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UNDERSTANDING INDUSTRY ARCHETYPE TO DEVELOP INITIATIVES USING MARKETING 4.0 APPROACH: A CASE STUDY FORBEE HONEY

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Abstract

This final project combines the primary data (interviews and questionnaires) and secondary data to develop the ForBee Honey marketing strategy. Qualitative and quantitative approaches are being used to obtain the precise analysis and explanation to analyze the data. The sample used in this study was 265 respondents spread across several cities in Indonesia. The results showed that ForBee Honey has a goldfish pattern in the industry archetype from marketing 4.0, in which ForBee Honey has an overly high score on curiosity (125%) and a high score on attraction (92%). However, ForBee Honey still needs to improve its low commitment and affinity level. ForBee Honey must develop the right marketing strategy to optimize Five A's customer path's potential path to ensure the smooth movement of the customer journey from awareness to advocacy. ForBee Honey to create marketing initiatives using the marketing 4.0 approach to achieve the ideal marketing performance by creating attraction, optimizing curiosity, increasing commitment and affinity.

Keywords: Indonesia's Honey Market, Customer Journey, Five A's Framework
Marketing 4,0

1. Introduction and Purpose

There has been an increasing trend import of honey to Indonesia in the five recent years. The value of import for natural honey reached more than USD 12.5 million in 2019 (Indonesia's National Bureau of Statistics), while the value for export only reached USD 1,063.817 ((Indonesia's National Bureau of Statistics). The gap between the value of import and export indicates that the national honey product cannot fulfill the domestic demand for natural honey. The pandemic of COVID-19 that entered Indonesia in March 2020 had significant role in changing the consumer behavior towards health and hygiene focused lifestyle. The supplement consumption increased 46% (Mobile Marketing Association). The increasing consumption also recorded in other countries, such as Poland, the consumers bought more supplement to boost immunity and to protect against the virus is increasing in Poland (Jadwiga Hamulka et al., 2020). Therefore, the increasing honey consumption during the pandemic indicates an increase of domestic demand for natural honey, which possibly attracts new players within Indonesia's honey market.

ForBee Honey is relatively new brand in Indonesia's honey market. As the new players, ForBee Honey identified within the growth stage that is marked by the climb in sales (Kotler and Keller, 2013). The company wants to gain the momentum to capture the market potentials. To do that respectively, ForBee Honey needs to reformulate its marketing strategy to create marketing initiation that can possibly increase its marketing performance. Thus, it is critical to identify the industry archetype to develop better marketing strategy by developing marketing initiatives that

can increase brand penetration in the market, which subsequently elevate the sales growth and consumers' brand awareness.

2. Literature Review

Marketing 4.0 is the new framework that accommodates and integrates offline and online interaction between the companies and the customers (Kotler et al., 2017, p. 46). In this connected environment, the customer path has shifted from 4 A's (aware, appeal, ask, act and act again) to 5 A's (aware, appeal, ask, act, and advocate). Marketing 4.0 is derived from the dynamic changes in the market. The customers and rapid growth of technological innovations in marketing (Swieczak, 2017). Showcasing 4.0 recognizes the condition where clients have unimaginable power in associating with brands through online channels without altogether surrendering disconnected ways (Wereda and Wozniak, 2019). To win the turbulence market, Kotler, Kartajaya, and Setiawan (2017) suggest the brand to be bold in terms authenticity where the non paradox and anti-mainstream brand play significant role as the differentiator. As the technological involvement is getting deeper within the customer shopping experience, the brand has to uphold the human-centric branding, which the brand acts as a human.

In this digital era, the customers are channel-agnostic where the customer does not have the specific channel to be used. Instead, the customers demand the immediate response, wherever and whenever they need the information. Promoting likewise gets one of the critical drivers for all business with regards to The Industrial and Marketing 4.0 because of the headway and wide use of innovation, which increment productivity for virtually all items and give clients more rundown of alternatives (Yeo, N.C.Y. Pepin, H. & Yang, S.S., 2017 and Jara, 2012). Above all, it is true that word of mouth or user-generated content has more power to convince the customer than the paid advertisement (Verma, 2020). This increasing trend of word of mouth or user-generated content among the customer in the digital era, the brand has to move the path from the deal closing or customer's purchase into post-sales service satisfaction. One factor that can influence the customer satisfaction is the brand identity (Hearne, M., Bhattacharya, C. B., & Gruen, T, 2005; Carrol & Ahuvia, 2006; Berger & Heath, 2007; Ruvio, 2008).

Five A's Framework was introduced by Kotler, Kartajaya H, and Setiawan I. (2017) in Marketing 4.0 to define and evaluate customer journey. The better understanding of the new customer path will enable the company to drive marketing productivity by identifying the touch points and channels across the customer path to implement the right tactics and strategies that can push the customer movement from awareness to advocacy. In conclusion, the new customer path maps the consumer behavior in both online and offline shopping experiences. The Attraction stage is where the customers are aware of the brand among the other brand available, this the first stage that is important to lead the next stage. The Appeal stage is where the customers find the that brand is appealing that triggers the customer to search more information about the brand. The Ask stage is where the customers compare and ask the surrounding about the brand, or even come over the store to check the product directly. The Act stage is where the customer who were talking about the brand commit to purchase the product. And the last stage is Advocate where the customers recommend the brand to other, it happens only when the product is delighted enough or have good performance that satisfies the customers' wants and needs. To measure the marketing productivity and the bottle neck, Kotler, Kartajaya, and Setiawan (2017) introduce Purchase Action Ratio (PAR) and Brand Advocacy Ratio (BAR). The formulas for PAR and BAR are as follow:

- PAR = Purchase Action / Spontaneous Awareness
- BAR = Spontaneous Advocacy / Spontaneous Awareness (Kotler et al., 2017).

3. Research Methodology

Mixed method research approach is being used in this study to better define research problems. Mixed method is able to define or address the research question that cannot be addressed by a single method (Uma Sekaran and Roger Bougie, 2016). By using this research method, the research will be able to gain both deductive and inductive logic and obtain a more holistic perspectives of the phenomenon that can result in trustworthy and rigorous research outcomes (Robert L. Harrison & Timothy M. Reilly, 2011). The primary data is obtained through a questionnaire that was distributed online (email and social media) from 18 March to 11 April 2021. The questionnaire was developed in five parts: demography, factors that influence purchase decision, customer behavior, customer journey Five A's, and customer perception on customer journey improvement. The types of question's answer used Likert scale, Guttman, multiple choices, and multiple answers. To obtain the sample, the researcher used the non-probability sampling methods where the judgmental of the researcher was being used to determine the population. The sample size is calculated using Slovin formula $n = N/(1+Ne^2)$ with confidence of 90% or an error of 5%. The calculation constitutes that this study's sample size is 265 samples.

4. Result

Table 1: Demographic Survey Result

| Demographic | Variables | Percentage |
|------------------|------------------|------------|
| Gender | Male | 23.3% |
| | Female | 77.7% |
| Marital Status | Married | 69.7% |
| | Unmarried | 31.3% |
| Family Status | With Kids | 37.7% |
| | Without Kids | 62.3% |
| Age | < 20 | 7.5% |
| | 21 – 26 | 24.2% |
| | 27 – 32 | 33.6% |
| | 33 – 38 | 15.8% |
| | 39 – 44 | 10.6% |
| | 45 – 50 | 6.0% |
| Education | >50 | 2.3% |
| | High school | 26.4% |
| | Diploma | 3.4% |
| | DiplomaII | 0.8% |
| | DiplomaIII | 7.9% |
| | Bachelor | 44.5% |
| | Master | 16.2% |
| Doctorate | 0.8% | |
| Occupation | Lecture | .6% |
| | BUMNemployee | 2.3% |
| | PNS/TNI/POLRI | 5.7% |
| | House wife | 24.9% |
| | Entrepreneur | 23.4% |
| | Freelancer | 5.3% |
| | Private employee | 24.9% |
| | Student | 10.2% |
| Monthly Spending | < 2.2 mio | 23.8% |
| | 2.2 – 4.2 mio | 32.1% |
| | 4.2 – 6.2 mio | 19.2% |
| | 6.2 – 8.2 mio | 9.1% |
| | 8.2 – 10.2 mio | 7.2% |
| | >10.2 mio | 8.7% |

Table 1 revealed that the majority of respondents are Female with 77.7% out of the total respondents. The survey also revealed that 69.7% of the respondent are married and it also reported that 62.3% of the respondent who are married having children. The majority of the respondents are millennial and generation x (27 – 38) and followed by the generation z. In terms of educational background, majority of the respondents are well-educated, 44.5% hold bachelor degree, 16.2% hold master degree and the rest are ranging from high school to

doctorate. The occupation of respondents is dominated by three occupations which are house wife (24.9%), entrepreneur (23.4%), and private company's employee (24.9%) and the rest of respondent's occupation varies from lecture, PNS/TNI/POLRI, state owned enterprise employee, freelancer, and student. 23.8% of the respondents who are working spend IDR 2.2 million for their monthly consumption, 32.1% of the respondents spend IDR 2.2 – 4.2 million, 19.2% of the respondents spend IDR 4.2 – 6.2 million, 9.1% of the respondents spend IDR 6.2 – 8.2 million, 7.2% of the respondents spend IDR 8.2 – 10.2 million and 8.7% of the respondents spend above IDR 10.2 million per month for monthly consumption.

5. 1 Marketing Performance Evaluation Five A's

Aware

As reported in Figure 1, the questionnaire result revealed that 195 out 265 respondents have been aware of ForBee Honey brand. It indicates that 73.6% of the respondents have ever known/seen/read ForBee Honey brand through various marketing channels. While there is only 26.4% of the respondents who have never aware of ForBee Honey brand. Although, the awareness of ForBee Honey is considered high, as the new players, ForBee Honey's awareness is considered low due to its market reach that is still limited. That is why the company needs to boost the brand awareness to reach out greater target market consumers.

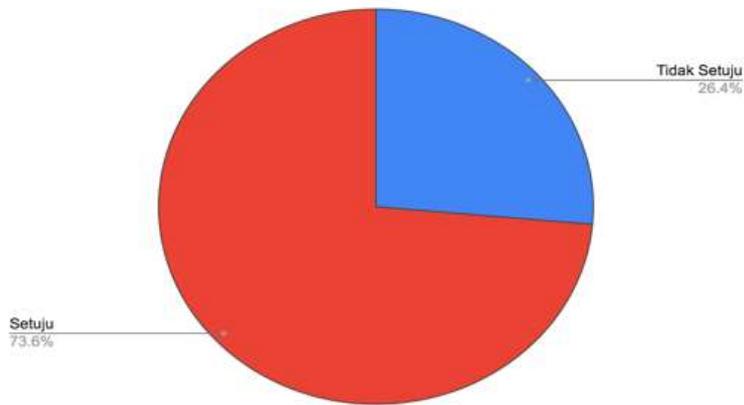


Figure 1: Aware Stage

Appeal

In the appeal stage, the respondents were asked about what is the first brand that comes first in the respondents' mind. The survey shows that 67.7% of the respondents agree that ForBee Honey is the first brand when they are asked about honey. While 32.3% of the respondents perceived that ForBee Honey is not the first brand in their mind.

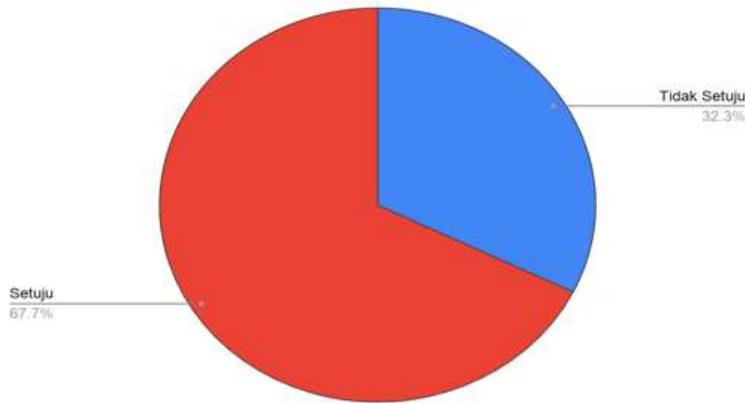


Figure 2: Appeal Stage

Ask

In the Ask stage, the respondents were asked about the experience of searching and comparing ForBee Honey with other honey brands available in the market. The survey shows that 85.6% of the respondents have searched and compared the price of ForBee Honey with other honey brands within online and offline channels. While 14.4% of the respondents disagree that they neither searched nor compare the ForBee Honey.

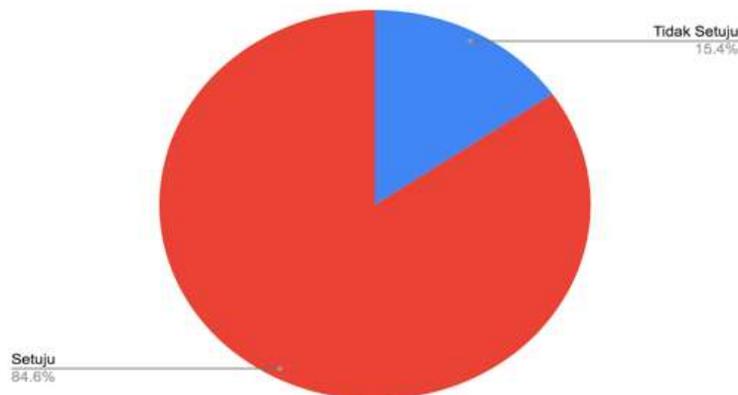


Figure 3: Ask Stage

Act

In the act stage, the respondents were asked to purchase and consume one of the variants of ForBee Honey. The survey shows that 85.5% of the respondents have purchased the products and consumed ForBee Honey. While the remaining 14.4% of the respondents have neither purchased nor consumed ForBee Honey.

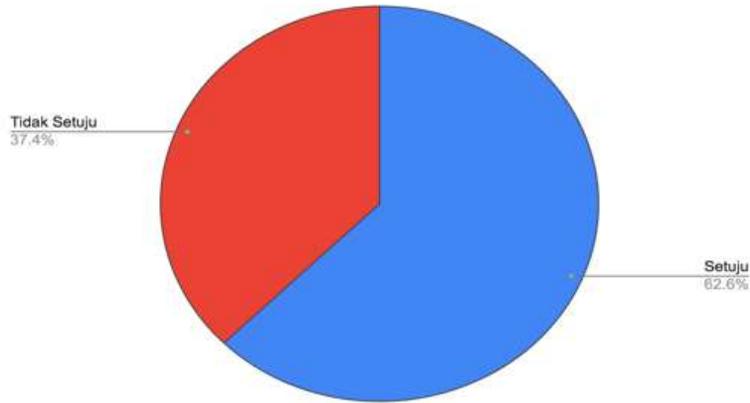


Figure 4: Act Stage

Advocate

In the advocate stage, the respondents were asked about their willingness to recommend ForBee Honey after the purchase. The survey shows that 31% of the respondents strongly agree, and 18% agree to recommend the products. At the same time, 14% of the respondent states neutral. On the other hand, only 6% of the respondents disagree, and 5% strongly disagree with recommending the products after purchase.

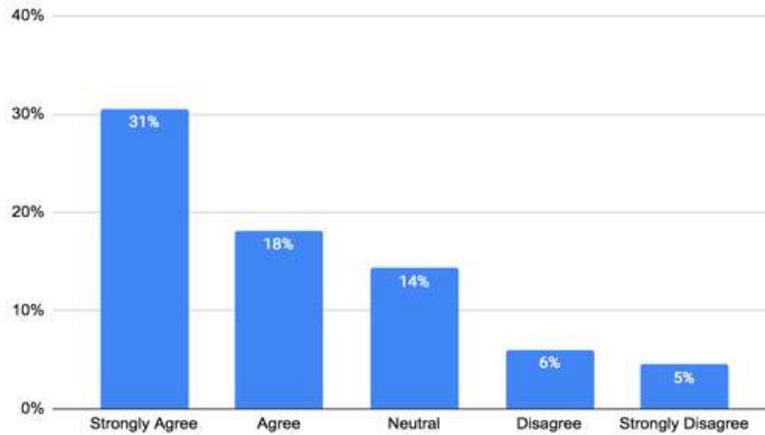


Figure 5: Advocate Stage

6. The Marketing Bottle Neck

Table 2: The Marketing Bottle Neck

| Conversion | Level (%) |
|------------|-----------|
| Attraction | 92% |
| Curiosity | 125% |
| Commitment | 74% |
| Affinity | 78% |

Attraction

As reported in Table 2, the result revealed that ForBee Honey has high Attraction rate (92%) which is closer to 1. This means that the customers who are made aware of ForBee Honey found that the brand is appealing enough to them, to the extent that the consumers can recall the brand. Stemming from the right positioning strategy and good marketing communication and marketing execution.

Curiosity

As reported in Table 2, the result revealed that ForBee Honey has high Curiosity level (125%) which is above 1. The overly high score of Curiosity that exceeds 1 indicates that ForBee Honey cannot deliver a clear message about its brand that triggers too many questions about the brand. This too high score of Curiosity also reflects the insufficient capacity of ForBee Honey to answer the inquiries from the customer directly through its communication channels and indirectly through loyal advocates. When the company allows loyal advocates to create the conversation about the brand, the conversation's outcome can never be controlled by the company, which sometimes can lead to misleading information. That is the reason why curiosity level is the only conversion rate that the score should not be closer to 1.

Commitment

As reported in Table 2, the conversion rate from Ask to Act is 74%, which is closer to 1. ForBee Honey has quite a high score in commitment, but as the new brand which has still low market share and customer base, the number is not enough to represent the real commitment of the customers. With this score, it indicates that the customers who are talking about the brand may commit to buy the products but needs to be pushed by several marketing action within several touch points in the customer path. This is the trade-off from the overly high curiosity level of the brand which represent low commitment to make a purchase.

Affinity

As reported in Table 2, the conversion rate from Act to Advocate is 57% or 0.57, slightly closer to 1. This moderate score on Affinity indicates that ForBee Honey is not delighted enough to recommend, the consumers are less likely not willing to recommend the brand to the others that may be caused by the poor post-service quality and poor product performance. Customers who are attracted to buy the product found it disappointing with their purchase. Improving the usage and customer experience will help to increase the affinity level.

7. The Industry Archetype Analysis

Table 3: The Industry Archetype Analysis

| Five A's | Score |
|----------|--------|
| Aware | 73.60% |
| Appeal | 67.70% |
| Ask | 84.60% |
| Act | 62.50% |
| Advocate | 49.00% |

The score in Table 3 above is drawn into the industry archetype pattern. After generating the calculated score across the stage of Five A's, with the score for Aware stage is 73.6%, Appeal stage is 67.7%, Ask stage is 84.6%, Act stage is 62.5% and Advocate stage is 49%. It can be concluded that ForBee Honey takes goldfish pattern in the mapping of industry archetypes. This pattern indicates overly high curiosity level but low in commitment and affinity. Thus, ForBee

Honey will need to develop initiatives by optimizing curiosity and increasing commitment and affinity level. The most distinctive characteristic of the pattern is a high curiosity level (Ask to Appeal). The goldfish pattern is usually found in the B2B context. In this pattern, the consumers typically have a lengthy buying process, involving many stakeholders or third parties to ask or interact with the competing brands to obtain the best deal possible. As ForBee Honey target market is mother with children, it can be concluded that the target market consumers tend the product deeply to get the best offering of benefit. The visualization of the goldfish pattern as follows:

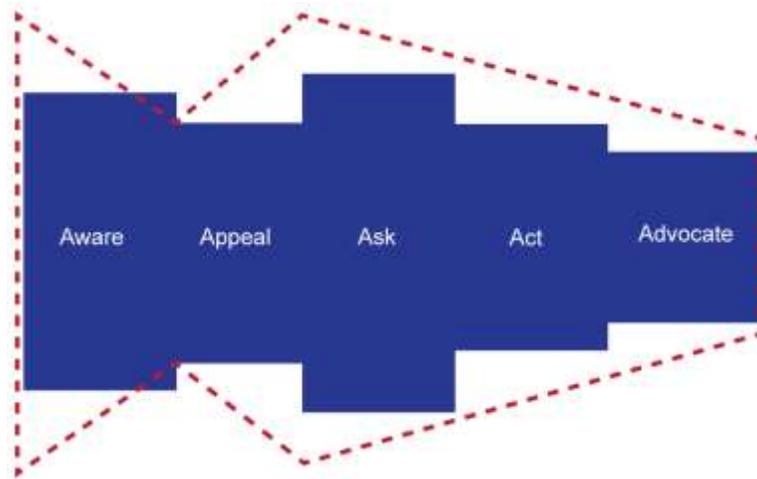


Figure 6: Goldfish Industry Pattern

7.1 Developing Initiative Using Marketing 4.0

According to the industry archetype best practice, ForBee Honey needs to optimize curiosity, increase commitment and affinity. The following is the marketing initiatives to solve the problems:

Optimize Curiosity

To address the challenges, ForBee Honey needs to prioritize the brand-related goals to optimize its curiosity by re-creating content marketing to deliver the right message about the brand and increasing the capacity to answer the inquiries directly through the communication channels and indirectly through loyal advocates. The proposed initiatives to optimize curiosity are (1) customer target profiling which can help the company to guide the content marketing deliverance (2) content marketing planning which can help the company to map what are the content to be delivered (3) digital media planning which can help to company to use the right platforms to deliver the message (4) parameter of achievement which can help the company to evaluate the marketing initiatives.

Increase Commitment

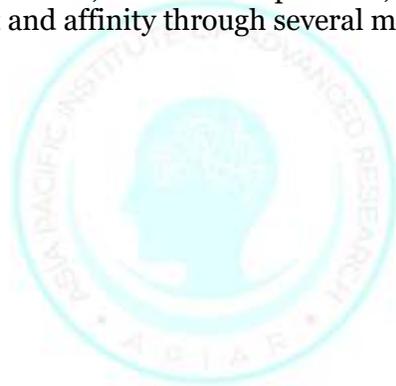
To increase the commitment, ForBee Honey needs to create seamless of experience of both online and offline channels. This can be achieved by developing the omni-channel marketing strategy that integrates offline and online channels. The customer path mapping also will help the company to identify what is the touch point to be added along the customer path to push the consumer to make a purchase.

Increase Affinity

According to Kotler, Kertajaya, and Setiawan, in the digital era, the customers are channel-agnostic where the customers do not incline into one specific channel (2017). To increase affinity, ForBee Honey needs to provide the social customer service where the company can serve the customer in multiple channels. Aside from that, the gamification by creating loyalty program for the customer will trigger more purchase and more loyal customers.

Conclusion

The study reveals that ForBee Honey as a brand takes the Goldfish pattern of industry archetype. According to the marketing bottle neck, ForBee Honey has overly high curiosity level which indicates the insufficient capability of the brand to answer the inquiries from the customers through their own channel or the loyal advocates. Moreover, it also indicates the unclear messages of the brand, which creates conversation among the customers but more likely into bad conversation as the conversation created by the customers can never be controlled. However, other evaluation results report that ForBee Honey has low commitment level which indicates that the customers were talking about the brand but did not make the purchase due several reasons such as the availability of the products. Aside from that the company also has low affinity level which indicates that the customers who purchased the product found that the product is not delighted enough to be recommended. It can be caused by the poor performance of product or post-sales service. Thus, to solve the problem, ForBee Honey needs to optimize curiosity, increase commitment and affinity through several marketing initiatives.



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