	1.995
	X5	.286	.087	.247	3.290	.001	.358	2.792

a. Dependent Variable: Y

Source: Research data

Figure 6. T Test

The T-test was conducted using a t-table value of 1.966 at a 5% significance level. The results indicate that not all independent variables have a significant effect on customer experience. Customer (X1) shows a t-value of 2.634 with a significance level of 0.010, indicating a positive and significant effect. Network (X2) records the highest influence with a t-value of 7.326 and a significance of 0.000, confirming a strong positive and significant effect. Process (X3), however, has a t-value of -1.212 with a significance level of 0.228, indicating a negative but not statistically significant effect.

Furthermore, Technology (X4) demonstrates a t-value of 3.475 with a significance of 0.001, indicating a positive and significant effect. Similarly, People (X5) shows a t-value of 3.290 with a significance level of 0.001, confirming a positive and significant influence. Since the t-values of X1, X2, X4, and X5 are greater than the t-table value (1.966) and their significance levels are below 0.05, these variables are considered to have a statistically significant effect on customer experience. In contrast, X3 does not meet these criteria, indicating that it does not have a significant effect in this model.

2. F-Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2767.996	5	553.599	165.565	.000[b]
	Residual	1324.106	396	3.344		
	Total	4092.102	401			

a. Dependent Variable: Y

b. Predictors: (Constant), X5, X1, X3, X4, X2

Source: Research data

Figure 7. F Test

Based on the calculation results, the F-statistic value obtained is 76.878. To determine the significance of the F-statistic, a 5% significance level was applied with degrees of freedom calculated as df = (n − k) for the numerator and df = (k − 1) for the denominator. In this case, the degrees of freedom for the numerator are 400 − 5 = 395, and for the denominator are 5 − 1 = 4. The corresponding F-table value at these degrees of freedom is 2.24. Since the calculated F-value (76.878) is greater than the F-table value (2.24) and the significance level (0.001) is less than 0.05, it can be concluded that, simultaneously, the independent variables Customer (X1), Network (X2), Process (X3), Technology (X4), and People (X5) have a statistically significant effect on Customer Experience.

Coefficient of Determination (R^2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822[a]	.676	.672	1.829

a. Predictors: (Constant), X5, X1, X3, X4, X2

b. Dependent Variable: Y

Source: Research data

Figure 8. Coefficient of Determination (R^2) Test

Based on Figure 8, the Adjusted R Square (R^2) value obtained is 0.672. This indicates that 67.2% of the variation in customer experience can be explained by the independent variables, namely Customer (X1), Network (X2), Process (X3), Technology (X4), and People (X5). The remaining 32.8% is influenced by other factors not included in this research model.

Discussions

1. Customers (X1)

The test results indicate that the customer dimension has a positive and significant effect on customer experience. The significance value is 0.001, which is well below the 0.05 threshold, and the calculated t-value of 3.328 exceeds the critical t-table value of 1.966, confirming that the customer dimension contributes to the enhancement of customer experience. This finding is consistent with the study by Setiono & Hidayat, (2022) which demonstrates that service dimensions such as reliability, responsiveness, and empathy significantly influence customer experience, particularly in the logistics and freight forwarding

industry. In the context of TIKI, this interpretation underscores the importance of strengthening human interaction and customer service quality, both through face-to-face services at outlets and digital interactions such as online customer support. Although technology and operational processes are critical in the logistics industry, customer experience remains highly influenced by the company's ability to deliver friendly, responsive, and reliable service.

2. Networks (X2)

The test results indicate that the network dimension has a positive and significant effect on customer experience. The significance value is 0.001, which is well below the 0.05 threshold, and the calculated t-value of 7.326 exceeds the critical t-table value of 1.966, confirming that the network dimension contributes significantly to the enhancement of customer experience. Alsalfiti & Notteboom, (2025) found that the availability of service networks and transparent communication across logistics branches can enhance customer experience and satisfaction, particularly in the express delivery sector, which relies heavily on timeliness and inter-party coordination throughout the logistics process. For TIKI, its extensive network comprising more than 3,700 outlets and coverage across 65 major cities in Indonesia provides a strong competitive advantage in meeting the needs of both individual and business customers. However, the strength of the network lies not only in the number of physical locations but also in the quality of coordination, accessibility of information, and speed of communication within the network. Customers are more likely to have a positive experience when they feel seamlessly connected to TIKI's systems and personnel across its wide operational network.

3. Process (X3)

The findings indicate that the process dimension does not have a positive and significant effect on customer experience, as reflected by a significance value of 0.228 and a t-value of −1.212. This result suggests that the service processes implemented by TIKI are not perceived as a critical factor by respondents in shaping customer experience. Yesitadewi & Widodo, (2024) also emphasize that service processes that are not clearly communicated and whose benefits are not perceived by customers tend to be viewed as neutral, thereby having no significant impact on customer experience. In the context of TIKI, this finding implies that operational processes function as a hygiene factor, meaning that while their presence does not directly enhance customer experience, their failure may lead to decreased customer satisfaction. Considering that the respondent profile is largely dominated by a productive, results-oriented demographic, TIKI's service processes must maintain efficiency; however, they cannot serve as the primary driver of customer experience without the support of other dimensions such as technology, people, and network.

4. Technology (X4)

The results indicate that the technology dimension has a positive and significant effect on customer experience, with a significance value of 0.001 and a t-value of 3.475. This suggests that well-implemented technology contributes to the enhancement of customer experience. Astrid et al., (2026) argue that digital platforms that are user-friendly, fast, and transparent can create positive customer experiences and foster customer loyalty. In the context of TIKI, the adoption of technology through the development of delivery applications, accurate package tracking systems, and the use of chatbots or other digital services has improved the convenience and efficiency of customer interactions.

5. People (X5)

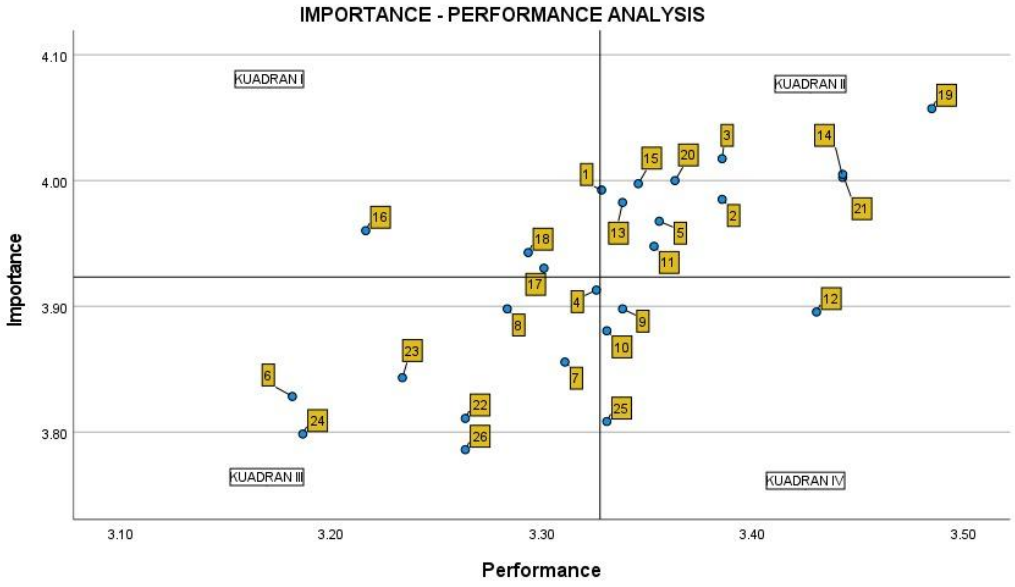
The results also indicate that the people dimension has a positive and significant effect on customer experience, with a significance value of 0.001 and a t-value of 3.290. This demonstrates that the people dimension contributes meaningfully to the enhancement of customer experience. Research by Bahadur et al., (2018) shows that employee empathy, friendliness, and interpersonal skills are strongly correlated with customers' perceptions of brand experience and brand trust, which ultimately strengthen customer loyalty. In the context

of TIKI, the professionalism and proactive attitude of employees both at service outlets, during parcel pick-up, and through digital customer service serve as the company's front line. This implies that human resource quality is not merely an internal organizational aspect, but a key driver in creating a comprehensive and memorable customer experience.

6. The Simultaneous Influence of All Independent Variables on the Dependent Variable

Based on the results of the simultaneous regression analysis, the calculated F-value is 165.565, which is substantially higher than the F-table value of 2.24. In addition, the significance value of 0.001, which is lower than $\alpha = 0.05$, confirms that the five independent variables (Customer, Network, Process, Technology, and People) collectively have a significant effect on customer experience in TIKI's express logistics services. Zolkiewski et al., (2017) emphasize the importance of integrating multiple service elements in strategically shaping customer experience. They highlight that companies must deliver experiences that are consistent, accessible, and relevant across all touchpoints, ranging from direct and digital services to delivery processes and problem resolution. In the context of TIKI, these findings confirm that the Five Pillars strategy comprising Customer, Network, Process, Technology, and People constitutes a valid framework with a proven positive impact on overall customer experience. However, the effectiveness of this strategy largely depends on the synchronization and consistency of implementation across all five elements in practice.

IPA Analysis



Source: Research data

Figure 9. IPA Analysis

Based on the results of the Importance–Performance Analysis (IPA), the majority of attributes shaping TIKI's customer experience fall within Quadrant II (Keep Up the Good Work), indicating that most services are perceived as important by customers and are performing well. Overall, the IPA results reveal that TIKI's customer experience is predominantly characterized by attributes in Quadrant II, with several critical attributes positioned in Quadrant I (Priority for Improvement) that require performance enhancement. Furthermore, based on the findings of the study and the strategic mapping using Porter's Generic Strategy framework, TIKI Indonesia can be positioned under a differentiation strategy. This is reflected in the company's focus on value creation through service quality, delivery reliability, the utilization of information technology, the strength of its distribution network, and the role of human resources in shaping customer experience.

CSI Analysis

In this study, the Customer Satisfaction Index (CSI) approach was also employed as an additional method to measure the overall level of customer satisfaction with TIKI's services.

Table 4. CSI Analysis

No.	Mean Importance Score	Mean Satisfaction Score	Weight Factor	Weight Score
1	3.33	3.99	3.85	15.36
2	3.39	3.99	3.91	15.59
3	3.39	4.02	3.91	15.72
4	3.33	3.91	3.84	15.04
5	3.36	3.97	3.88	15.39
6	3.18	3.83	3.68	14.08
7	3.31	3.86	3.83	14.76
8	3.28	3.90	3.80	14.79
9	3.34	3.90	3.86	15.04
10	3.33	3.88	3.85	14.94
11	3.35	3.95	3.88	15.30
12	3.43	3.90	3.96	15.45
13	3.34	3.98	3.86	15.37
14	3.44	4.00	3.98	15.93
15	3.35	4.00	3.87	15.46
16	3.22	3.96	3.72	14.72
17	3.30	3.93	3.82	15.00
18	3.29	3.94	3.81	15.01
19	3.49	4.06	4.03	16.34
20	3.36	4.00	3.89	15.55
21	3.44	4.00	3.98	15.94
22	3.26	3.81	3.77	14.38
23	3.23	3.84	3.74	14.37
24	3.19	3.80	3.68	13.99
25	3.33	3.81	3.85	14.66
26	3.26	3.79	3.77	14.28

Source: Research data

Overall, the CSI results provide a strategic insight that TIKI has achieved a relatively high level of customer satisfaction; however, it is still required to continuously improve service performance, particularly in aspects that directly align with customer expectations.

Interview Result

The qualitative analysis in this study is based on in-depth interviews conducted with key stakeholders and decision-makers at TIKI Indonesia, including Khalila Y. (Senior Manager Marketing Communications), Rudi Cahyadi (Marketing Communications Manager), Wahyudi (National Sales Senior Manager), Eko Pramudito (Human Capital & General Affairs Director), Indri Naim (Main Agent Director), Athira Askari (Sales Executive – Vice President), Hartono (Senior Manager Finance), Adam Ismanto (Senior Manager National & Commercial), and Okki Sendy Saputra (President Director Agent TIKI Banjarmasin). These informants were selected due to their strategic roles and direct involvement in the implementation of the Five Pillars strategy.

The findings indicate that TIKI's Five Pillars strategy—Customer, Network, Process, Technology, and People—plays a significant role in shaping customer experience through an integrated and customer-centric approach.

a) From the customer dimension, TIKI actively understands customer needs through continuous feedback, market analysis, and personalized services, supported by the SOBATIKI loyalty program and a centralized, multi-channel complaint handling system.

b) In terms of network, TIKI leverages its extensive distribution coverage through partnerships and expansion, although geographical constraints and infrastructure limitations remain key challenges.
c) The process dimension focuses on operational efficiency through SOPs, SLAs, and real-time monitoring systems. However, its role is more supportive, acting as a hygiene factor rather than a primary driver of customer experience.
d) The technology dimension reflects TIKI's digital transformation through tracking systems, mobile applications, and data analytics, which enhance transparency and efficiency, despite challenges in adoption and infrastructure.
e) From the people dimension, human resources serve as a key driver of service excellence through recruitment, training, and organizational culture, directly influencing customer experience.

Overall, the integration of these five pillars strengthens service consistency and quality, although challenges in uniform implementation remain. The findings confirm that customer experience is influenced not only by individual pillars but also by the level of integration and consistency across all elements.

CONCLUSION

This study examines the effect of the Five Pillars strategy consisting of Customer, Network, Process, Technology, and People on customer experience in the express logistics industry, with a case study of TIKI Indonesia. The findings indicate that, both partially and simultaneously, the Five Pillars framework significantly influences customer experience. Customer, Network, Technology, and People show positive and significant effects, with Network emerging as the most dominant factor. In contrast, Process does not have a significant effect, suggesting that it functions as a supporting factor rather than a primary driver of customer experience.

The Importance Performance Analysis indicates that most service attributes are performing well, although several areas still require improvement. The Customer Satisfaction Index further shows that TIKI has achieved a relatively high level of customer satisfaction. Qualitative findings confirm that the effectiveness of the Five Pillars strategy depends on the integration and consistency of its implementation. Overall, this study highlights that customer experience in the logistics industry requires a holistic and integrated strategic approach, where the success of the Five Pillars depends on strong alignment across all elements.

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