ANALYZING THE MARKETING MIX OF PT. GUDANG GARAM TBK BY USING IMPORTANCE AND PERFORMANCE ANALYSIS

MENGANALISIS BAURAN PEMASARAN PT. GUDANG GARAM TBK DENGAN MENGGUNAKAN ANALISIS KEPENTINGAN DAN KINERJA

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Abstract: *PT. Gudang Garam Tbk is one of the leading cigarette industries in Indonesia that was founded in 1958 in the city of Kediri, East Java. The aim of this research is to analyzing the marketing mix of PT. Gudang Garam Tbk by using Importance and Performance analysis. Marketing mix is a combination of factors that can be controlled by a company to influence people to purchase its products. Marketing Mix divided into 7P's which are product, price, promotion, place, process, physical evidence. This research based on samples that are 100 respondents who consumed PT. Gudang Garam's Product in Manado. This research is using Importance and Performance Analysis with IBM SPSS Statistic. The meeting point of Importance (Y) and Performance (X) of each attribute will determined where to place the attribute among 4 quadrants in IPA (Importance and Performance Analysis) matrix to know how well PT. Gudang Garam, Tbk in Manado deliver their performance on Marketing Mix. Based on this research, researcher found that PT. Gudang Garam Tbk overall not deliver good performance on marketing mix because there are eight attributes found in quadrant I which is consumer found extremely important but the company only give fair performance.*

Keywords: *Marketing mix, importance and performance analysis*

Abstrak: *PT. Gudang Garam Tbk adalah salah satu industri rokok terkemuka di Indonesia yang didirikan pada tahun 1958 di kota Kediri, Jawa Timur. Tujuan dari penelitian ini adalah untuk menganalisis bauran pemasaran PT. Gudang Garam Tbk dengan menggunakan analisis Importance and Performance. Bauran pemasaran adalah kombinasi dari faktor-faktor yang dapat dikendalikan oleh perusahaan untuk mempengaruhi orang untuk membeli produknya. Bauran Pemasaran dibagi menjadi 7P yaitu produk, harga, promosi, tempat, proses, bukti fisik. Penelitian ini berdasarkan sampel yaitu 100 responden yang mengkonsumsi Produk PT. Gudang Garam di Manado. Penelitian ini menggunakan Pentingnya dan Analisis Kinerja dengan IBM SPSS Statistic. Titik pertemuan Pentingnya (Y) dan Kinerja (X) dari masing-masing atribut akan menentukan di mana menempatkan atribut di antara 4 kuadran dalam matriks IPA (Pentingnya Analisis Kinerja) untuk mengetahui seberapa baik PT. Gudang Garam, Tbk di Manado memberikan kinerja mereka di Bauran Pemasaran. Berdasarkan penelitian ini, peneliti menemukan bahwa PT. Gudang Garam Tbk secara keseluruhan tidak memberikan kinerja yang baik pada bauran pemasaran karena ada delapan atribut yang ditemukan di kuadran I yang menurut konsumen sangat penting tetapi perusahaan hanya memberikan kualitas kinerja yang biasa saja.*

Kata kunci: *Bauran Pemasaran, analisis kepentingan dan kinerja*

INTRODUCTION

Research Background

The tobacco industry is also one of the nation's heritage and has been entrenched for generations. The development of the tobacco industry had become part of the nation's history and culture of Indonesian society. The tobacco industry is the local wisdom that can compete and survive into the domestic industry that contribute significantly to the nation's economy, through employment and contribution to state revenues through taxes. The export value of cigarettes and cigars in 2014 reached a value of 804.7 million dollars. The export value increased by an average of 14.1 percent per year. In terms of excise revenues, tax revenues in 2015 exceeded the target set in the State Budget Amendment (APBN-P) 2015. Cigarette tax receipts in the last year is Rp139,5 trillion, or 100.3 percent of the target. In the excise fee revenue contribution above 90 percent, four tobacco companies have a large contribution. More than that, only small and medium factories. One of the fourth consecutive tobacco company is PT. Gudang Garam Tbk.

THEORETICAL REVIEW

Theories
Marketing

Kotler and Armstrong (2010) define marketing as the social process by which individuals and organizations obtain what they need and want through creating and exchanging value with others.

Marketing Mix

Borden (1964) claims to be the first to use the term "Marketing Mix", inspired from Culliton's (1948) description of a business executive as a "mixer of ingredients" who uses a mix of ingredients for his recipe of business. Borden's marketing mix comprised of 12 elements ─ product planning, pricing, branding, distribution, personal selling, advertising, promotion, display, packaging, servicing, physical finding, and analysis and research.

Product

Product is defined as a physical product or service to the consumer which he is willing to pay. It includes half of the material goods, such as furniture, clothing and grocery items and intangible products, such as services, which users buy (Singh 2012). The product aspect of marketing deal with the specification of the actual goods and services, and show it related to the end-user's needs and wants. The scope of a product generally includes supporting elements such as warranties, guaranties, and support (Kotler and Keller 2012:25).

Price

Kotler and Armstrong (2010) defined price as "the amount of money changed for a product or service, or the sum of all values that customer give up in order to gain benefit of having or using a product or service".

Promotion

Berkowitz (1997) defined promotion as a means of communication between the seller and buyer. To communicate with consumers, a company can use one or more of the promotional alternatives that is personal selling, advertising, sales promotion and public relation.

Place

Another very important element of marketing is a place that is also called the distribution, which is defined as the process and methods by which products or services reach customer (Martin, 2014). In other words, it is how your product is bought and where it is bought. This movement could be through a combination of intermediaries such as distributors, wholesalers and retailers. In addition, a newer method is the internet which itself is a marketplace now. Through the use of the right place, a company can increase sales and maintain these over a longer period of time.

Physical Evidence

Physical Evidence is the final element of the three additions to the basic marketing mix as proposed by Booms and Bitner (1981). The original authors described Physical Evidence as 'The environment in which the service is delivered and where the firm and customer interact, and any tangible components that facilitate performance or communication of the service'.

People

In addition, customer-oriented service, service employees with a focus on showing personal attention, inter-personal care, willingness to help, politeness, and prompt behavior are likely to contribute significantly to strengthen the customer-employee relationship (Kushwaha, 2015)

People that include the process of marketing of the products are:

1. People who make the products
2. People who bring the products to the customer
3. People who talk to the customer
4. The overall customer experience

Previous Research

First article in researcher previous research is about Marketing Mix Influencing Organic Foods Purchase of Mexican Consumer by Dr. Lizbeth Salgado-Beltrán University of Sonora, Mexico (2012). This study provides market-evidence on how to approach Mexican consumers, regarding marketing mix (price, product, and communication and distribution strategies) and its effects on organic food purchase. Environmental awareness has spread to businesses, institutions and society in general, but although these efforts, the situation of the environment on a global scale can't be said to has improved, consumers have not left their traditional brands and only a segment of people are consistent in their interests on the environment. So, company can sensitize environmentally to its potential market using price, product, distribution and communication strategies.

The second article is about The 7Ps Classification of the Services Marketing Mix Revisited: An Empirical Assessment of their Generalisability, Applicability and Effect on Performance - Evidence from Jordan's Services Organisations by Mamoun N. Akroush (2011) explain about Marketing strategy literature indicates that market segmentation, positioning and, fully-integrated marketing mix strategies are major components of a successful marketing strategy for today's businesses.

The third article is about research objective to know the marketing mix of DK Donut Company and the influence of marketing mix toward purchase decision donut. Variables that used are variable marketing mix and variable reseller purchase decision. Researcher also had done observation on production place. The results of this research are DK Donut Company had set marketing mix (product, price, place, and promotion). In product variable, DK Donut Company had produced a product with brand DK Donut. DK Donut's reseller can use their brands and sell the product with reseller price.In price variable, DK Donut Company decided its product price based on competition based pricing (competitor's price).

Conceptual Framework

Figure 1 Conceptual Framework
Source: Theoritical Review, 2018

RESEARCH METHOD

Type of Research

Type of this research is quantitative research. Quantitative research calls for typical research design where the focus of research is to describe, explain and predict phenomena, uses probability sampling and relies on larger sample sizes as compared to quantitative research designs (Cooper & Schindler, 2003). By using particular methodologies and techniques, quantitative research quantifies relationships between different variables. In quantitative research, involving two variables, for example, the aim of researcher is to study the relationship between an independent (predictor) variable and a dependent (criterion) variable in a population (Hopkins, 2000).

Population and Sample
Population

Sekaran (2010), population is "the entire group of people, events, of things of interest that the researcher wishes to investigate". A population is a group of experimental data, persons, etc. A population is built up of elementary units, which cannot be further decomposed. The population of this research is consumer of PT. Gudang Garam who are aware about the marketing mix of PT. Gudang Garam.

Sample

Sekaran (2010), a sample is "a part of the population". Sugiyono (2014), sample is the part of the sum and characteristic on the population. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey. The sample of this research is the 100 consumer of PT. Gudang Garam in Manado

Data Collection Method
Primary Data Collection

Hox and Boeije (2005) explained that primary data is Original *data* collected for a specific research goal. Primary data gathered by the researcher is the questionnaire given to some students as sample. This primary data will be analyzed in order to get the result and conclusion.

Secondary Data Collection

According to Sekaran and Bougie (2009), Secondary data are data that have already gathered by researchers, data published statistical and other journals, and information available from any published or unpublished source available either within or outside of organization, all of which might be useful to the researcher. Data is available from the previous research, case studies and library records, online data, company websites, and internet in general. The secondary data in this research were gathered from articles, several journals as the literature review, books regarding to the study of this research.
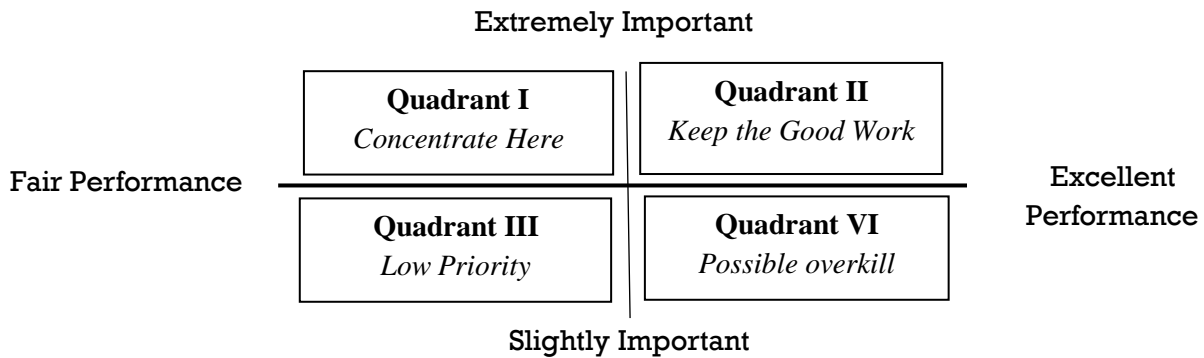
Data Analysis Method
Validity and Reliability

There are 100 questionnaires will be answer by customer of PT. Gudang Garam that can be a respondent of Marketing Mix of PT. Gudang Garam and will be test with using validity and reliability test with the SPSS application. Validity is a characteristic of measurement concerned with the extent that a test measures what the researcher actually aim to measure. Based on the above definition, the validity can be interpreted as a characteristic of the size associated with the measurement of a test instrument (questionnaires) to measure correctly what the researcher wants to measure.

Importance and Performance Analysis

Matrilla and James (1977) first proposed IPA as a useful tool to provide management insights to identify company strengths and weaknesses for improving company performance. IPA is a simple and useful method for simultaneously considering the strengths and weaknesses of a business when evaluating or defining a strategy (Linda & To, 2010).

Extremely Important

Quadrant I *Concentrate Here*	**Quadrant II** *Keep the Good Work*
Quadrant III *Low Priority*	**Quadrant VI** *Possible overkill*

Fair Performance   Excellent Performance

Slightly Important

Figure 2. Importance-Performance Grid
Source: Adapted from Martila and James (1997)

An attractive feature of importance-performance analysis is that the results may be graphically displayed on an easily-interpreted, two-dimensional grid. In this case, the Importance-Performance analysis of marketing mix (A) Concentrate here, Customers feel the promotion are very important but indicate low satisfaction with its performance. (B) Keep up with the good work, customers reckon the marketing mix are important and satisfied to the marketing mix given by the company. (C) Low priority, company is rated low in terms of providing the marketing mix attributes but the customers presume that the attributes are not very important. (D) Possible overkill, the performance of the marketing mix is good but customers attach only slight importance to them.

RESULTS AND DISCUSSION

Result
Characteristic of Respondent
The researcher decided to take 100 respondents to acquire the primary data. The respondents are the customers of PT. Gudang Garam, Tbk in Manado and the respondents are grouped according to gender, age, job, and income.
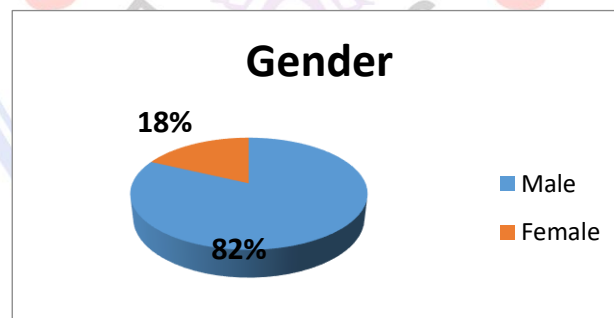
Figure 3. Respondents Gender Classification
Source: Data proccessed (2017)

Male respondents are dominant over female respondents, as shown in the percentage. More than half of the respondents are male customers, however there are not so many difference in the amount of male and female customers.

Validity and Reliability Test Result
Validity of Importance

Validity refers to the extent to which an instrument measures what it is supposed to measure (Wiersma and Jurs 2005). Validity is concerned with the meaningfulness of research components. Based on recommendation by Kaiser (1974) the variable that has value less than 0.50 were dropped from this study. As shown before Table 4.1 in MSA correlation column the value of Variety of the Product is .655 which is more than 0.50, value of Taste is .733, value of Durable is .808, value of Production Code is .770, value of Variety of Size is .724, Affordable is .973, value of Consistent Price is .890, value of Competitive Price with Other Product is .889, value of Sells with Wholesale Price is .868, value of Sells Retail is .934, Advertisement on TV is .800, Advertisement of Billboard and Banners is .693, value of Direct Selling is .804, value of Newspaper Advertisement .716, value of Social Media Advertisement is .771, Have Their Product Sell in Minimarket is .694, Have Their Product Sell in Kiosk is .823, Selling their Product on Festivals is .677, value of Have a Representative Office in Manado is .739, value of Have their Product Sell in Supermarket is .713, value of Keeping the Hygiene on Production is . 554, Using Good Quality of Tobacco is .753, Cigarette Smells Good is .800, Packaging Used Aluminum Foil is .687, value of the Fragrance Last Long is .611, value of Have Slogan for the Product is .767, value of Install Their Billboard on the Street is .655, value of CSR of the Company is .837, value of the Slogan Made to Pull the Intention of Man is .841, value of Have Music Festival Program is .753, value of Have Their Own Distributor is .903, value of Use SPG for Promotion is .737, value of SPG of PT. Gudang Garam Understand about Product Knowledge is .774, Used Machine to Packing the Cigarette has value .861, and last for Friendly Employee (seller) has value of .913. All the indicators with its MSA correlation that already mention above one by one are more than 0.50. So, it can be concluded that all the indicators of importance are valid.

Validity of Performance

Based on recommendation by Kaiser (1974) the variable that has value less than 0.50 were dropped from this study. As shown before Table 4.2 in MSA correlation column the value of Variety of the Product is .561 which is more than 0.50, value of Taste is .704, value of Durable is .570, value of Production code is .800, value of Variety of size is .783, Affordable is .635, value of Consistent Price is .570, value of Competitive Price with Other Product is .711, value of Sells with Wholesale Price is .601, value of Sells Retail is .554, Advertisement on TV is .574, Advertisement of Billboard and Banners is .599, value of Direct Selling is .775, value of Newspaper Advertisement .740, value of social Media Advertisement is .737, Have Their Product Sell in Minimarket is .818, Have Their Product Sell in Kiosk is .672, Selling their Product on Festivals is .786, value of Have a Representative Office in Manado is .834, value of Have their Product Sell in Supermarket is .808, value of Keeping the Hygiene on Production is .687, Using Good Quality of Tobacco is .791, Cigarette Smells Good is .747, Packaging Used Aluminum Foil is .593, value of the Fragrance Last Long is .653, value of Have Slogan for the Product is .606, value of Install Their Billboard on the Street is .516, value of CSR of the Company is .703, value of the Slogan Made to Pull the Intention of Man is .687, value of make a Have Music Festival Program is .553, value of Have Their Own Distributor is .683, value of used SPG for Promotion is .613, value of SPG of PT. Gudang Garam Understand about Product Knowledge is .550, Used Machine to Packing the Cigarette has value .719, and last for Friendly Employee (seller) has value of .790. All the indicators with its MSA correlation that already mention above one by one are more than 0.50. So, it can be concluded that all the indicators of importance are valid.
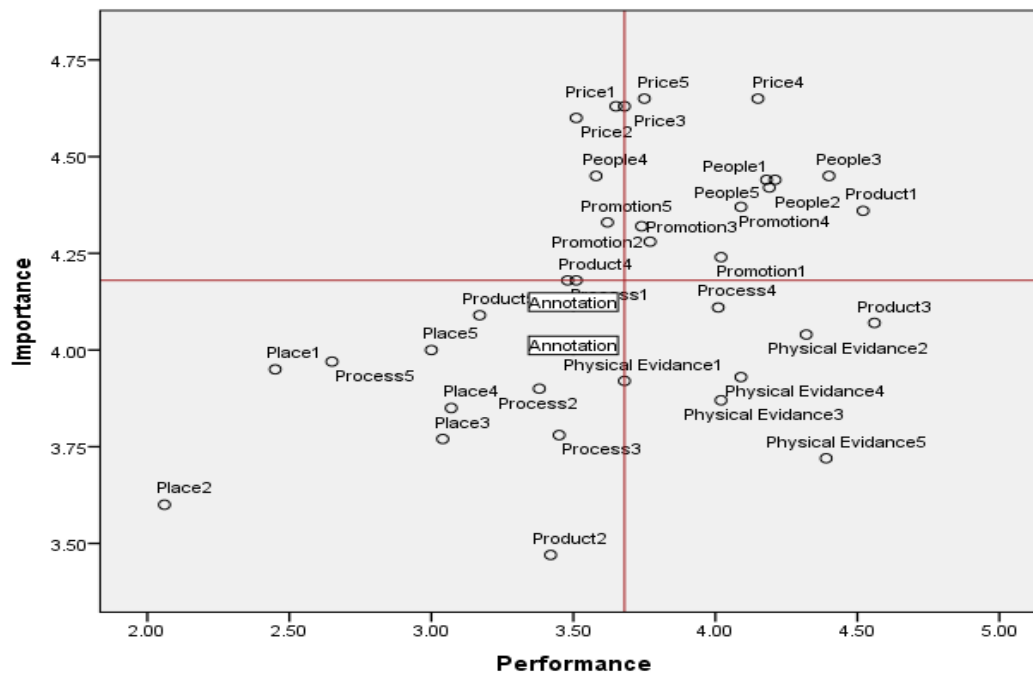
Figure 4. Data Plotting of Marketing Mix Attributes
Source: Data Processed, 2017

The attributes are spread over 4 quadrants, quadrant I, quadrant II, quadrant III, and quadrant IV.

Quadrant I is Affordable, Social Media Advertisement, Use Machine to Packing the Cigarette, Production Code, Consistent Price, Keeping the Hygiene on Production

Quadrant II is Variety of the Product, SPG of PT. Gudang Garam Understand about Product Knowledge, Have Their Own Distributor, and Used SPG for Promotion, Friendly Employee, Sells Wholesale Price, Newspaper Advertisement, and Advertisement on TV, Advertisement of Billboard and Banners, Sells Retail, Direct Selling, Competitive Price with Other Product

Quadrant III is Smells Good Cigarette, Taste, Using Good Quality of Tobacco, Variety of size, Have Representative Office in, Sells their Product in Festivals, Keeping the Hygiene on production, Last Long Fragrance, Have Their Product Sell in Minimarket, Have Their Product Sell in Kiosk

Quadrant IV is Durable, Have Music Festival Program, Payed billboard in the street, The Slogan Made to Pull the Intention of Man, CSR of the company, Packaging Using Good Aluminum Foil, Have slogan for the product.

Discussion

Importance and Performance analysis is an uncomplicated tool to evaluate compensation program in order to deliver Marketing Mix and help company improve a more their Marketing Mix in accordance with consumer needs.

This research figured out consumer preference and perspective of which Marketing Mix is important to them and which Marketing Mix that needs an improvement using IPA tool. With contributions of the customers of PT. Gudang Garam, Tbk in Manado, the researcher answered the problem questions. There were 100 questionnaires returned, and primary data acquired were all from the questionnaires include the characteristics of customers that have participated in this research such as gender, age, occupation and income.

The result interpreted in tables and IPA matrix. The tables showed Importance's mean values of each attributes and Performance's mean value of the same attributes. The mean values of Importance and Performance used to determine the meeting point in the matrix as Importance represented by Y axis and Performance represented by X axis. The meeting point of Y and X of each attribute then determined where to place the attribute among 4 quadrants in IPA matrix. PT. Gudang Garam, Tbk in Manado overall deliver very good performance on Marketing Mix, because there are twelve attributes in quadrant II, more than other importance attribute according to the customers.

Quadrant I implied a high importance level and low performance level. Affordable, Social Media Advertisement, Use Machine to Packing the Cigarette, Production code, Consistent Price, Keeping the Hygiene on Production. Affordable means the price of PT. Gudang Garam product not really affordable for most people. Social Media Advertisement means PT. Gudang Garam is rarely promote their product through social media such as Instagram, facebook, youtube and many more. Use Machine to Packing the Cigarette means consumer want the cigarette's quality at its best by using the machine. Production code is needed to know about the expired date, Consistent Price means they changes their price quite often.

Quadrant II implied a conformity of importance and performance where both have a high value thus this quadrant labeled Variety of the Product, SPG of PT. Gudang Garam Understand about Product Knowledge, Have Their Own Distributor, Used SPG for promotion, Friendly Employee (seller), Sells Wholesale Price, Newspaper Advertisement, Advertisement on TV, Advertisement of Billboard and Banners, Sells Retail, Direct Selling, Competitive Price with Other Product. Variety of the Product means they have quite a lot variation by taste. SPG of PT. Gudang Garam understand about product knowledge means when SPG selling their product they can explain the advantages of the product well. Also they have Friendly Employee (seller), and Sell Wholesale Price that bring advantage for reseller in kiosk to sell their product. Newspaper advertisement, Advertisement on TV, Advertisement of billboard and banners means PT. Gudang Garam have advertisement in all these platforms. Sells Retail means they sell their product in retail and the consumer like it that way, Direct Selling means they also sell their product directly straight to consumer in some occasion like in Music Festivals that provided or supported by PT. Gudang Garam, Competitive Price with other Product means they can stand in the market just like another cigarette companies because the price is quite good and quite the same like another good products by another company.

Quadrant III indicates low importance and low performance which are Smells Good Cigarette, Taste, Using Good Quality of Tobacco, Variety of size, Have Representative Office in Manado, Selling their Product in Festivals, Have Their Product Sell in Supermarket, Last Long Fragrance, Have Their Product Sell in Minimarket, Have Their Product Sell in Kiosk, it should to be improve because it related with the product directly. Smells Good Cigarette means consumer less care about the smell of the cigarette and the company also don't bother to change the way their product smell , Taste means consume find it just okay with the taste , Using Good Quality of Tobacco means consumer estimated that PT. Gudang Garam using just okay quality, Variety of size means they don't have a lot of variety of size, Last Long Fragrance means they fragrance don't last long and consumer also don't really care about that because mostly they buy cigarette and using it fast, Have Their Product Sell in Minimarket, Have Their Product Sell in Kiosk, it should to be improve because it related with the product directly.

Quadrant IV implied a low importance meanwhile the performance shown is high. Durable, Have Music Festival Program, Payed Billboard on the Street, The Slogan Made to Pull the Intention of Man, CSR of the Company, Packaging Using Good Aluminum Foil, Have slogan for the product. Durable means the cigarette don't fast get burn so it can last longer, Have Music Festivals Program means company provided music fetivals program but consumer find it not too interesting because almost any other company have that kind of program either, Install their billboard in the street means have ads in billboard but not all people or consumer noticing that, CSR of the company is actually good but not everyone get the advantage of it, Packaging Using Good Aluminum Foil means every other product also have the almost the same aluminum foil, Have slogan for the product means gudang garam have slogan but consumer don't really get the meaning of it.

CONCLUSION AND RECOMMENDATIONS

In this last chapter researcher explains the answers to research problem that already been attained through data processing. The researcher then mentioned recommendations or further actions that should be done by the company for development.

Conclusion

There are thirtyfive attributes used in this research to generate customers. Respondents were asked how importance are those attributes and how the performance of the same attributes delivered by the company. The conclusions bellow drawn using IPA tools to link the importance and performance value.

1. Quadrant I is Affordable, Social Media Advertisement, Use Machine to Packing the Cigarette, Production Code, Consistent Price, Keeping the Hygiene on Production
2. Quadrant II is Variety of the product, SPG of PT Gudang Garam Understand about Product Knowledge, Have Their Own Distributor, and Used SPG for Promotion, Friendly Employee, Sell Wholesale Price, Newspaper Advertisement, and Advertisement on TV, Advertisement of Billboard and Banners, Sells Retail, Direct Selling, Competitive Price with other Product
3. Quadrant III is Smells Good Cigarette, Taste, Using Good Quality of Tobacco, Variety of Size, and Have Representative Office in Manado, Selling Product in Festivals, Keeping the Hygiene on Production, Last Long Fragrance, Have Their Product Sell in Minimarket, and Have Their Product Sell in Kiosk
4. Quadrant IV is Durable, Have Music Festivals Program, and Payed Billboard on Street, The Slogan Made to Pull Intention of Man, CSR of the Company, Packaging Using Good Aluminum Foil, and Have Slogan for the Product.

Based on the explanation above, customers perceived of the attributes to measure the Marketing Mix of PT. Gudang Garam, Tbk in Manado mostly are important, it shows in quadrant I and quadrant II, however the performance of those attributes are less than what customers expected, based on the data the performance is less than what customers expected, it shown in quadrant I which is the attributes there are important for customer but unfortunately the attributes there have low performance.

Recommendations

The researcher provided recommendations addressed to the company to improve the Marketing Mix from the overall result. The recommendations are listed as follows.
1. The company has to pay attention to these eleven element of Marketing Mix to improve the performance of have Smells Good Cigarette, Taste, Using Good Quality of Tobacco, Variety of size, Have Representative Office in Manado, Sell Product in Festivals, Have Their Product Sell in Supermarket, Last Long Fragrance, Have Their Product Sell in Minimarket, Have Their Product Sell in Kiosk.
2. The company only has to keep its usual performance Variety of the Product, SPG of PT. Gudang Garam Understand about Product Knowledge, Have Their Own Distributor, Used SPG for Promotion, Friendly Employee, Sells Grocery Price, Newspaper Advertisement, Advertisement on TV, Advertisement of Billboard and Banners, Sells Retail, Direct Selling, Competitive Price with Other Product can improve those Marketing Mix to the customers in order to make them satisfied and be a loyal customers in order to achieved the company's goals.
3. There are Affordable, Music Festival, Use Machine to Packing the Cigarette, Production Code, Consistent Price, Keeping the Hygiene on Production. It means that the attribute had low priority in PT. Gudang Garam, Tbk. The attributes in this quadrant are not important to customer so the management of PT. Gudang Garam, Tbk should not give more attention to this attributes.
4. For attributes that are in quadrant IV which are Durable, Sell Products in Festival, Have Billboard on Street, The Slogan Made to Pull Intention of Man, CSR of the Company, Packaging Using Good Aluminum Foil, Have Slogan for the Product. It is good that company give their best performance on it but these attributes not quite important to customers as much attributes in quadrant I. Quadrant I need more attention than these in quadrant IV.

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