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Marketing Agility Model for Traditional Medicine Manufacturing in Industry 4.0

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Abstract:

Marketing Agility Model is a good model to transform herbal medicine and herbal companies in Indonesia into winners in the industrial revolution 4.0 era. The purpose of this research is to analyze the influence of leadership factors, team factors, employee factors, organizational factors, and execution challenges on Marketing 4.0 and Marketing Agility as well as the marketing mix 4.0 model for herbal medicine and herbal companies in Indonesia. The novelty of this research produces a marketing mix model that is right on target through business scenarios and marketing agility in the traditional herbal medicine industry. The marketing agility model in companies involves four factors: leadership, teamwork, organization, and human or individual resources. The influence of the four factors on the marketing agility model needs to be analyzed to determine the positive effect that might be given. This research methodology implies a mixed method with approaches from SEM (Structural Equation modeling), FGD (Forum Group Discussion), and SSM (Soft System Management). The results of this study in SEM describe the positive effects resulting from six variables such as marketing 4.0, leadership, employees, teamwork, execution challenges, and marketing agility. FGD and SSM are used in this research to show advantages and benefits from marketing agility's model implications in the pharmacy world of traditional medicine manufacturing in industry 4.0.

Keywords: marketing 4.0, marketing agility, traditional medicine industry.

工业4.0中传统医药制造的营销敏捷模型

摘要:

营销敏捷模式是将印尼草药和草药公司转变为工业革命4.0时代赢家的良好模式。本研究的目的是分析印度尼西亚草药和草药公司的领导因素、团队因素、员工因素、组织因素和执行挑战对营销4.0和营销敏捷性以

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及营销组合4.0模型的影响。这项研究的新颖之处在于，通过传统草药行业的业务场景和营销敏捷性，产生了一种符合目标的营销组合模型。公司的营销敏捷模型涉及四个因素：领导力、团队合作、组织以及人力或个人资源。需要分析这四个因素对营销敏捷模型的影响，以确定可能产生的积极效果。该研究方法意味着采用扫描电镜（结构方程建模）、烟气脱硫（论坛小组讨论）和SSM（软系统管理）方法的混合方法。扫描电镜的这项研究结果描述了营销4.0、领导力、员工、团队合作、执行挑战和营销敏捷性等六个变量所产生的积极影响。本研究中使用烟气脱硫和SSM来展示营销敏捷性模型在工业4.0传统药品制造制药领域的优势和益处。

关键词：营销4.0，营销敏捷，传统医药行业。

1. Introduction

1.1. Background of the Problem

The success of the traditional medicine industry in marketing has many obstacles faced by the national herbal medicine industry. The following obstacles are faced: limited raw materials; production technology still manual; not having marketing access; less attractive product packaging; complicated regulations. The Food and Drug Supervisory Agency (BPOM) has reportedly withdrawn 54 brands of traditional medicine from circulation, consisting of strong medicine, rheumatic pain, gout and body slimming (Muhtadi et al., 2008; Najafabadi et al., 2017; Prabawani, 2017).

Marketing 4.0 is a system of approaches, methods and marketing practice tools (Kulkarni, 2019). In practice, this system encourages a renewed humanitarian orientation in the digital era, combining interactions between online and offline systems, and integrating style and substance (Homburg et al., 2020) identified Marketing Agility as a key dimension of marketing excellence and conceptualized it as a strategic means for companies to carry out growth activities by the marketing organization and its members through simplification of structures and processes, rapid decision making, and learning to adapt to the market marketing agility in companies involves 4 factors including leadership, team, organization, and human/individual resources (Kalaignanam et al., 2021).

This research is limited to the concepts of Marketing Model 4.0 and Marketing Agility, while this research considers companies operating in the traditional medicine industry throughout Indonesia. This research aims to produce a new and targeted marketing mix model through business scenarios and marketing agility in developing marketing management science, especially in the herbal medicine and traditional herbal medicine industries, through a soft system modeling framework process.

1.2. Research Purposes

The main research purposes include the analysis of the influence of leadership factors, team factors, employee factors, organizational factors, execution challenges on Marketing 4.0 and Marketing Agility; the analysis of the marketing mix 4.0 model for herbal medicine and herbal companies in Indonesia.

2. Literature Review

2.1. Research Framework

2.1.1. Influence of Leadership on Marketing 4.0

Agile leaders are able to adapt quickly to changes in their environment. Bach and Sulíková (2021) lead in the context of Industry 4.0, coinciding with mission-type tactics. According to Wulandari et al. (2022), digital leadership style is often applied by a leader. The important role of leaders is driving transformation and driving change in Industry 4.0 (Li et al., 2017). Digital leadership is a combination of a transformational leadership style and the use of digital technology (Waal et al., 2016). Digital leadership influences innovation (Walter et al., 2021).

H1: Leadership has a positive influence on marketing 4.0.

2.1.2. Employee Influence on Marketing 4.0

Employee Agility takes advantage of these changes to achieve maximum benefits (Afandi et al., 2022). Human resources need to transform, especially in industry 4.0, qualification challenges, employee requirements and entrepreneurship where people have a variety of skills to fulfill core competencies in industry 4.0 (Firmansyah et al., 2022; Tuegeh et al., 2021).

H2: Human resources have a positive effect on marketing 4.0.

2.1.3. Organizational Influence on Marketing 4.0

The ability to master the adoption of social media technology innovation supports organizational agility through digital marketing strategies (Kosasi et al., 2018). Technology is transforming marketing organizations and reshaping the market space; however, companies must realize that technology ownership alone will not be enough to ensure a sustainable market leadership position (Vassileva, 2017).

H3: Organizations have a positive influence on Marketing 4.0.

2.1.4. Influence of Teams on Marketing 4.0

An agile team is a team where every member is expected to be able to do something self-organized when doing what is their responsibility (Ekadjaja & Siswanto, 2021). Team composition and diversity (Lynch & West, 2017) are not only limited to effective

communication tools for socializing but also provide an integrated solution for marketers and consumers (Kumar & Saroj, 2022).

H4: Teams have a positive influence on marketing 4.0.

2.1.5. Execution Challenges to Marketing 4.0

To improve marketing performance, especially in marketing agility, courage is needed in executing challenges (Abdullah et al., 2021), development of effective simulations to monitor, test, and plan product improvements based on consumer and market demand (Kaur et al., 2022).

H5: Execution challenges have a positive effect on marketing 4.0.

2.1.6. Leadership toward Marketing Agility

Leadership has taken on a very important meaning (Zubaidah & Putra, 2022). A supervisor, manager and the team they lead have at least one thing in common, namely the responsibility to get things done with the group they lead. The role of the CMO (Chief Marketing Officer) is often ambiguous in organizations (Tuuli et al., 2018).

H6: Leadership has a positive effect on marketing agility.

2.1.7. Organizations against Marketing Agility

Organizations have a vital role in implementing marketing strategies. To implement this strategy, internal organizational considerations are needed (Pranatasari, 2021). The study by Wicaksana and Isfania (2022) can be used as a reference for companies to create organizations in line with marketing strategies. Core organizational units are responsible for different aspects of the product (Mankins & Garton, 2017). Marketing agility facilitates learning and identifies organizational culture (Mankins & Garton, 2017).

H7: Organization has a positive effect on marketing agility.

2.1.8. Employees against Marketing Agility

Human resource development supports the performance of apparatus in the marketing environment (Solong & Muliadi, 2020). Higher awareness is associated with lower adaptability (Oswald et al., 2018).

H8: Employees have a positive effect on marketing agility.

2.1.9. Team against Marketing Agility

Identifying the application of Industry 4.0 supporting technology for market strategies is based on consumer and market demand (Sukardi et al., 2021). A team is a special form of work group that is different from other forms of work group by its composition and diversity. Cross-functional teams are a mainstay in marketing, sales and advertising (Kalaignanam et al., 2021).

H9: Team has a positive effect on marketing agility.

2.1.10. Execution Challenge to Marketing Agility

Companies need to face several challenges with marketing strategies to adapt to digital marketing and market conditions (Novkov, 2021). Organizations rely on the use of customer data to make decisions (Kane et al., 2022). Marketing Agility is quickly becoming corporate jargon (Kalaignanam et al., 2021). Marketing and advertising agencies are increasingly frustrated with the difficulty of finding the right talent (Kalaignanam et al., 2021).

H10: Execution challenges have a positive effect on marketing agility.

2.1.11. Marketing 4.0 toward Marketing Agility

These changes are driven by individual customer needs, developments in digital technology, data integration, and general access to the Internet (Saucedo-Martínez et al., 2018).

H11: Marketing 4.0 has a positive effect on marketing agility.

3. Research Methodology

This research uses a marketing agility model design that is tailored to the needs of the herbal medicine and traditional medicine industry in Indonesia. Research targets use information sources that have expertise and knowledge in the same field. The population is the herbal medicine industry which has the type of Traditional Medicine Industry in Indonesia, totaling 116 IOT. The research uses a quantitative approach using SEM-PLS (Partial Least Square) and descriptive qualitative consisting of theoretical review analysis, forum group discussion, interviews, and model design using the Soft System Modeling approach (Figure 1).

4. Results and Discussion

4.1. Analysis of the Research Findings

Mapping mixed method obtains additional information to support the design of the marketing model and business scenario that will be created. This research is to analyze the influence of marketing agility determinants on marketing 4.0 as a mediating variable, with the PLS research model (Figure 2, Table 1).

4.2. Discussion Analysis

4.2.1. Influence of Leadership on Marketing 4.0

Leadership has a positive influence on marketing 4.0 according to the opinion of (Bach & Sulíková, 2021). Agile leaders are those who have a vision or clarity of purpose, and are able to adapt quickly to changes in their environment. The need for new ways to lead in the context of the industry 4.0 world, therefore, coincides with mission-type tactics.

4.2.2. Employee Influence on Marketing 4.0

Employees have a positive influence on marketing 4.0 (Afandi et al., 2022). Human resources need to be

transformed, especially in Industry 4.0. Companies must be able to adapt their resources, competencies, and

business models efficiently and effectively to thrive in changing circumstances with mission-type tactics.

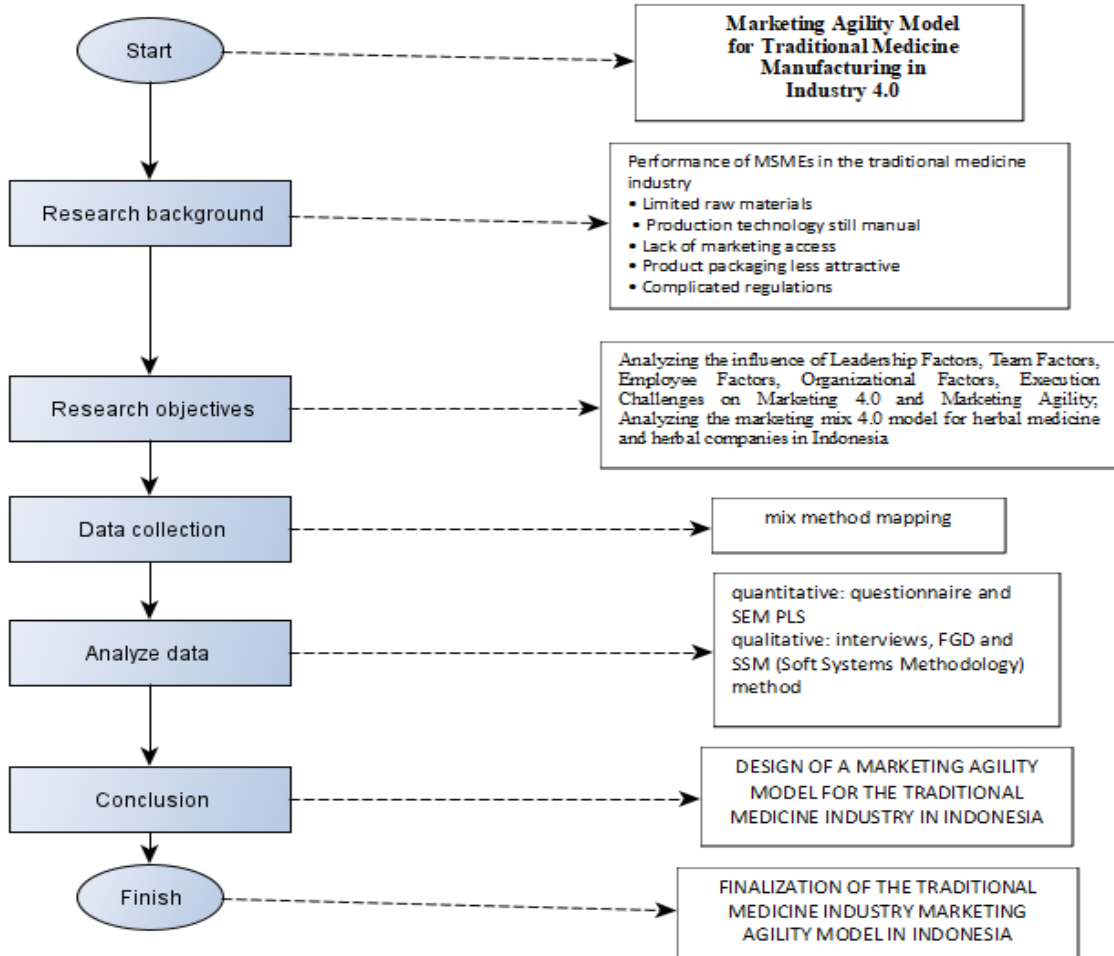


Figure 1. Research stages

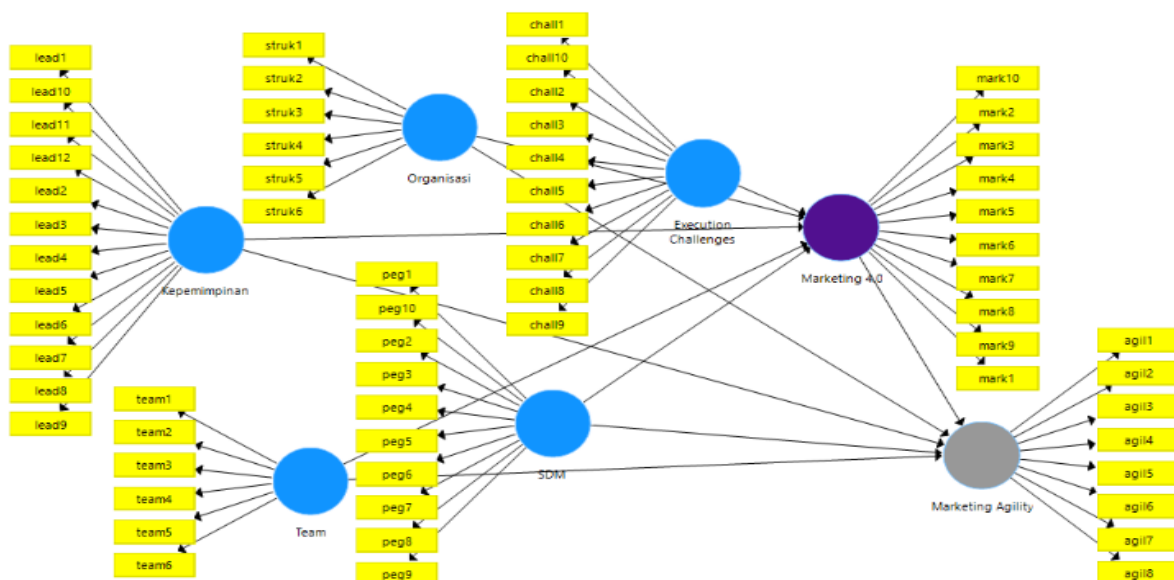


Figure 2. Research model

Table 1. Reliability, validity, and common method bias insights (Developed by the authors; data processing results)

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Execution Challenges -> Marketing 4.0	0.001	2,011	0.099
Execution Challenges -> Marketing Agility	0.485	6,371	0,000
Leadership -> Marketing 4.0	0.428	4,801	0,000
Leadership -> Marketing Agility	0.040	2,486	0.063
Marketing 4.0 -> Marketing Agility	0.107	2,185	0.024
Organization -> Marketing 4.0	0.404	4,496	0,000
Organization -> Marketing Agility	0.015	2,183	0.086
HR -> Marketing 4.0	0.035	2,459	0.065

Continuation of Table 1

HR -> Marketing Agility	0.408	4,937	0,000
Team -> Marketing 4.0	0.064	2,922	0.036
Team -> Marketing Agility	0.033	2,502	0.062

4.2.3. Organizational Influence on Marketing 4.0

Organizational influence has a positive effect on marketing 4.0 according to Kosasi et al. (2018). Evidence shows that digital marketing strategies can quickly improve the ability to adapt to any obstacles encountered in an IoT business.

4.2.4. Team Influence on Marketing 4.0

Teams have a positive influence on marketing 4.0 (Ekadjaja & Siswanto, 2021). An agile team is one where every member is expected to be able to do something self-organized when doing what is their responsibility.

4.2.5. Execution Challenges to Marketing 4.0

Execution challenges have a positive effect on marketing 4.0 (Abdullah et al., 2021). To improve marketing performance, especially in marketing agility, courage is needed in executing challenges. The planning media that is the focus of this study includes the digital will and trust instruments because these two instruments are relevant for implementation.

4.2.6. Leadership toward Marketing Agility

Leadership has a positive influence on marketing agility in accordance with (Zubaidah & Putra, 2022). Leadership has taken on a very important meaning. Effective leaders are those who are able to align their leadership style with the situation and conditions of their subordinates.

4.2.7. Organizations toward Marketing Agility

The research results show that organizations have a positive effect on marketing agility (Ariyanti, 2019; Metcalf, 2018). Organizations or companies have a vital role in implementing agile marketing strategies.

4.2.8. Employees toward Marketing Agility

Employees have a positive effect on marketing agility (Solong & Muliadi, 2020) in the human resource development management book to support quality apparatus performance.

4.2.9. Team against Marketing Agility

Team has a positive effect on marketing agility (Saucedo-Martínez et al., 2018). A team is a special form of work group that is different from other forms of work group.

4.2.10. Execution Challenge to Marketing Agility

Execution challenge has a positive effect on marketing agility (Novkov, 2021). Companies need to face several challenges with agile marketing strategies, one of which is to adapt to digital marketing and changing market conditions.

4.2.11. Marketing 4.0 toward Marketing Agility

Marketing 4.0 has a positive effect on marketing agility (Saucedo-Martínez et al., 2018). These changes are driven by individual customer needs, developments in digital technology, data integration, and general access to the Internet.

4.3. Marketing Mix 4.0 Model for the Traditional Medicine Industry

This research uses a Soft Systems Methodology (SSM) approach, with an FGD system and in-depth interviews for marketing communication strategies for traditional herbal medicine in the era of digitalization technology 4.0.

1. Utilization of the Website Platform to Expand Market Share, Marketing of Traditional Herbal Medicine products through website media is carried out using Google Plus.

2. Sending E-mail Marketing to Market Segments, Traditional Herbal Medicine Manufacturers carry out promotional strategies via email marketing.

3. Offer as a Product Reseller to Customers; Traditional herbal medicine producers admit that with the reseller program there has been a very significant increase in customers

4. Informing Product Reviews and Customer Testimonials to Prospective Customers; Testimonials and product reviews from customers are considered very effective in building potential customers' trust in the product.

5. Utilization of e-marketplaces by utilizing startups; E-marketplace is the use of information and communication technology to bridge sellers and buyers to communicate and conduct transactions virtually

Jamu Traditional development should attach the Jamu digitization project to create a Jamu 4.0 ecosystem so that Jamu can compete with developments over time and can be incorporated into the National Health Guarantee System.

Internet marketing can be done through the following 5 steps: marketing a product through social media, using website platforms to expand market share, delivering email marketing to segmented markets, offering a product as a reseller to a customer, informative product reviews and customer testimonials to a potential customer, utilization of e-marketplace by startups.

Digitalization training by the Jamu Traditional manufacturer explains the online marketing strategy. There has been a dramatic and rapid change in consumer behavior during the COVID-19 pandemic. They prefer to make purchases with the help of technology.

In any case, behavioral strategy change can be done

through social marketing strategies, especially those related to social campaign change strategy. To change social behavior, about preparing a strategic marketing mix.

a) *Product*: Target audience will obtain recovery from the disease or body freshness if it drinks jamu. The actual product is behavior expected from the program; for example, the target audience will want to adopt the action of drinking herbal medicine as a habit or culture. Additional (augmented) products are physical products included in a campaign for audiences/consumers' target; this product is jamu, which is promoted.

b) *Price*: the price or cost that must be paid by target consumers when consuming herbal medicine.

c) *Place*: where and when the target consumer will perform the behavior expected.

d) *Promotions*: forming a persuasive communication strategy to inform and persuade the target audience/consumers to carry out the habit of consuming herbal medicine.

5. Conclusion and Implications

5.1. Conclusion

1. Leadership has a positive influence on marketing 4.0 because leaders are responsible for mistakes made, so marketing 4.0 increases.

2. Employees have a positive influence on marketing 4.0, because the leader's expertise gains employee loyalty, so that marketing 4.0 is increasing.

3. Organizational influence has a positive effect on marketing 4.0 because there is no clear separation between work groups that have primary authority as rule makers and those that apply the rules themselves. Therefore, marketing 4.0 increases.

4. The team has a positive influence on marketing 4.0 because the team work that is formed is a joint task to achieve the goals that will improve marketing 4.0.

5. Execution challenges have a positive effect on marketing 4.0 because collaborating with all workers will improve marketing 4.0.

6. Leadership has a positive influence on marketing agility, because Leaders are responsible for mistakes made, so that marketing agility increases.

7. Organizations have a positive effect on marketing agility because there is no clear separation between the working group that has the main authority as a rule maker and those that apply the rules themselves, so that marketing agility increases.

8. Employees have a positive influence on marketing agility because the leader's expertise gains employee loyalty, thereby increasing marketing 4.0.

9. Teams have a positive influence on marketing agility because the team work that is formed is a joint task to achieve the goals that will be achieved will increase marketing agility,

10. Execution challenges have a positive effect on marketing agility because collaborating with all workers

will increase marketing agility.

11. Marketing 4.0 has a positive effect on marketing agility because skill in influencing consumers to provide recommendations to other consumers will increase marketing agility.

12. Marketing mix 4.0 model for herbal medicine and herbal companies in Indonesia with training digitalization of Jamu Traditional explains strategy marketing done online to form modern, cheap, highly qualitative Indonesian brand of herbal medicine and a brand functioning in the community.

The theoretical contribution of this research produces a new and targeted marketing mix model through business scenarios and marketing agility in the development of marketing management science, especially in the herbal medicine and traditional herbal medicine industry. After studying several theories and previous research through the soft system modeling framework process, the novel marketing 4.0 model was presented to improve the marketing performance of the traditional medicine industry supported by global market. To analyze marketing performance in the traditional medicine industry, researchers used the marketing mix 4.0 concept as a reference for creating a marketing agility model in developing business in the traditional medicine industry. The marketing mix 4.0 concept framework for herbal medicine and herbal companies in Indonesia can be carried out by marketing products via social media, using website platforms to expand market share, sending marketing emails to market segments, offering as product resellers to customers, providing information on product reviews and customer testimonials to potential customers, and utilization of e-marketplaces by using startups. The marketing mix 4.0 model for herbal medicine and herbal companies in Indonesia with the digitalization training provided explains the marketing strategy carried out online to create a modern, cheap, highly qualitative and popular Indonesian brand of herbal medicine.

5.2. Implications

1. Demand for traditional medicinal products is believed to have increased during the pandemic. This is related to people's need to improve their immune system. For this reason, the Government is working together with all sectors and stakeholders to empower Micro, Small and Medium Enterprises (MSMEs) through a cluster or center approach, in this case including the traditional medicine cluster.

2. This study provides an overview of marketing communication strategies in the era of digitalization 4.0 technology in marketing a product or service. Therefore, it is supposed that future researchers who want to study related topics will explore marketing communication strategies in the next era of digitalization technology, the impact and matters referring to the progress of the research object in more depth.

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