Determinant of Pharmaceutical Industries Marketing Performance in Indonesia

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ABSTRACT

The purpose of this research is to determine and analyze the model of competitive advantage and marketing performance. Methods/analysis used in this research was a descriptive survey and explanatory survey methods with a sample size of 285 respondents using proportional random sampling. Data collecting use questioners and observation, and the data analysis methods used are structural equation modeling. Findings of this reseach is buyers relationship, suppliers relationship, and company resources have positive and significant influence on competitive advantage. Buyers relationship partially dominant effect on competitive advantage. Buyers relationship, suppliers relationship, company resources and competitive advantage have positive and significant effect on the marketig performance. Company resource partially dominant effect on marketing performance. This research result are helpful in adding more value of Pharmaceutical industry, so the company can improve their company resources for increasing ther marketing performance. Application/Improvement in this research, company resources be importance for increasing marketing performance, but in the others research generally competitive advantage more importance.

Keywords: Relationship, Company Resources, Marketing Performance
JEL Classification: M21

1. INTRODUCTION

Development of the business world today has brought entrepreneurs to highly dynamic competition to compete for consumers. Various approaches are taken to get public sympathy either through improved infrastructure and the high technology-enabled human resource development. The competition to provide the best to the consumers has put consumers as decision makers (Amir, 2007).

Competition in the business world, among others, relating to the ability of each business to manage the product management and marketing for its brands in order to have the advantage when compared to competitors' products and brands. Managing marketing management means managing customers well. Demand for the company emerged from two groups of new customers and customers who buy again.

Then the problems and challenges faced by the pharmaceutical industry in Indonesia in the future are a very competitive landscape changed that because it requires new strategies and new paradigms. Similarly, the government is expected to have a broad knowledge and understanding of the competitiveness of the pharmaceutical industry so that regulations and policies made to create value (creating value) for the advancement of the pharmaceutical industry in Indonesia.

In the era of pharmaceutical ASEAN single market, the government could no longer "domestic inward looking" in making regulations in the pharmaceutical field, but should also consider the "regional regulation" which has been harmonized by ASEAN. It underlined the need for regulation and government policies that do not "match" with the dynamics and development of regional and global pharmaceutical industry, will have negative implications for the competitiveness of the pharmaceutical industry. Ahead of government policies in the field of the pharmaceutical industry need to be based on research policies, not the policies ad hoc and partial.

Until now, almost all the components of production are imported. Several attempts to replace the local components have not been

successful. As is often discussed by the Indonesian Institute of Pharmacy degree, drug imports in Indonesia is still very high, covering 90% of the materials used (active ingredients and supporting materials), and 50% of the packaging materials (Ministry of Industry, 2015).

Domestic production of its active ingredient (raw material) is still very small and not significant. Although Indonesia is able to produce it, until today most still cannot compete with imported products.

2. RESEARCH PROBLEM AND QUESTIONS

Based on the above, it appears there are some problems that occurred in the pharmaceutical industry in Indonesia, especially seen from the marketing standpoint, there is a tendency marketing performance is not optimal, it is seen from the pharmaceutical industry competition is pretty tight at this time, including with foreign companies.

The government policy is also allegedly involved in the marketing performance improvement of pharmaceutical industries in Indonesia. Less than optimal performance of pharmaceutical industry marketing in Indonesia, likely caused by a lack of pharmaceutical company has a competitive advantage. Marketing performance is less than optimal pharmaceutical industry also allegedly caused by these resources are underutilized. Marketing performance pharmaceutical industry also pointed out that less than optimal due to the lack of built relationships with suppliers.

Marketing performance pharmaceutical industry also pointed out that less than optimal due to the lack of built relationships with buyers. Enterprise resource underutilized appropriately not likely to cause the creation of competitive advantage. Competitive advantage that less owned pharmaceutical industry in Indonesia tend to be caused by a lack of doing relationship with suppliers. Similarly, the lack of competitive advantage in Indonesia owned pharmaceutical industry tends to be caused by a lack of relationship with the buyers do. Relationship with suppliers and relationships with buyers who are less well established, and underutilized resources owned companies allegedly led to a competitive advantage. Based on relevant literature review, the paper is designed to answer the following questions.

How the influence of buyers relationship, suppliers relationship, and company resource on competitive advantages and it's implication on marketing performance?

3. LITERATUR REVIEW

3.1. Bayer Relationship
Kotler and Keller (2009. p. 16-23), customer relationship management is the process of building and maintaining profitable long -term relationship with the buyers by providing a valuable service and satisfy them. Kalakota and Robinson (2001) buyer relationship is the integration of the sales strategy, marketing, and service coordination. It can be concluded that a strategy buyers

relationship and businesses to build relationships with buyers and provide satisfactory services to the buyer. According to Buttle (2007) is defined as a buyer relationship core business strategy that integrates internal processes and functions in the company with external networks for creating and delivering value (benefits) to the target buyer who benefits.

Then Chang et al. (2007. p. 447) proposes to construct indicators of buyer relationship, namely: Sharing product information, electronic ordering systems, demand forecasting Interactive, Fast and easy ordering system, ordering schedule information sharing, information sharing process of ordering, sharing information delivery time of booking.

3.2. Suppliers Relationship
Joint work between suppliers and manufacturers pose interdependent. Gelderman and van Weele (2004. p. 7) conduct a study of determinants of dependence in the relationship both directions between suppliers and manufacturers. In view Gelderman and van Weele (2004) there are differences in determinants of dependence between suppliers and manufacturers. Gelderman and van Weele (2004) proposed a determinant of buyer, depending on the supplier is a logistical needs, expertise needed supplies, alternative suppliers, and the cost of switching suppliers, while reliance on the consumer is the large financial expertise needed purchasers, consumer expertise needed, alternate supplier/competitor suppliers, and switching costs. Studies on the relationship between manufacturer-suppliers that focus on the pharmaceutical industry conducted by Wasti et al. (2006. p. 950). Wasti et al. (2006. p. 950) discusses the relationship between buyers and suppliers of the investments made by the parties into four, namely: Captive buyers, strategic partnerships, market exchange, and captive suppliers.

Morgan et al. (2005) proposes to construct indicators relationship with suppliers, which provides technological assistance to suppliers, giving (share) price to a major supplier of information, requires sharing price information from suppliers, making long-term contracts with suppliers, and joint investment with suppliers.

3.3. Company Resource
Miller and Shamsie (2000) which divides the resources into two types:
1. Knowledge-based resources are resource-related know-how and expertise. Knowledge-based resources are collective goods in the company which can be used simultaneously by multiple users without reducing the value or number that can be used by others.
2. Property-based resources is a resource associated with physical assets. Resource-based property described as private goods that can only be used by one user and reduces the amount when used value or other parties.

Barney (2001. p. 101) states that the company's resources include all assets, capabilities, organizational processes, information, company attribute, knowledge, which can be controlled firms to achieve competitive advantage. Further Barney (2001. p. 101) divides resources into: Physical capital resources, human capital

resources and organizational capital resources. Grant (2001. p. 119) has proposed adding what Barney (2001) mentioned above with technological resources, financial resources, and reputation.

3.4. Competitive Advantage

Choe et al. (2007. p. 410) business strategy divides into two types of competitive advantage that is directly associated with the manufacturing competence to cost leadership (cost leadership) and innovative differentiation (innovative differentiation). Then, according to Porter (2008. p. 266) there are five elements of competitiveness in the power industry (Porter's five forces model) is a framework of analysis that industry structure is used to describe the strength of bargaining in the industry, which includes five comprehensive factors that competition between industry players, threat of substitute products, the possible entry of new competitors, the bargaining power of suppliers, and bargaining power of buyers.

Askar and Mortagy (2007. p. 41) proposed a competitive advantage include: Quality, cost, delivery, flexibility, after-sales service, and innovative. Kongkiti and Kanchana (2007. p. 981) proposes competitive advantages include quality, cost, delivery, flexibility, customer focus, and know-how.

3.5. Marketing Performance

Marketing can be understood from two sides, the first is understood as a function of organizational marketing companies (for example, the function of the part/division of marketing the budget), and the second is seen as part of the process of marketing activities within the company as a whole (an activity that connects consumers with company). Assessing the performance of a company's marketing needs to look at marketing as an activity consisting of three stages: Input process, the business process activities and results. In view of this, the performance includes several related variables and cannot be separated, namely: Input, behaviors (processes), outputs, and outcomes-outcomes (value-added or impact). Starting from this idea relates to marketing performance, efficiency and effectiveness. Studies on the marketing performance is the study of the relationship between marketing activities with business performance (Clark and Ambler, 2001. p. 231).

Measurement of marketing performance variables through variable measurement indicators developed some researchers, such as Lii et al. (2004) proposes four indicators to measure the performance of marketing, namely: Profitability, efficiency, new customers, and sales growth by Online. Green et al. (2005) proposed three indicators to measure marketing performance, namely: The average growth of market share last 3 years, the average growth in sales volume last 3 years, the average growth in sales (in dollars) last 3 years. Clark and Ambler (2001. p. 234) proposes two indicators for measuring the performance of marketing: Sales units and sales volume.

Don (2007) proposed three indicators to measure the performance of marketing: Profit, sales revenue, and cash flow. And Crick et al. (2003) proposes four indicators to measure the performance of marketing: Sales volume, sales growth, market share, profitability.

3.6. Proposed Model and Hypothesis

Figure 1 introduces the paper's proposed model. The model suggests that factors imfluence on competitive advantage and also it's implication on marketing performance.

The paper builds upon previous research findings and proposes that:

H_1: There is the influence of buyer relationship on competitive advantage.

H_2: There is the influence of supplier relationship on competitive advantage.

H_3: There is the influence of company resource on competitive advantage.

H_4: There is the competitive advantage influence on marketing performance.

4. METHODOLOGY

4.1. Method

The nature of this research is descriptive and verification, the research method used was a descriptive survey method and explanatory survey. The type of investigation in this study is causality.

The unit of analysis in this study is the organization, which is a pharmaceutical industry unit of observation is the manager of the pharmaceutical industry in Jakarta, West Java, and Banten. Time horizon in this study is cross-sectional, the information of most of the population (the sample of respondents) was collected directly from empirically location, in order to know the opinion of the majority population towards the object being studied.

4.2. Variables

Variable of operational definition is intended to clarify the variables to be studied, which consists of:
1. Buyers relationship ($\xi 1$) as independent variables.
2. Suppliers relationship ($\xi 2$) as independent variables.
3. Company resource ($\xi 3$) as independent variables.
4. Competitive advantage ($\eta 1$) as an intermediate variables.
5. Marketing performance ($\eta 2$) as the dependent variables.

4.3. Sample and Data Collection

Sources of data in this research are a secondary data source of documentation or reports which are available to the agency. Primary data in the form of buyer relationship, supplier relationship, company resource and competitive advantages, and marketing performance is sourced from the pharmaceutical industry Manager.

Figure 1: Proposed model and hypotheses
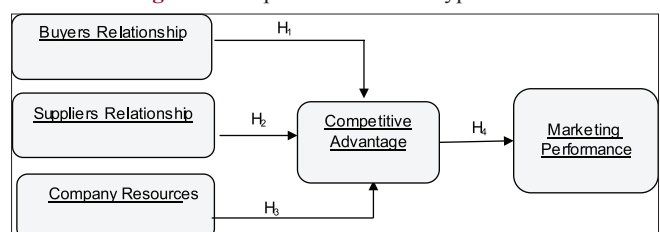
The total population in this research were 142 pharmaceutical industry, and the sample size using the formula Slovin are 57 pharmaceutical industry. So the number of respondents who used the unit study using a stratified random sampling method was of 285 respondents.

The method of analysis used in this study is the analysis of structural equation modelling (SEM) by using processing software Lisrel 8:30. In the SEM analysis method, statistical estimation individually tested using the t-test. Through output path diagram statistical t-value, t-test results confirming Lisrel complete the test error rate is set at 5%. In addition to individual, SEM also test the proposed model as a whole, namely through conformance test model (goodness of fit statistics).

5. RESULTS

5.1. Goodness and Fit Test
Based on Table 1, 8 sizes obtained suitability suitability index models have a good, which has a good model suitability index (good fit) just RMSEA, suitability index other models are under size compatibility is good, but still be within the scope of the suitability of the marginal fit). Marginal fit is the congruence condition measurement model under the criterion measure of absolute fit, incremental fit well, but can still be passed on further analysis, because it is close to the size criteria of good fit (Hair et al., 2003. p. 623).

5.2. Hypothesis Testing
Lisrel 8.30 model of processing results in accordance with the hypothesis of the research described in the following path diagram seen in Figure 2.

Testing parameter λ is the standardized regression coefficient (standarddized regression weight) for the exogenous and endogenous variables as shown in Table 2.

Based on Table 2 shows that all t values of the indicators forming the latent variable is >2 (t > 2). According to Hair et al. (2006) when the value of t > 1.98 (t > 2), it can be said all the indicators forming the latent variables (exogenous and endogenous) is significant, in other words it can be said that inikator-indicators in forming meaningful and significant latent variables.

Table 1: Model suitability

GOF indicator	Expected result	Estimation result	Conclusion
Absolute fit			
GFI	GFI >0.90	0.63	Marginal fit
RMSEA	RMSEA <0.08	0.03	Good fit
Incremental fit			
NNFI	NNFI >0.90	0.71	Marginal fit
NFI	NFI >0.90	0.70	Marginal fit
AGFI	AGFI >0.90	0.78	Marginal fit
RFI	RFI >0.90	0.57	Marginal fit
IFI	IFI >0.90	0.64	Marginal fit
CFI	CFI >0.90	0.63	Marginal fit

Source: Result of processing LISREL 8.30

Testing parameters γ and β are standardized regression coefficients (standarddized regression weight) for the exogenous and endogenous variables as shown in Table 3.

Base on Figure 2 and Table 3, structural equation model of competitive advantage and marketing performance, is as follows empirically.

$$CA = 0.46*KP + 0.40*KK + 0.25*SD, \text{errorvar.} = 0.68, R^2 = 0.32 \quad (1)$$

(0.071)   (0.067)   (0.071)   (0.059)

6.47   5.96   3.50   11.51

Source: Results of processing LISREL 8.30

$$MP = 0.27*CA + 0.25*KP + 0.16*KK + 0.53*SD, \text{errorvar.} = 0.58, R^2 = 0.42 \quad (2)$$

(0.068) (0.070) (0.064)   (0.076)   (0.041)

3.89   3.62   2.46   6.93   14.26

Source: Results of processing LISREL 8.30.

Based on the structural equation 1 is a competitive advantage, it is seen that the competitive advantage is significantly influenced by factors buyers relationship, suppliers relationship, and company resources. Contribution of these three variables together toward competitive advantage by 32%, so there are still 68% other factors that affect the competitive advantage.

And then based on structural equation 2 that the performance of marketing, marketing is seen that the performance is significantly influenced by factors buyers relationship, suppliers relationship, company resources, and competitive advantage. Four variables contribute jointly towards marketing performance by 42%, so there is still a 58% other factors that affect marketing performance. The summery of hyphoteses testing result can seen in Table 4.

6. DISCUSSIONS

Based on the results of the research, the pharmaceutical industry's marketing performance in DKI Jakarta, West Java and Banten will be able to improve the performance particularly in the growth of consumer marketing (X19) if the pharmaceutical companies have the company resources the ability is high, especially in the aspect of human resources who have higher education (X15) and have a competitive advantage, especially in the product cycle time (Y5), competitive advantage will be high/superior if the company is able to build relationship with buyers especially in sharing product information with buyers (X7) and relationship with suppliers investing primarily in common (joint investment) with suppliers (X12).

Then based on the perceptions of managers of pharmaceutical industry, that the pharmaceutical industry in DKI Jakarta, West Java and Banten required to pay more attention and increase relationship

Table 2: Measurement model test

| Measurement model		Standardized coeficient	SE	t-value	Test result (t>2)	R²
Latent variable	Manifest variable					
Buyers relationship (KP)	X1	0.71	0.044	16.17	Significant	0.64
	X2	0.61	0.047	13.00	Significant	0.47
	X3	0.53	0.045	11.62	Significant	0.40
	X4	0.81	0.040	20.34	Significant	0.85
	X5	0.79	0.041	19.52	Significant	0.81
	X6	0.76	0.042	18.14	Significant	0.74
	X7	0.79	0.039	20.10	Significant	0.84
Suppliers relationship (KK)	X8	0.74	0.041	17.82	Significant	0.74
	X9	0.72	0.041	17.40	Significant	0.72
	X10	0.63	0.044	14.36	Significant	0.56
	X11	0.68	0.044	15.58	Significant	0.62
	X12	0.77	0.041	18.62	Significant	0.78
Company resource (SD)	X13	0.67	0.046	14.59	Significant	0.57
	X14	0.51	0.050	10.23	Significant	0.33
	X15	0.74	0.042	17.63	Significant	0.73
	X16	0.48	0.050	9.50	Significant	0.29
	X17	0.44	0.051	8.55	Significant	0.24
	X18	0.29	0.050	3.72	Significant	0.51
	X19	0.62	0.047	13.14	Significant	0.49
	X20	0.55	0.047	11.77	Significant	0.41
	X21	0.28	0.049	3.67	Significant	0.11
	X22	0.30	0.050	6.06	Significant	0.13
	X23	0.20	0.048	4.16	Significant	0.16
	X24	0.48	0.049	9.81	Significant	0.31
	X25	0.64	0.044	14.40	Significant	0.56
	X26	0.70	0.042	16.44	Significant	0.67
	X27	0.68	043	15.70	Significant	0.63
Competitive advantage (CA)	Y1	0.55	0.052	10.61	Significant	0.37
	Y2	0.54	0.052	10.37	Significant	0.35
	Y3	0.50	0.049	10.22	Significant	0.34
	Y4	0.58	0.051	11.47	Significant	0.42
	Y5	0.68	0.048	14.22	Significant	0.58
	Y6	0.53	0.048	11.12	Significant	0.40
	Y7	0.43	0.053	8.17	Significant	0.23
	Y8	0.53	0.048	11.17	Significant	0.40
	Y9	0.31	0.053	5.86	Significant	0.13
	Y10	0.48	0.051	9.53	Significant	0.30
	Y11	0.56	0.050	11.23	Significant	0.40
	Y12	0.54	0.051	10.60	Significant	0.37
	Y13	0.56	0.044	12.69	Significant	0.49
	Y14	0.54	0.047	11.56	Significant	0.42
	Y15	0.43	0.044	9.61	Significant	0.31
Marketing performance (MP)	Y16	0.70	0.043	16.24	Significant	0.70
	Y17	0.73	0.043	17.01	Significant	0.74
	Y18	0.75	0.042	18.07	Significant	0.81
	Y19	0.77	0.042	18.58	Significant	0.84

Source: Results of processing LISREL 8.30, SE: Standard error

Table 3: Structural model test

Structural model		Standardized coeficient (standarized)	Standard error (SE)	t-value	Test result (t>2)	R²
Latent variable (Endogen)	Latent variable (Eksogen/Endogen)					
Competitive advantage (CA)	Buyers relationship (KP)	0.46	0.071	6.47	Significant	0.17
	Suppliers relationship (KK)	0.40	0.067	5.96	Significant	0.14
	Company resource (SD)	0.25	0.071	3.50	Significant	0.02
Marketing performance (MP)	Buyers relationship (KP)	0.25	0.070	3.62	Significant	0.02
	Suppliers relationship (KK)	0.16	0.064	2.46	Significant	0.06
	Company resource (SD)	0.53	0.076	6.93	Significant	0.26
	Competitive advantage (CA)	0.27	0.068	3.89	Significant	0.07

Source: Results of processing LISREL 8.30

Figure 2: Calculation results of structural equation modelling (standardized model). Chi-square=5739.18, df=979, P=0.00000, RMSEA=0.031
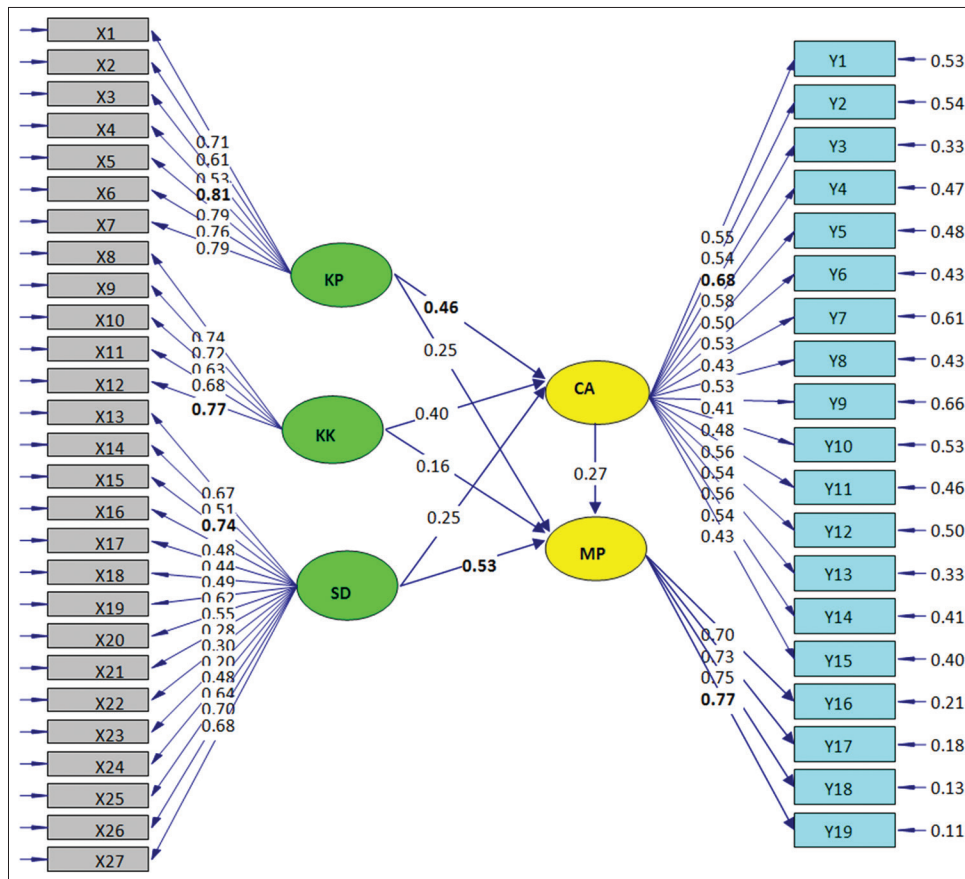
Source: Result of processing LISREL 8.30

Table 4: Hyphothesis test result

Hyphothesis	Description	Conclusion
H_1	Buyers relationship influence on the competitive advantage	Supported by data
H_2	Suppliers relationship influence on the competitive advantage	Supported by data
H_3	Company resource influence on the competitive advantage	Supported by data
H_4	Competitive advantage influence on the marketing performance	Supported by data

Source: Results of processing LISREL 8:30

with the buyer, so the relationship buyer will be with increased primarily in elements such as the buyer get the ease of ordering pass, sharing with the buyer's level of need for information regarding the products, sharing with the buyer's level of need regarding ordering schedule information, and sharing the level of information about the buyer's needs with the ordering process.

Pharmaceutical industry in DKI Jakarta, West Java and Banten required to pay more attention and increase relationship with suppliers, so relationship with suppliers will be increased, especially in elements such as giving (sharing) the main supplier pricing information, require sharing price information from suppliers, and co-investment (joint investment) with suppliers.

Pharmaceutical industry in DKI Jakarta, West Java and Banten are required to be able to utilize the company's resources, so that resources owned companies will be more superior, especially in the use of elements such as investment in machinery and equipment, adequate human resources education, R and D expenditure, model or design a modern, proportionate royalty payments, quality of services, reduced product damage, retained earnings increased, and access to a pharmaceutical company that is easy.

Pharmaceutical industry in DKI Jakarta, West Java and Banten required to pay more attention and increase the competitive advantage of the company, so that the competitive advantage held pharmaceutical companies would be superior to its competitors especially in the lead elements such products are more durable than the competition, the price of materials raw is more attractive than competitors, unforeseen expenses that is more efficient than the competition, the higher labor costs than competitors, the flexibility of the production volume is more flexible than competitors, and provide product support more effectively than competitors.

Pharmaceutical industry in DKI Jakarta, West Java and Banten required to pay more attention to and improve the performance of marketing company, so the pharmaceutical company's marketing performance will be increased, especially in the element of sales growth and increasing consumer growth.

7. CONCLUSION

1. Buyers relationship proved significantly influence on competitive advantage with the influence of 0.46, with the

most influential indicator is the dominant element of sharing product information.

2. Suppliers relationship proved a significant influence on competitive advantage, with the effect of 0.40, with the most influential indicator is the dominant element of a joint investment with suppliers.

3. Company resource proved to significantly influence on competitive advantage with the effect of 0.25, with the most influential indicator is the dominant element of education.

4. Buyers relationship proved a significant effect on the performance of marketing with the effect of 0.25, with the most influential indicator is the dominant element of sharing product information.

5. Suppliers relationship proved a significant effect on the performance of marketing with the influence of 0.16, with the most influential indicator is the dominant element of a joint investment with suppliers.

6. Company resources that are well proven significant effect on the performance of marketing with the influence of 0.53, with the most influential indicator is the dominant element of education.

7. Competitive advantage proved to have a significant effect on the performance of the marketing premises influence of 0.27, with the most influential indicator is the dominant element of the production cycle time.

8. ACKNOWLEDGMENT

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