
| RESEARCH ARTICLE

Analysis of the Marketing Strategy of the New Product Innovation in the Highly Saturated Fast-Moving Consumer Good (FMCG) Market: Study Case: ABC Sweet Soy Sauce with Flavor from the Kraft Heinz Company in Indonesia)

Megawati Irawan¹ ✉ and Dina Dellyana²

¹*School of Business Administration, Institut Teknologi Bandung, Indonesia*

Corresponding Author: Megawati Irawan, **E-mail:** megawati_irawan@sbm-itb.ac.id

| ABSTRACT

The Indonesian condiment market is highly competitive, with sweet soy sauce and chili being the dominant products. ABC Brand was one of the market leaders, but in the Sweet soy sauce market in the past ten years losing its leadership as it is seen as an old brand and no longer has strong differentiation from other brands. In response, KraftHeinz introduced a new innovative product called ABC Kecap Manis+, a sweet soy sauce with unique flavors like smoked beef and seafood, making it a highly innovative product in the market. This study aims to assess the performance of ABC Kecap Manis+ in the market, identify its challenges and opportunities, and provide recommendations for improvement. This study utilizes the marketing funnel and marketing mix frameworks. The study gathered data from internal company sources and conducted surveys using ABC Kecap Manis+ with smoke beef flavor as a representative. The analysis reveals that while the product innovation has achieved above-average penetration levels, trial conversion is low, and sales fluctuate depending on promotional support. The 6Ps marketing mix analysis highlights the product has an overall satisfactory performance. It has a strong perception of usage for meat and less for other dish variants. Meanwhile, based on the initial concept, the product aims for multipurpose use not limited to beef. The researcher proposes specific measures to address these challenges, including educating consumers about the product's usage and improving communication. A robust communication campaign centered around educating consumers about product usage. By implementing these recommendations, the researcher believes that KraftHeinz can enhance the overall performance of ABC Kecap Manis+ in the market and sustain its competitive advantage in the cooking aid category.

| KEYWORDS

FMCG, Product Innovation, Saturated Market, Sweet Soy Sauce, Cooking Aids, Marketing Strategy

| ARTICLE INFORMATION

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1. Introduction

Soy sauce, also known as "Kecap" in Indonesia, is a popular condiment found throughout the country. Its origin is back to the introduction of salty soy sauce from China. The term "Kecap" is derived from the Hokiann language ring, initially referred to Chiap, Kicap, and Kitjap. Indonesian cuisine utilizes two well-known varieties: sweet soy sauce (kecap manis) and salty soy sauce (kecap asin). Despite being made from soybeans and wheat, they differ in taste and appearance.

New Nielsen data from October 2022 reveals a decline in the volume growth of sweet soy sauce, an essential cooking aid, compared to the previous years caused by factors such as inflation and mobility. Consequently, consumers are adopting a more rational approach to their shopping habits, including reducing the number of cooking aid products they purchase.

The market for sweet soy sauce in Indonesia is highly competitive, with widespread usage among households. However, there needs to be more product differentiation among brands, making it challenging for consumers to distinguish between them. The

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target market for sweet soy sauce consists primarily of female consumers aged 24 to 45 who use the sauce to enhance the taste and appearance of their cooking. Loyalty to a specific brand varies among consumers, with some being loyal and others using multiple brands. The major players in the market, such as Kecap Bango, Kecap ABC, and Kecap Sedaap, emphasize natural ingredients and quality to differentiate themselves. Brands have introduced innovations to increase competitiveness, including reduced sugar options and new flavor variations.

ABC, a former market leader in the condiment category, has experienced a decline in market share, particularly in the sweet soy sauce segment. The brand's image as a legendary heritage brand needs to be updated and relevant. It requires significant innovation, including stagnant packaging updates. To address these challenges, ABC has introduced a new product called ABC Kecap Manis+ to differentiate itself and regain market share. The target demographic for this product is mothers aged 25 to 45 who view cooking as part of their duty and seek to provide happiness and satisfaction to their families. The sweet soy sauce category needs more differentiation and innovation, with basic sweet soy sauce dominating the market. ABC aims to offer added value and unique flavors with its new product line, featuring smoked beef, seafood, and chili flavors. These flavors are chosen based on their aspirational nature, versatility, and popularity among Indonesian consumers. The objective is to enhance everyday Indonesian dishes and increase consumer basket size. The pricing of ABC Kecap Manis+ is slightly higher than regular ABC sweet soy sauce, with recommended prices of Rp 10,000 for the 135ml bottle and Rp 25,000 for the 650g pouch format.

2. Literature Review

2.1 Marketing Mix

According to Kotler and Keller (2016), the marketing mix framework, encompassing the 4Ps (Product, Proposition, Packaging, and Price), is crucial for developing effective marketing strategies. The Product element involves creating offerings that align with customer preferences. Proposition focuses on communicating the unique value and benefits of the product. Packaging is vital in attracting customers, communicating brand identity, and protecting the product. Price determines the amount customers are willing to pay and should align with perceived value. Promotion encompasses various marketing activities to raise awareness and persuade customers. Place involves selecting the appropriate distribution channels to make the product available efficiently. Direct and indirect distribution approaches, including hybrid strategies, can be employed based on specific requirements (Kotler, P., & Keller, K. L., 2016).

2.2 Marketing Funnel

According to Kotler, Keller, Brady, Goodman, and Hansen (2019), the marketing funnel, also known as the customer funnel or sales funnel, illustrates the customer journey from initial awareness to repurchase or loyalty. The funnel consists of stages such as awareness, trial, and repurchase. In the awareness stage, the goal is to generate visibility and capture the target audience's attention through marketing efforts across various channels. The trial stage involves encouraging potential customers to try the product or service for the first time, aiming to convert awareness into actual purchases. The repurchase stage focuses on building customer loyalty and encouraging repeat purchases through exceptional customer service and ongoing engagement.

Understanding and optimizing each marketing funnel stage allows marketers to guide potential customers through the journey, from awareness to trial and ultimately to repurchase or loyalty. Marketing effectiveness, brand perception, competitive landscape, pricing, promotional activities, and customer experience influence conversion rates from attention to purchase. Higher conversion rates indicate strong brand appeal and effective marketing strategies.

However, there are barriers between funnel stages that marketers need to address. Factors influencing consumer behavior and decision-making processes include information processing, perceived value, risk perception, consumer trust, and behavioral barriers. Marketers must provide sufficient information, align perceived value with consumer expectations, address risk perceptions, build consumer trust, and overcome practical or logistical obstacles to bridge the gap between awareness and trial.

Differentiation

Porter's differentiation theory, developed by Michael Porter, emphasizes creating a unique and distinct product or service to gain a competitive advantage. Evaluating the strength of differentiation involves considering factors such as special features, perceived value, the ability to command a price premium and alignment with brand positioning.

Keller and Aaker (1999) suggest assessing differentiation, saliency, and meaningfulness to measure brand power. Differentiation refers to a brand's distinctiveness compared to competitors. Saliency measures the level of awareness and prominence of a brand. Meaningfulness gauges a brand's emotional connection with its target audience.

3. Methodology

The research framework uses quantitative methods to gather information from a more significant population to determine the research questions. In this case, the performance of the ABC product, such as surveys or experiments, allows for systematic

collection and analysis of numerical data, enabling generalization and statistical inference. (Creswell, J. W., & Plano Clark, V. L, 2017).

3.1 Population and sample:

The population refers to the overall group or subject of study, while the sample is a subset of the people used for research purposes. This study's population comprises Indonesian society that uses sweet soy sauce nationally. The respondents include general consumers, current customers, and the target audience who match the specific criteria. A purposive sampling technique to select the sample provides for sweet soy sauce users who are aware of the brand and follow its information and activities. The sample demographic is female and male individuals aged 25 to 45.

The minimum sample size determines by the Slovin formula. The formula considers the population size, desired level of precision (margin of error), and confidence in estimating population parameters. Based on the actual data of 22,000 followers of kecap ABC Instagram, the sample size calculates using the Slovin formula as follows:

$$\text{Total sample} = N / (1 + N(e^2))$$

$$\text{Total sample} = 22,000 / (1 + 22,000(0.05^2))$$

$$\text{Total sample} = 22,000 / (1 + 22,000*0.0025)$$

$$\text{Total sample} = 22,000 / (1 + 55)$$

$$\text{Total sample} = 22,000 / 56$$

$$\text{Total Sample} = 392$$

Therefore, the required sample size for the study is minimum 392 respondents.

3.2 Source of Data

This study used a combination of primary and secondary data collection methods. Primary data collection involves gathering data specifically tailored to the research questions, while secondary data analysis involves utilizing existing information to support and supplement research findings. Researchers often employ both methods to obtain comprehensive insights and validate their results. Primary data collection allows for targeted and specific information gathering, while secondary data analysis utilizes existing data sources to enhance the research. (Bryman, A., & Bell, E, 2019).

In this study, the data collection process involved using a questionnaire as the chosen method to gather the required information. According to Sugiyono (2018: 219), a questionnaire is a technique that presents a series of questions or statements to respondents, who are then expected to provide their answers. Questionnaires can be closed-ended or open-ended and administered through various methods such as face-to-face interviews, postal mail, or the Internet.

The study utilized close-ended questions to gather information about the stages of the marketing funnel. The marketing funnel's calculation involves analyzing the conversion rates at each step of the customer journey. One commonly used approach is to define the funnel stages by identifying and describing the stages that align with the specific business and customer journey (Winer, R. S., & Dhar, R, 2011). This study specifically focuses on assessing the awareness of ABC Kecap Manis+ and its purchase from consumers.

According to a study by Eisenberg and others (2008), conversion rates can vary widely depending on the industry and the marketing campaign's effectiveness. Conversion rates can vary significantly depending on the specific context and industry. The recommendation is to benchmark conversion rates against industry averages and track them over time to evaluate the effectiveness of marketing strategies. This study refers to the industry benchmark of the sweet soy sauce category of new product conversion rate benchmark from the awareness stage to the purchase stage at 22%, refer to the Kantar Home Panel, 2022.

Industry Benchmark Marketing Funnel (Kraftheinz Internal Market Research, 2022)

Stages Industry Benchmark Sweet Soy Sauce Category

Rate vs. Total Population

Awareness = 45%

Purchase = 10%

Conversion rate = 22%

To measure the respondent's preferences regarding the Marketing Mix 6Ps, the Likert Scale was employed. The Likert Scale is a tool used to measure the attitudes, opinions, and perceptions of individuals or groups toward social phenomena (Sugiyono, 2018:152).

The Likert Scale in this study consists of a five-point scale, as described by Sugiyono (2018:152):

1= Strongly Disagree (STS)

2= Disagree (TS)

3= Neutral (N)

4= Agree (S)

5= Strongly Agree (SS)

The Likert scale uses measure variables that indicate the marketing funnel stages, including awareness, purchase, and repurchase. The assessment includes six marketing mix indicators - product, price, promotion, packaging, place, and proposition—the total variables and indicators in the following tables.

Interpretation of mean score Likert scale interval and criteria

0% - 19,9% = Very Bad

20% - 39,9% = Bad

40% - 59,9% = Neither Good or Bad

60% - 79,9% = Good

80% - 100% = Very Good

4. Result

The survey was conducted in June 2023 using an online platform, and 680 respondents participated, providing valuable data. The study results were analyzed using the Likert scale, which assessed the overall perception of each variable within the marketing mix, as presented in the table below.

Table IV. 1 General result survey Likert scale of ABC Kecap Manis+

Likert scale based on variable	average scale percentage	description
packaging	88,37	very good
price	85,32	very good
place	84,02	very good

promotion	82,61	very good
product	80,62	very good
proposition	84,15	very good
average	84,18	very good

The analysis revealed that consumers highly favored the overall marketing strategy. The overall score of the variable is excellent at 84,18%. Among the variables, the packaging received the highest score, indicating a favorable perception with a score of 88.37%. The price variable, deemed well-suited to the product offering, achieved a likeability score of 85.32%. Furthermore, the current product distribution demonstrated a positive perception with a score of 84.02%, indicating that consumers found it highly satisfactory. The promotion variable also scored 82.61%, signifying a favorable perception among consumers. Lastly, the product delivers its intended function effectively, garnering a likeability score of 80.62%.

Product: ABC Kecap Manis+ stands out from regular sweet soy sauce by offering an enhanced flavor profile, targeting primarily mothers and promising a premium taste experience. The product incorporates high-quality ingredients, such as premium smoke beef, premium seafood components, and ABC soybeans, to deliver a sense of premium quality. The Likert scale percentages for product-related indicators show that the smoke beef flavor achieved a likability score of 82.72%, indicating a favorable perception. Considering the smoke beef and seafood flavors, the product quality received a likability score of 82.26%, suggesting a positive perception of the overall quality. The likability score for the seafood flavor was 76.88%, slightly lower than the other flavors but still generally positive.

Price: The graphic below displays data from 332 respondents who give insight toward ABC Kecap Manis+ average price on the shelf. The scale from 1 to 5 represents the least to the most suitable according to the respondent’s perspective. 83.4% of respondents confirmed that the price suits the product. 13% of respondents thoughts it was relevant.

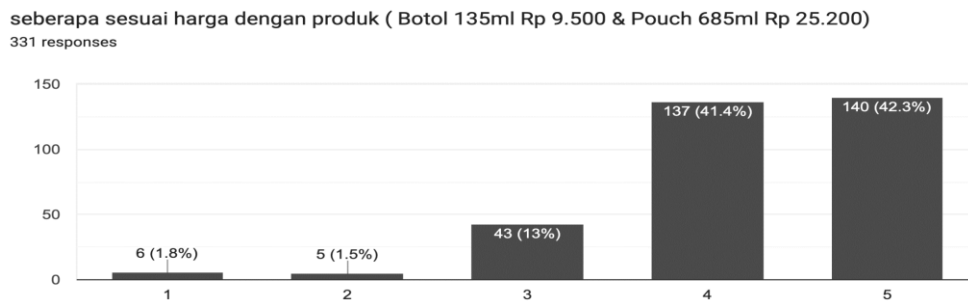


Figure IV. 1 Graphic of Likert scale on price suitability

The product price is well set and perceived as highly suitable or valued for money from the consumer’s perspective. It is also competitive in terms of its pricing index compared to the competitor’s price. The average price index is primarily compatible with or higher than the competition.

Proposition: According to the survey, the product is highly likeable, with a Likert scale rating of 83.20%. The commercial successfully attracted the audience's attention and influenced them to try and buy the product, with likability ratings ranging from 84% to 85%. The message conveyed in the commercial was considered attractive by consumers, with a likability scale of 83.10%. The overall proposition of the product, highlighting its main ingredients such as flavor, soybeans, usage, and impressive results, was well-received across various touchpoints, which appealed from the consumer's perspective and increased their intention to try and purchase the product after watching the commercial.

Promotion: According to Kotler & Keller, promotion is the activity related to the campaign activities, including digital, discount, and getting to introduce the product. Hence, according to the survey result, the promotional activity of ABC Kecap Manis+ is valued very well by the consumer, especially the discount that received an 84.65% scale, followed by the digital campaign and overall communication at 82.52% and 80.66%. The promotion of ABC Kecap Manis+ is effective as it has several touchpoints, especially the most relevant touch point for consumers. The effectiveness level based on consumer results is on an excellent scale.

Packaging: The attractiveness of the product's premium packaging was highly appreciated by consumers, with an average rating of 89.04%. Additionally, consumers deemed the product's safety essential, with a rating of 89.54%. These factors significantly influence consumers when making purchasing decisions.

Furthermore, the survey also explored consumers' understanding of the specific usage or application of the product after they had seen it. Most consumers believed the product was primarily for meat, as indicated by its name and the picture of smoked beef. For instance, one female participant, aged 30, mentioned, "Karena di kemasannya daging, most likely kanya cocok dipake tuk daging" (English translation: "Because it shows meat on the packaging, most likely it is suitable for meat only"), which suggests that there may be a perception limitation regarding the usage of the product, primarily associated with meat. Its impressive packaging distinguishes it from other products, particularly within the same category. Some consumers even highlighted the packaging as a key differentiating factor of the brand. However, there is an indication that the packaging primarily communicates the usage of the product for meat dishes rather than its versatility across various dishes.

According to the image, the product packaging delivered 4 out of 5 ideal packaging dimensions. The purpose dimension on the pack's back panel showed the dish sample for the variant and through recipe information. The perception dimension builds through the icon of reason to believe that showing the product differentiation logo and claim "premium meat from New Zealand." This help to create a premium perception of the product. The typography and brand identity also clearly appear at the center part of the front panel.



Figure IV.2 Analysis pack based on packaging 5Ps framework Wachira, P., & Elliott, R. (2017)

The purpose dimension on the pack's back panel showed the dish sample for the variant and through recipe information. However, there needs to be more clarity in one area between the purpose dimension and product identity. The dish on the top of the panel shows the smoke beef dish, misleading the purpose of specific meat and limiting its usage prescription from a consumer perspective.

Place: Based on the consumer survey, there were no issues regarding the product's availability in stores, with an overall scale rating of 84.52% and a satisfaction scale score of 83.52%. The indication that the product's distribution is already suitable for consumers. The distribution strategy employed for ABC Kecap Manis+ has proven effective, as supported by company data and on-site

observations. The product has achieved extensive market coverage by being available in various retail formats, such as minimarkets, supermarkets, hypermarkets, and e-commerce platforms. These findings demonstrate a broad market reach and improved accessibility for discerning consumers. Nonetheless, improvements in SKU assortment will be necessary to enhance product availability across all store channels.

It is crucial to consider the availability of different packaging sizes To ensure optimal consumer convenience and accessibility. For instance, introducing a smaller-sized pack, such as the 13ml variant, serves two purposes. Firstly, it offers a lower price point, making it an attractive entry point for potential consumers who wish to try the product for the first time. Secondly, this smaller-sized pack enhances product visibility on store shelves, facilitating easy consumer identification. On the other hand, the larger pouches, weighing 650g, cater to consumers with higher product usage levels and a greater sense of brand loyalty.

Table 4. 8 Product availability in the modern trade channel (source: Internal data listing product, Kraftheinz, 2023)

MT Channel	Smoke beef		seafood	
	135ml	650g	135ml	650g
Minimarket				
<i>Alfamart</i>	×	✓	×	✓
<i>Indomaret</i>	×	✓	×	✓
Supermarket	✓	✓	✓	✓
Hypermarket	✓	✓	✓	✓

Overall, the below figure shows the conclusion of the marketing mix strategy of the product that required further improvement.

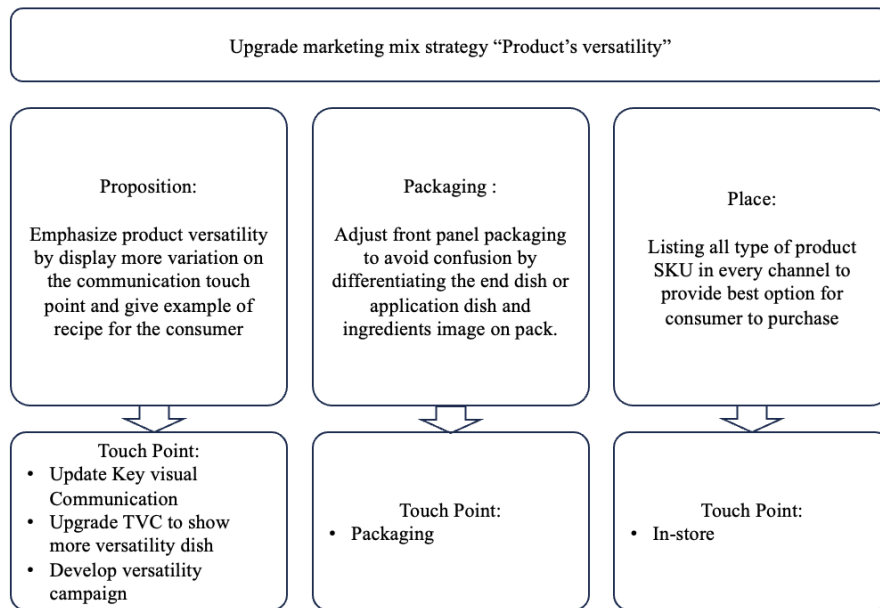


Figure IV. 1 Marketing Mix Business Solution

The predominant perception among consumers is that the product is primarily suitable for meat-based dishes. However, some recognize its potential for other dishes—several improvements to broaden the understanding and perception of the product's usage beyond just meat. One key aspect is adjusting the marketing mix to address the issue that currently restricts the product's usage potential. The product proposition should emphasize its applicability to various dishes and reinforce it through relevant touchpoints, such as television advertisements and in-store displays.

Launching an intensified marketing and branding campaign is crucial to tackling the limited knowledge and awareness of the product. This campaign should utilize various channels, including social media, television commercials, print advertisements, and in-store promotions. The primary objective should be to create widespread awareness, highlight the product's benefits, and effectively convey its unique value proposition. In addition, the packaging should feature a clear image that reinforces the perception of versatility among consumers. Moreover, the brand should ensure the product is readily available in various retail locations to enhance its accessibility.

4.1 Brand Funnel

Based on the survey findings, out of 632 respondents, 74% or 469 individuals demonstrated awareness of the product. Furthermore, the conversion rate, measured by the confirmation of purchase from the respondents, stood at 41%, equivalent to 191 respondents. Compared to the industry benchmark, the funnel has outperformed the norms by having awareness >45%, purchase >10%, and conversion rate above 22%. Meanwhile, versus the first semester of the product launch, as shown in the above figure, the awareness level also increased to 74% from 70%, and the significant purchase rate from only 3% to 41%.

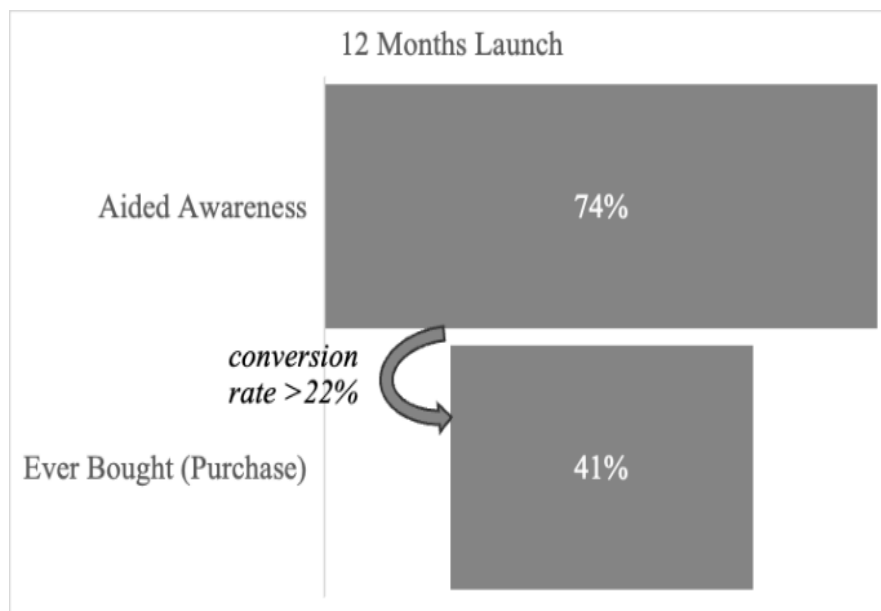


Figure IV. 3 ABC Kecap Manis+ funnel based on a survey

According to Kotler (2016), the awareness stage represents the initial phase of the marketing funnel, where potential customers introduce to a brand, product, or service. During this stage, the primary objective is to generate visibility and capture the target audience's attention. The analysis findings indicate that since the product's initial launch in the market, it has established awareness and garnered the attention of the intended consumers. However, there is still room for improvement to reach an optimum awareness level of 100%.

The focus is on the awareness stages, and the primary strategy is expanding communication. There are many types of communication touch points that the brand can utilize, and using existing channel communication, as mentioned in the marketing mix also feasible. Furthermore, to convert the leads from consideration, the product must become available, accessible, and visible to the consumer. Improvement in the place availability will support this part of the funnel.

Consumers who are aware of the product exhibit an intention to purchase and recommend it to others. Specifically for a new product like ABC Kecap Manis+, it is essential to bring massive leads for the product as it will also increase the lower funnel. Below is the business solution the product should establish to strengthen the healthier funnel.

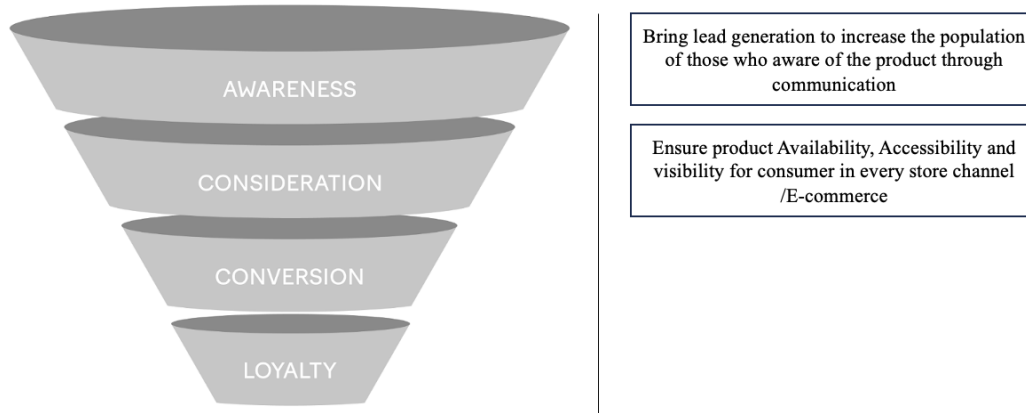


Figure V.2 Marketing Funnel Business Solution

4.2 Product Differentiation

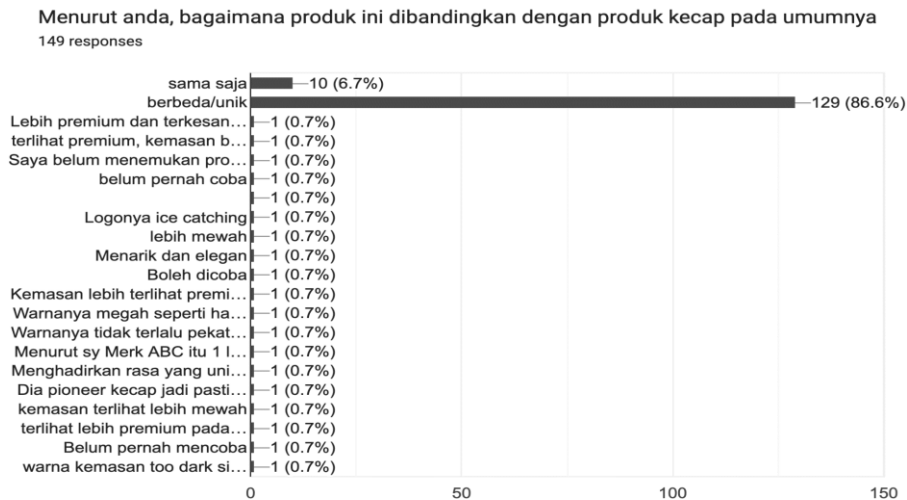


Figure IV. 4 Graphic differentiation based on a consumer survey.

There are four key factors involved in analyzing product differentiation:

a. Unique features:

The evaluation aims to determine whether the newly introduced product possesses distinct characteristics or qualities that differentiate it from existing offerings in the market. Notably, the product stands out due to its premium packaging, which perceives as superior compared to competitors. The product's unique taste also distinguishes it from conventional options. By emphasizing these distinctive features, the product aims to differentiate itself and capture consumers' attention-seeking novel and differentiated experiences. The survey highlighted outstanding features such as premium packaging, exclusive color, and an eye-catching logo.

b. Perceived value & Price Premium:

The evaluation assesses whether the new product offers a superior value proposition to existing alternatives. It is essential to note that consumers perceive functionality differently and strongly prefer meat-based applications. The product has the potential to excel and specialize in meat-based sweet soy sauces. The product is considered more premium than regular sweet soy sauce

offerings in terms of convenience and cost-effectiveness. This perception is primarily attributed to the product's packaging, which conveys a sense of elevated value and distinguishes it from other brands.

c. Brand positioning:

A careful analysis of Heinz ABC Company's product portfolio reveals that their sweet soy sauce category predominantly targets the middle economic segment. The introduction of ABC Kecap Manis+, with its smoked beef and seafood variants, represents an innovative offering that enhances the brand's relevance in the contemporary market landscape. Internal market research data from Kantar Brand Power ABC 2021 – 2022 indicates that brand differentiation peaked in 2022, increasing by 4%, primarily due to the launch of ABC Kecap Manis+ and its innovative characteristics.

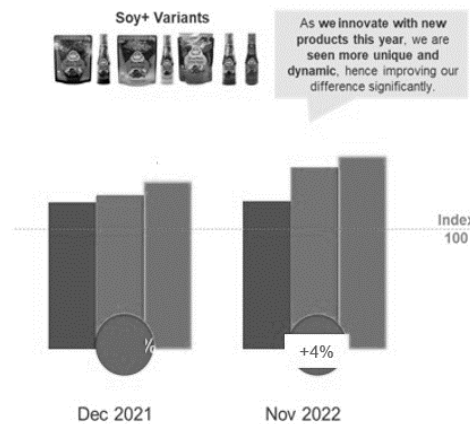


Figure IV. 4 Brand Power ABC (Source: Internal Market Research)

5. Conclusion

This study aims to understand the new product innovation launched in the highly saturated market. In this case, ABC Kecap manis+ is an irregular sweet soy sauce with flavors such as smoke beef and seafood innovated by the KraftHeinz company in Indonesia's sweet soy sauce market category. The sweet soy sauce market is a low-involvement category, even though it is irreplaceable, but products tend to be regular. Hence switching among brands is high. Products had minimum differentiation and stagnant innovation among brands.

The comprehensive assessment of this study toward the marketing mix for ABC Kecap Manis+ yielded highly positive results, as indicated by the Likert scale score of 84.18%. Consumers perceived the marketing strategy favorably, with the packaging receiving the highest score of 88.37%, suggesting a significantly positive impression, particularly regarding its premium packaging. The product's association with meat-based usage was evident, exemplified by the presence of smoked beef imagery on the front packaging, which may have needed some clarification regarding its intended purpose or ingredient dimension. The price variable was well-received, attaining a likability score of 85.32%, indicating an exciting match with the product offering. Similarly, the product's distribution garnered a positive perception, scoring 84.02% in satisfaction. Additionally, the promotional efforts received favorable feedback, scoring 82.61%. Finally, the product achieved its intended purpose successfully, attaining a likability score of 89.62%.

ABC Kecap Manis+ demonstrated strong acceptance among consumers, as evidenced by higher-than-norm awareness levels. The survey revealed an awareness rate of 74%, surpassing the industry benchmark of 45% for new product launches. The trial rate of the product stood at 41%, significantly exceeding the benchmark norm of 10%. Although the conversion rate from awareness to trial, according to the benchmark, was 22%, ABC Kecap Manis+ achieved a conversion rate exceeding the norm. The product's awareness is successfully established, but sales remain variable, indicating room for improvement in the conversion rate.

The innovation behind ABC Kecap Manis+ allows it to establish a distinct presence in the competitive market. The survey results further confirmed that 86.6% of respondents perceived the product as "unique." The four differentiation factors, including unique features, highlighted aspects that garnered significant attention from respondents, such as premium packaging, exclusive color, and an eye-catching logo. Moreover, internal market research revealed a +4% increase in brand power, primarily driven by the innovation brought about by ABC Kecap Manis+.

Furthermore, this study helps the brands to understand the effectiveness of existing strategies and potential improvements. The study supports the company in directing the new product innovation toward the most relevant communication touch point for consumers. The product is gaining popularity for meat purposes. Hence directing the development toward a specialty in meat dishes is feasible. Another route is if the company sticks to the existing multipurpose proposition, potential improvement is recommended on the packaging strategy and a stronger recommendation to highlight multipurposeness.

Understand that the study has limitations on the product sales impact in value and volume toward total company revenue. Hence, the recommendation is to combine consumer and internal company revenue data with setting product direction for further stronger differentiation within the sweet soy sauce category and further research on the brand health tracker and consumer usage behavior.

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