

Implementation of The SOSTAC Marketing Communication Plan as a Marketing Communication Strategy of Sambal ABC Bawang Pedas PT. Heinz ABC Indonesia

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Abstract

Indonesia is known as a country that has a diversity of languages, cultures and culinary delights. The taste of Indonesian culinary has its own charm for the people of Indonesia and abroad, this is shown by the preference of the Indonesian people who always include a touch of spicy taste in their food dishes. Many Fast Moving Consumer Good (FMCG) and Micro, Small and Medium Enterprises (MSMEs) companies in the complementary food industry in the seasoning or condiment category compete to become the people's top choice, but companies that survive in the face of market competition are by innovating, especially in product development to respond to the needs, desires and aspirations of the community which are conveyed through a marketing communication strategy that focuses on consumers so that they remain relevant to market conditions. The research objective of this study was to determine the implementation of the SOSTAC marketing communication plan as a marketing communication strategy for Sambal ABC Bawang Pedas PT. Heinz ABC Indonesia using qualitative methods that emphasize the SOSTAC concept according to Paul R. Smith in 2020 which is a planning framework to simplify marketing campaign planning with six stages, namely situation, objectives, strategy, tactics, action, controlling. Based on this research, it can be concluded that the implementation of the SOSTAC concept by Heinz ABC was successfully implemented and achieved the planned Key Performance Indicator (KPI). ABC managed to achieve the highest market share in national sales value share in the penetration of chili sauce.

Keywords:

Integrated Marketing Communication, SOSTAC Concept, Sambal ABC Bawang Pedas, Heinz ABC Indonesia, Heinz ABC

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INTRODUCTION

Indonesia is known as a country that has a diversity of languages, cultures, and culinary delights. The taste of Indonesian cuisine has its charm for the people of Indonesia and abroad, this is shown by the preference of the Indonesian people who always include a touch of spicy taste in their food dishes. In general, Indonesian food cannot be separated from chili sauce because chili sauce is a complement and adds to the enjoyment of Indonesian cuisine.

For the tongue of the Indonesian people, the taste of hot chili peppers can increase appetite. In Indonesia, it is estimated that there are 300 types of chili sauce with varying levels of spiciness, for example Sambal Bajak from Banten, Sambal Petis from East Java, Sambal Lado Mudo from Sumatra, Sambal Rica-rica from Manado. The chili sauce product answers the needs of modern and dynamic mothers by looking at the results of research on mothers in big cities in Indonesia who want to cook spicy food practically, not taking up much time but still tasting delicious (detikFood, 2013, accessed on 18 November 2022).

Many Fast Moving Consumer Good (FMCG) and Micro, Small and Medium Enterprises (MSMEs) companies in the complementary food industry in the seasoning or condiment category compete to become the people's top choice, but companies that survive in the face of market competition are by innovating, especially in product development to respond to the needs, desires and aspirations of the community which are conveyed through a marketing communication strategy that focuses on consumers so that they remain relevant to market conditions.

Heinz ABC is a Market Leader Brand in the chili sauce category. In the midst of a competitive market PT. Heinz ABC continues to take efforts to become the first choice by launching innovation, product quality, and availability making Heinz ABC always present and ensuring that its products are easily found by consumers from various channels, namely General Trade, Modern Trade, and E-commerce. The closeness and innovation implemented by Sambal ABC are because chili sauce is a complementary food menu and is difficult to separate from the eating habits of Indonesian people.

Sambal Jawa Sauce was released on September 13, 2018, and it is the first chili sauce product in PT. Unilever Indonesia with a Unique Selling Point that is different from the market, namely chili sauce with fried onions with two choices of hot and extra hot levels of spiciness, innovations made by Sambal Jawa Sauce are enough to disrupt the market so that it affects the market share of the market leader brand, namely Sambal ABC (Mix Marketing Communication, 2018, accessed April 28, 2023).



To compete with Sambal Jawa Sauce. Sambal ABC released its newest chili sauce innovation, namely Sambal ABC Bawang Pedas made with selected chilies that are ground in the traditional style with the taste of shallots from Brebes, with a savory spicy taste that is liked by Indonesian families. Various marketing communication strategies were carried out by Sambal ABC Bawang Pedas to get the attention of consumers in the tight market competition by utilizing Key Opinion Leader (KOL) Arnold Poernomo or better known as Chef Arnold, TVC Ads broadcast on the four best stations, billboards in six cities size, strong support for Store Visibility and Point of Sale (POS) in supermarkets and minimarkets, social media content on Youtube and Instagram, Go-food Sampling to direct consumers to try Sambal ABC Bawang Pedas products.

With the explanation described above, the researcher is interested in examining how the SOSTAC marketing communication plan is implemented in the marketing communication strategy with PT. Heinz ABC to communicate a new product (New Product Development) Sambal ABC Bawang Pedas with a descriptive qualitative research method. It aims to analyze how the marketing communication mix is applied through various channels so that ABC chili sauce succeeds in occupying the highest market share in market competition. In this study, the identification of the problems that will be discussed are:

1. How is situation analysis (situation) related to marketing communications Sambal ABC Bawang Pedas PT. Heinz ABC Indonesia?
2. How is the objectivity (objectives) of marketing communication Sambal ABC Bawang Pedas PT. Heinz ABC Indonesia?
3. What is the marketing communication strategy of Sambal ABC Bawang Pedas PT. Heinz ABC Indonesia?
4. What are the marketing communication tactics of Sambal ABC Bawang Pedas PT. Heinz ABC Indonesia?
5. How is the implementation (action) of marketing communication Sambal ABC Bawang Pedas PT. Heinz ABC Indonesia?
6. How to control marketing communications Sambal ABC Bawang Pedas PT. Heinz ABC Indonesia?



LITERATURE REVIEW

Integrated Marketing Communication

According to Schultz in Belch and Belch (2018: 10) integrated marketing communications is a strategic business process used to plan, develop, implement and evaluate coordinated, measurable brand communications, brand communication programs from time to time with consumers, customers, prospects, employees, partners and relevant target audiences both externally and internally. The goal is to generate short-term financial returns and build long-term brand and shareholder value.

The process in integrated marketing communications is referred to as the “big picture” for planning marketing and promotion programs and coordinating with the various communications functions. This requires companies to develop total marketing communications that recognize how all the company's marketing activities, not just promotions, but communicate with their customers (Belch and Belch, 2018: 9).

Promotion is the coordination of all efforts made by the seller to be made on channels of information (channels) and persuasion to sell goods and services or promote an idea. But implicit communication occurs through various elements of the marketing mix. Part of the organization's communication with the market occurs as part of carefully planned and controlled promotions (Belch and Belch, 2018: 16).

SOSTAC concept

SOSTAC is an integrated marketing communications plan that can be applied to any type of communication plan from company plans, marketing plans, marketing-communications plans, social media plans, and direct-marketing plans to personal plans. In process of marketing communication planning. In the process of marketing communication planning, they are six definitions for each step:

1. Situation Analysis (Situation): The situation analysis must be carried out comprehensively. An in-depth analysis of consumers (the three main questions that consumers must answer in detail: Who? Why? How?) and competitors, distribution channels, strengths and weaknesses, and trends that may create opportunities or threats. Situation analysis can use PEST (Political-Economic-Socio-cultural-Technological) analysis for relevant communication.
2. Objectives: After analyzing the situation (where are we now), then we can set reasonable goals to determine (where do we want to go?) The company must have a mission, vision, and Key Performance Indicators (KPI).



3. Strategy: Strategy is “how do we get there?” and how goals will be achieved. The next strategy directs all tactics in the same direction, the communication strategy helps align and integrate all tactical communication tools. Communication strategy may include target-market selection, positioning, and sequencing of communication vehicles (whether different vehicles are used at different stages).
4. Tactics: Tactics are the details of the strategy. Tactics are the marketing mix (product, price, place, promotion, people, process, and physical evidence). Tactics in a marketing-communications plan include what happened, when, for how long, and at what price. Tactics progress is often shown in the form of a Gantt chart.
5. Action: Tactic execution is often the weakest evidence in many business plans. Strategy summarizes and provides direction "how will the company get there?" while the tactics are the details of the strategy (Communication Mix) and the implementation is the details of the tactics "how the company ensures the implementation of an excellent plan", this is where internal marketing is needed.
6. Controlling: Planning should be accompanied by “how will the company know it has gotten there?” controls. Good planning determines what will be measured, how often, by whom, what the company will aim with the message. Managers need to know at an early stage how planning is working or how certain campaigns are not working and have to be stopped. A control system must be in place to help monitor each campaign or marketing activity.

RESEARCH METHODS

The subject of research in this is the result of the implementation of the SOSTAC concept which consists of situation, objectives, strategy, tactics, action, and control in the marketing communication strategy New Product Development Sambal ABC Bawang Pedas which is applied to five media marketing communication strategies, namely television advertisements, billboards, point of sales material, social media YouTube and Instagram, digital samples at Go-food merchants.

Heinz ABC Indonesia made a New Product Development of Sambal ABC Bawang Pedas due to market competition with chili sauce made by Unilever Indonesia, namely Sambal Jawa which has marketing communications on chili sauce which has a taste of fried onions and selected chilies which have a unique taste, therefore Heinz ABC made New Product Development by taking the marketing communications side of chili sauce made from shallots originating from Brebes which has a distinctive savory spiciness.





The researcher analyzes the implementation of the SOSTAC concept proposed by Paul R. Smith 2020 by focusing on the results of implementing the SOSTAC concept in the form of television advertisements, billboards, point of sales materials, social media YouTube and Instagram, digital samples at Go-food merchants to achieve the objective of marketing communications strategy Heinz ABC.

This study uses a qualitative method. According to Sugiyono (2019: 18), qualitative research methods are used to obtain in-depth data, data that contains meaning. Meaning is the actual data, definite data is a value behind the visible data. Therefore, qualitative research does not emphasize generalizations, it still places more emphasis on meaning.

The approach used in this research is descriptive qualitative. According to Morrison (2019: 28), descriptive qualitative research focuses on situations or events that occur in reality. Descriptive research is a scientific observation that is carried out carefully and precisely and therefore is more accurate and precise. To support the presentation of data, researchers need to emphasize notes with detailed, complete, and comprehensive sentence descriptions that describe the actual situation.

The data analysis technique used for the marketing communication strategy of Sambal ABC Bawang Pedas the Miles and Huberman Data Analysis Technique. The following is an analysis process which is seen as three stages, namely (Miles and Huberman, 2020: 8):

a. Data Condensation

Condensation of data refers to the process of selecting (selecting), focusing (focusing), simplifying (simplifying), abstracting (abstracting), and transforming data that appears in a complete body of written field notes, interview transcripts, documents, and other empirical material. With the condensation of data making data more powerful, the condensation of data occurs continuously towards the quality oriented of the project.

b. Data Display

Data presentation is an organized display, an organized and dense collection of information that allows analytical reflection and action. Good presentation of data is the main avenue for strong qualitative analysis. The presentations discussed and illustrated cover many types of matrices, networks, and graphs.

c. Drawing and Verifying Conclusion

In the conclusion drawing or verification step, from the beginning of data collection, the researcher begins to decide what something means, noting regularities, patterns, explanations, possible configurations, causal lines, and propositions. Meaning emerges from data that has been tested for reliability, strength, and confirmability.

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The primary data in this study were obtained from semi-standardized interview interviews with the informants involved who have been an active implementer who acts as a bridge between one department and another, such as working with the R&D team, brand team, consumer insight team, shopper marketing team, e-commerce team, food service team, and agency team in the process of implementing the Sambal ABC Bawang Pedas marketing communication strategy.

From semi-standardized interviews, researchers will focus on. From the results of interviews, later researchers will see how SOSTAC Concept is carried out to five media marketing communication strategy, and researchers will try to uncover the marketing communication process. Through literature or literature studies, the author looks for references on the integrated marketing communication and SOSTAC concepts from the owned books, and then the authors apply them to the research conducted.

The researcher will reduce the data according to the needs and focus of the research. The information and data will be compiled to be taken to the next stage, then analyzing the existing data using the integrated marketing communication and SOSTAC concepts. They concluded that the implementation of the SOSTAC concept by Heinz ABC was successfully implemented and achieved the planned Key Performance Indicator (KPI). ABC managed to achieve the highest market share in national sales value share in the penetration of chili sauce.

RESULTS AND DISCUSSION

The results of this research are based on the implementation of the marketing communication strategy of Sambal ABC Bawang Pedas Company PT. Heinz ABC Indonesia. In conducting the analysis, the researcher uses Paul R. Smith's SOSTAC Concept (2020: 264-292), which consists of six stages, namely situation analysis, objectivity, strategy, tactics, implementation (action), and controlling. The SOSTAC concept is a method that can be used to carry out integrated marketing communications planning. Through previously collected data, the SOSTAC concept can be explained as follows:

- a. The first stage is situation analysis (situation analysis). According to Paul R. Smith (2020: 265), this stage is the stage for the company to conduct an in-depth analysis of consumers, competitors, distribution channels, strengths, weaknesses from the trends that can create opportunities or threats for brands. Heinz ABC conducted a situation analysis of its head-to-head competitor, namely Jawa from Unilever, what uniqueness did Jawa have so that at that time it was disturbing moment market share of Sambal ABC so that it became an opportunity for Sambal ABC to innovate Sambal ABC Bawang Pedas. This is reinforced by



Winanda Setiawan's statement that the competitive advantage of Sambal ABC was in its ingredients.

The second stage is objectivity. According to Paul R. Smith (2020: 268), this stage is the stage of setting marketing campaign objectives that refer to the brand's vision, mission, and key success indicators. The researcher analyzed that the goal of Sambal ABC is to become the number-one choice of chili sauce for Indonesian families. According to Winanda Setiawan, the marketing objective of Sambal ABC Bawang Pedas is to increase market share and market penetration as well as marketing communication objectives to increase brand awareness and purchase (trial to purchase). ABC Sambal Sauce as the market leader in the complementary or condiment product category in determining the main success indicators does not look at competitors, but Heinz ABC determines it by comparison with products in the same category.

The next stage is strategy. According to Paul R. Smith (2020: 272), this stage is the stage of how goals will be achieved through a communication strategy that helps integrate a mix of communication tools that includes positioning and how to order communication tools during an advertising campaign. This is reinforced by Winanda Setiawan's statement that the positioning of Sambal ABC is to become a pioneer and market leader brand. This allows Sambal ABC to determine its marketing elements such as the taste of the product, price, distribution channel, and promotion. The marketing communication strategy Sambal ABC Bawang Pedas is applied to TV, social media, digital sampling, and Point of Sales Material with the television sequence first followed by other marketing communication mixes with a span of one to two weeks.

The next stage is tactics. According to Paul R. Smith (2020: 280), this stage explains in detail of the marketing communications planning strategy. This tactic was prepared and planned by Heinz ABC and VMLY&R. Marketing communications were implemented to television advertising media by utilizing rational appeal, namely the taste of the spicy chili sauce, and emotional appeal, namely the feeling of pleasure after eating with chili sauce to convey the tagline "Sambal ABC Nyalakan Suasana" so that consumers are motivated to buy and try Sambal ABC.

Sambal ABC Bawang Pedas takes the marketing communication route by highlighting the unique quality ingredients derived from the superior shallots of Brebes Regency which are trusted by the Indonesian people to have their taste and characteristics compared to Jawa which only communicates ingredients derived from fried onions. By using the tagline "Sambal ABC Bawang Pedas, Pedas Gurihnya Khas". This is reinforced by Winanda Setiawan's statement that the tagline describes the taste profile to encourage potential



consumers to choose Sambal ABC Bawang Pedas products. Heinz ABC chose Key Opinion Leader Chef Arnold, this can make it easier for the target market to trust the latest products from Sambal ABC.

At the tactical stage, Heinz ABC chose television mass media with the media vehicles MNC, SCTV, Indosiar, and ANTV. Billboards in the six largest cities, namely Jakarta, Bekasi, Semarang, Surabaya, Yogyakarta, and Bandung. Point of Sales Materials that focus on Modern Trade are Alfamart minimarkets and Indomaret using shelf dividers, wobblers, mailers, and hanging mobiles. Social media, namely Instagram in collaboration with mid-tier influencers and recipe collaboration on the cook's platform Endeus.TV, as well as providing samples through Go-food merchants in Jabodetabek.

The next stage is action. According to Paul R. Smith (2020: 281), this stage is an explanation of how the company implements a marketing communications plan. In carrying out the marketing communications plan, Heinz ABC cooperates with the VMLY&R agency so that the objectives of Sambal ABC are achieved. The implementation process began with a client brief from Sambal ABC Bawang Pedas, then the agency held a workshop between the Heinz team and the media agency to discuss Big Idea Communication after which it was processed into an Integrated Communication Plan accompanied by a task division meeting to carry out the marketing communication plan in accordance with the duties and responsibilities 'answer' each marketing team, brand, shopper, consumer insight, media agency, and communication agency.

The final stage is controlling. According to Paul R. Smith (2020: 268), this stage is the stage of measuring whether the goals set have been achieved in terms of sales, brand awareness, and profit. The control stage was carried out by Heinz ABC, namely measuring market penetration when the Sambal ABC Bawang Pedas and Jawara campaign lasted for fifty-two weeks using marketing data from Kantar, Sambal ABC managed to maintain the difference in numbers but in these data, Jawara was superior due to media investment Jawara bigger but this does not make Sambal ABC sales decrease.

With a budget of 15-25 million US Dollars, Sambal ABC Bawang Pedas can achieve its goals by increasing brand awareness and purchasing from consumers so that the market share for the chili category is still led by Sambal ABC. The national sales market value share in 2021 has increased by 0.9% to 49% and managed to achieve the highest figure in the last three years. This is supported by Winanda Setiawan's statement that the marketing campaign helped increase Sambal ABC's market share and brand equity, or what is known as the halo effect.



Heinz ABC also evaluates marketing communication channel media, namely digital samples through Go-food merchants. This media is considered to have less impact on Heinz ABC's marketing because Go-food cannot supervise merchants regarding the number of samples given to consumers, Heinz ABC cannot obtain consumer data, so the consumer insight team cannot properly manage whether by providing samples digitally to consumers whether it can generate a feeling of pleasure or interest in buying products from Sambal ABC Bawang Pedas.

CONCLUSIONS

Researchers can conclude that the implementation of the six stages of the SOSTAC Concept really helped Heinz ABC in increasing market share, market penetration, and brand equity. The SOSTAC concept helps Sambal ABC to form a holistic marketing communication strategy by using television advertisements, billboards, social media, Point of Sales Materials in minimarkets and supermarkets as well as providing digital samples through Go-food merchants.

The purpose of the marketing communication strategy is to create a single-minded message in the minds of consumers so as to encourage them to buy Sambal ABC Bawang Pedas products. Researchers consider that the media that have the greatest impact are television advertisements and Point of Sales Materials because they encourage purchases by looking at the marketing communication mix that has been delivered, and those who need to make improvements to sample media digitally through Go-food merchants because of the monitoring system and database for subsequent marketing campaign evaluation process is very limited.

The marketing communication strategy through the Integrated Communication Plan prepared by Heinz ABC and VMLY&R includes the situation analysis stage to determine the marketing communications plan, and the objectivity stage to determine the big idea communication. Then the strategy (strategy), tactics (tactics), and implementation (action) stages are applied to become a marketing campaign for Sambal ABC Bawang Pedas. Then carry out the control stage (controlling) which aims to measure whether the budget, timeframe, media, and main objectives are achieved effectively or not.

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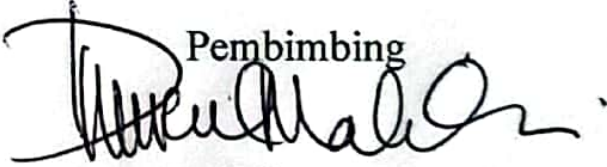
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Judul Karya Akhir : Implementasi The SOSTAC Marketing Communication Plan Sebagai Strategi Komunikasi Pemasaran Sambal ABC Bawang Pedas PT. Heinz ABC Indonesia

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