OBH X Positioning Strategy based on Perceptual Mapping and SWOT Analysis

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ABSTRACT

This study aims to describe the right OBH X marketing positioning strategy for the pharmaceutical industry. This study uses a quantitative method. The data sources used in this study are consumers who have consumed at least three brands of cough medicine, OBH X product managers and internal company data. The data collection technique in this study is in the form of a questionnaire distributed to 150 respondents in 3 different regions. The data analysis technique was carried out in a multidimensional and SWOT analysis. Multidimensionality is used to see the brand's position against competitors. Meanwhile, SWOT analysis is used to identify factors that can be used as a positioning strategy. Based on the results of the research, the positioning strategy applied can be applied to increase OBH X sales in region A by reducing product side effects, adding flavor variants and maintaining the efficacy variant of OBH X. Region B of OBH X products cannot be evaluated because there is a gap in predetermined attributes. Meanwhile, in region C, OBH X products are still competing with other products. The positioning strategy that can be applied in region C is by maintaining OBH X products using glass bottles, making articles and publishing about the advantages of glass bottle packaging on OBH X products Indonesia.

1. INTRODUCTION

Positioning is a technique to create an image and perception to consumers not only in the market, but also from the consumer's mind [1]. This can be said to be "attracting attention" for consumers to buy a product, because positioning directs consumers to remember and give a unique impression so that it becomes a brand that is most recognized by customers [2, 3]. Effective positioning serves as a bridge that the company creates to the consumer, describing the unique benefits and value of a product offered. Based on research from Pangestu [4], positioning strategies have a significant influence on cough medicine purchase decisions. Consumers tend to choose products they know and trust, that provide solutions and fit their needs. For example, if a medicinal product is positioned as a quick and effective solution to relieve coughs, consumers who experience these symptoms will be more likely to choose the product [5]. The right positioning strategy not only helps to attract consumers' attention but also builds loyalty and trust, which ultimately increases the product's sales and market share. A strong position can make a product seem different and more desirable among the many options available, making it a top choice in the minds of consumers [6, 7].

Poor air pollution conditions in Indonesia [8] cause various respiratory diseases [9]. In these situations people tend to treat their own illnesses [10]. This also triggers the expansion of cough medicines and the market

demand for cough medicine products becomes wider. OBH X is one of the brands of black cough medicine whose real name has been disguised. In Indonesia, several brands of black cough medicine have been circulated, including Komix OBH, OBH Combi, Konidin OBH, OBH Ika, and OBH Nellco. Of the several brands that have been mentioned, it shows that many companies produce black cough medicines and give rise to market competition to meet the high market demand. Market competition can be seen based on the dominance of the market by one company against other companies as a whole [11, 12]. Based on secondary data from OBH X companies, the largest market share in 2019-2021 was achieved by Komix OBH, OBH Combi, Konidin OBH, OBH X, and OBH Ika. In 2019-2021, OBH X was always in the top market share of OBH Ika, but in 2022 OBH X is below OBH Ika [13]. Therefore, it can be concluded that OBH X has decreased its market share in the past year.

Based on data collected from top brand awards [14, 15], OBH X is not included in the top brand index for cough medicine variants. This shows that OBH X has not managed to gain recognition as one of the leading brands in the category. In addition, from the calculation of Instagram's engagement rate, OBH X is still relatively low. This proves that the positioning carried out by the company is not right. Without a strong position in the market, it is difficult for products to compete and gain significant market share. Therefore, it is necessary to identify the attributes that are the strengths of the product so that it can be used to determine the appropriate positioning strategy. By understanding the attributes that make a product superior, companies can design more effective marketing strategies to increase brand excellence and product sales. Accurate identification of product strengths will help create a stronger and more relevant marketing message, as well as position OBH X in a more competitive position in the cough medicine market.

Thus, a strategy or method is needed to be able to increase sales of OBH X products. This study uses the multidimensional scaling (MDS) method to see the position of each attribute and brand [16, 17]. MDS allows visualization of brand positions and attributes in the form of perception maps, making it easier to understand how consumers perceive OBH X compared to other products [18]. After obtaining the results of the MDS, a SWOT analysis was carried out to determine the advantages and disadvantages of the product in each position [19]. This SWOT analysis will identify the strengths, weaknesses, opportunities and threats faced by OBH cough. These measures are expected to help OBH X achieve a stronger and more competitive position in the market, as well as serve as a reference for the company to make improvements to gain wider recognition from consumers.

2. RESEARCH METHOD

This study uses a quantitative method. The data sources used are consumers who have consumed at least three brands of cough medicine, OBH X product managers and the company's internal data. The place of this research was carried out in Jakarta and West Java. Data collection techniques used primary data and secondary data. Primary data was conducted by interviews and questionnaires. Meanwhile, secondary data is obtained by means of observation and literature study of the company's internal data. Interviews were conducted with the manager of the OBH X product company and OBH consumers. The questionnaire was distributed to 150 respondents who had consumed at least three brands of OBH [20, 21]. This research procedure can be visualized in figure 1.
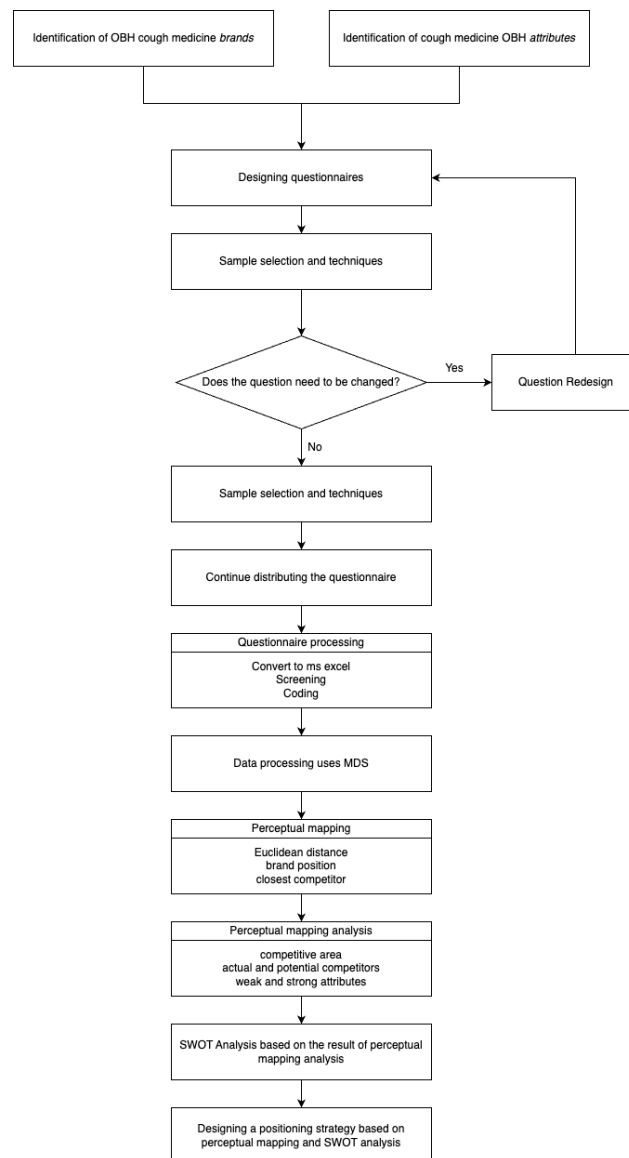
Figure 1. Perceptual Mapping

3.   FINDING ATTRIBUTE

Based on the results of literature studies and interviews, it was revealed that in a product there must be an attribute. From the literature study that has been carried out, several attributes have been obtained, including price, taste, safety of consumption, availability, effectiveness, packaging, quality, variants, brands, certificates and promotions. Meanwhile, after interviews were conducted with consumers who had consumed at least 3 brands of drugs, a new attribute was obtained, namely the attribute of side effects [22]. It can be concluded that the attributes used in a product are price, availability, effectiveness, packaging, variants, brands, flavors and side effects. From the research that has been conducted by Adlakha [16, 23] on brand positioning using multidimensional scaling techniques: herbal healthcare brands in the India market are derived from several attributes including price, availability, effectiveness, packaging and brand. Meanwhile, the research that has been conducted by Puspita [24, 25] on the analysis of fishbein's multi-attribute attitude regarding the attributes of herbal medicines of the brand of "tolak angin sidomuncul" appeared in the city of Bandung obtained the attributes of availability, packaging, variants and brands. From the results of literature studies and interviews in this study, the researcher agreed to use the attributes of price, availability, effectiveness, packaging, variant, brand, taste and side effects.

The predetermined attributes were then processed by the researcher using multidimensional scale data (MDS) with IBM SPSS to obtain the position of the OBH X perception map with competitors. Based on the results of data processing, it is known that the r-square value of this study is 0.98920 which shows that the results provide a high match because the test results obtained $r^2 > 0.60$ [26, 27]. The s-stress value shows the inconsistency of the results with the actual one, in the results of this study 0.11280 which shows that the results obtained are good because the stress value close to zero will be more accurate. Therefore, based on the results of the goodness of fit test, the quality of the data obtained is feasible and can be used for further analysis [28, 29]. The perceptual mapping results obtained from the analysis using IBM SPSS can be visualized in figure 2.
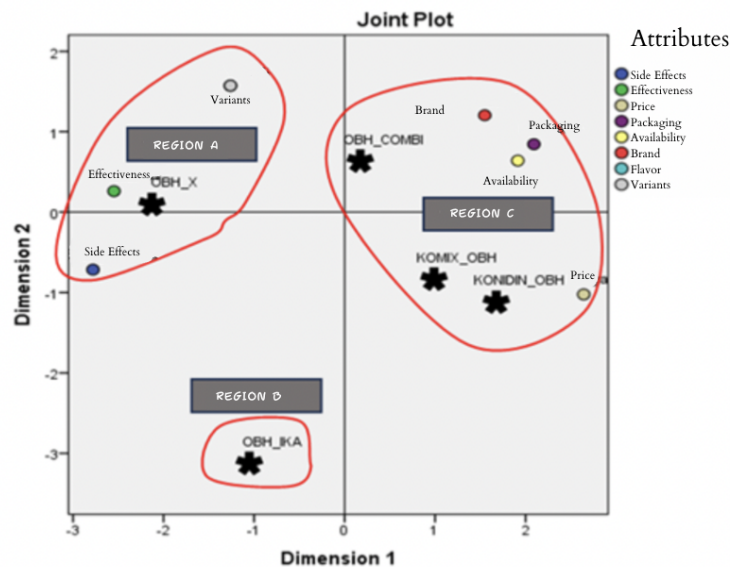

Figure 2. Perceptual Mapping

Based on Figure 2, there are three competitive regions marked by region A, region B, and region C. Region A has one brand, namely OBH X. Competition in region A is dominated by OBH X with strongly perceived attributes such as side effects, effectiveness, variants and taste. The attribute that is most strongly perceived and reflects the OBH X brand is effectiveness. High effectiveness makes OBH X recognized as a product that is able to provide the results that consumers want in relieving cough symptoms. In addition, the diverse flavor variants and preferred flavors add positive value to consumers who want flavor choices that are not only effective but also enjoyable. Although side effects can be a concern, if managed properly through transparent communication and improving product quality, OBH X can maintain consumer trust.

Therefore, the strong perception of some of these attributes without other competing brands that are really threatening in region A makes OBH X special. This feature gives OBH X a unique competitive advantage, as it can position itself as a top choice for consumers looking for effective cough medicines with a wide range of flavor options. The absence of significant competitors in the region allows OBH X to further strengthen its position by focusing on product innovation and marketing campaigns that emphasize this flagship attribute. By maintaining and improving this positive perception, OBH X can continue to build consumer loyalty and expand its market share in the cough medicine industry. This strategy that focuses on strong attributes will help OBH X remain relevant and prominent in the minds of consumers, ensuring continued success in region A.

In region B, there is only one dominant brand, namely OBH Ika without accompanying perception attributes indicating that this brand may not have highlighted specific advantages or clear differentiation in the eyes of consumers. However, even though there are no clear perceptual attributes attached to OBH Ika, the existence of this brand still threatens the position of OBH X. This is due to perceptual mapping that shows that OBH Ika is close to the Y dimension, a dimension that is very influential in determining consumer preferences. The dominance of OBH Ika in the Y dimension can make consumers switch from OBH X, considering the proximity of perception that shows the strong potential of OBH Ika to attract consumer interest.

OBH X needs to immediately anticipate the potential for a decline in market share due to the dominance of OBH Ika which is very pronounced in the Y dimension. First, OBH X must identify and reinforce the attributes that make it excel in the Y dimension, such as increasing product effectiveness or adding new variants that consumers prefer. Second, OBH X can improve marketing campaigns that emphasize the uniqueness and superiority of its products compared to OBH Ika, to strengthen brand awareness and consumer loyalty.

In addition, OBH X can conduct a more in-depth survey to understand why OBH Ika is dominant in the Y dimension, and then use this information to adjust its marketing and product development strategies. Improving the quality of customer service and interaction with consumers through social media and digital platforms can also be an effective way to strengthen OBH X's position.

Overall, in region B, there is no more in-depth follow-up strategy because there are no attributes that are strongly perceived by consumers in that region. So that area B is not a priority material for improvement because OBH X in this position is considered strong.

Meanwhile, in region C there are three brands, namely Komix OBH, Konidin OBH, and OBH Combi with accompanying attributes such as brand, packaging, availability and price. This shows that OBH Combi, Komix OBH, and Konidin OBH compete closely with each other in terms of what matters most to consumers, namely brand strength, packaging design, product availability in the market, and prices offered. In terms of brand attributes, OBH Combi is considered the strongest brand, showing that consumers have high awareness and trust in this brand compared to other competitors. Second, the packaging attributes and availability are also very pronounced on the OBH Combi brand, indicating that this product is not only easy to find but also has attractive and functional packaging for consumers.

Meanwhile, the price attribute is strongly felt for the Konidin OBH brand, which shows that this product is considered a more economical option among the three brands [30]. Konidin OBH can appeal to consumers who are more price sensitive and looking for products that offer the best value. On the other hand, Komix OBH may have to strengthen their marketing strategy to highlight attributes or availability of packaging that consumers may not be aware of today.

In this competition, OBH Combi is in a strong position because it is able to combine brand strength, good packaging and wide product availability. However, to maintain and increase market share, OBH Combi needs to continue to innovate and maintain the quality of its products, as well as ensure that the brand message remains relevant and attractive to consumers. Komix OBH and Konidin OBH must also conduct in-depth analysis to find ways to compete more effectively, either through improving packaging quality, expanding distribution, or offering more competitive prices.

Overall, the competition in region C presents a complex dynamic where each brand must continue to adapt and innovate to meet consumer needs and preferences. Brands that can effectively balance brand strength, attractive packaging, wide availability, and competitive pricing will have the best chance of winning the hearts of consumers and dominating the market.

3.1.   SWOT Analysis

SWOT (Strength, Weakness, Opportunity, Threats) analysis defines opportunities and threats from the outside that are adjusted to strengths and weaknesses from within. This analysis aims to provide a clear and comprehensive picture of how a brand can take advantage of external and internal conditions to improve its position in the market. Based on the results of the interpretation of the perception mapping obtained previously, this SWOT analysis was applied to two of the three identified competition areas, namely region A and region C. Region B was not included in this SWOT analysis because it did not have inherent attributes that were visible and clear, so it did not provide enough information for an in-depth analysis. The following is a SWOT analysis for each region.

3.2.   Region A

In Region A there are several strengths, weaknesses, opportunities and threats. The strength in region A is that it has 7 variants of efficacy for adults and children, has 4 flavor variants for adults and children and is believed to be the most effective in relieving coughs based on perception mapping. For the disadvantage, which is that it has 14 potential side effects that can accompany it, OBH X has side effects that cause drowsiness and there are still several clinical trials published to strengthen the effectiveness of OBH X. In addition, in region A also has several opportunities for its product, namely there are no strong competitors in terms of marketing

OBH X, based on the perception map of cough is generally accompanied by cold symptoms and strep throat, Based on secondary data, the majority of productive age consumers and the pharmaceutical industry open up opportunities for cooperation for effective drug development. From several opportunities that have been described, a product that is circulating in terms of marketing must find threats. The threat that exists in region A is that people look confused when faced with many choices of product variations in the same brand, because everyone has different taste preferences. This is the tendency for people to look at reviews of a product.

3.3. Region C

In Region C, OBH X products have a strength, namely consumers prefer products that use glass bottle packaging to maintain better product quality. In addition, in marketing OBH X products in this region is good because it often shares posts about Health on Instagram social media. As for the weakness of OBH X products in region C, the price is relatively high compared to other cough products, the packaging variant only provides glass bottles with sizes of 60 ml and 100 ml. Meanwhile, in region C, OBH X products have an opportunity, namely the majority of people choose products that use glass bottles because according to research, they can prevent more contamination. The threat of OBH X products in region C is that as many as 60% of people do not have emergency funds to buy OBH X products.

3.4. Positioning Strategy

Based on the results of multidimensional scaling and perception mapping, OBH X is in the A competition area with no actual competitors. This shows that OBH X has a different differentiation from other products. The differentiation of such products is effectiveness, side effects, taste, and variants. The recommended step for OBH X to maintain its position and even capture the competitor's market is to carry out a strategy by paying attention to the results of SWOT and perceptual mapping.

3.5. Region A

SO Strategy (Strengths - Opportunities):

- Make side effects, efficacy variants, taste, and effectiveness as OBH X differentiation.

- Retains the efficacy variant of OBH X.

- Create a specific campaign to target the productive age segment by emphasizing the advantages of the efficacy and flavor variants.

WO Strategy (Weaknesses - Opportunities):

- Developing cough medicine with all-in-one efficacy.

- Cooperation with other parties to develop cough medicine without drowsiness.

ST Strategy (Strengths - Threats):

- Focusing branding on the most popular products from OBH X.

- Develop herbal cough medicines in collaboration with doctors or companies.

- Strengthens branding in terms of many flavor options.

WT Strategy (Weaknesses - Threats):

- Benchmarking against better competitors in terms of side effects.

- Collaborate with health experts for research publications on OBH X.

- Conduct research by utilizing review data or online feedback.

3.6. Region C

Strategy SO (Strengths-Opportunities):

- Maintaining OBH products with glass bottles.

- Creating articles and publishing about the advantages of glass bottle packaging.

Strategy WO (Weaknesses - Opportunities):

- Provides distribution through marketplaces and health apps such as "halodoc".

Strategy WT (Weaknesses - Threats):

- Expanding cough medicines with middle-to-lower segmentation with more economical single-use packaging.

4. MANAGERIAL IMPLICATION

Based on the results of this study, several managerial implications are evident. First, companies can enhance their competitive edge by implementing customer feedback systems that leverage data analytics to identify product strengths and weaknesses. By continuously collecting and analyzing customer insights, managers can adjust their marketing strategies to better align with consumer preferences, thereby increasing customer satisfaction and brand loyalty. Second, using advanced analytical tools, such as machine learning algorithms, can aid in forecasting market trends and consumer behavior, enabling data-driven decision-making. This approach not only strengthens product positioning but also fosters proactive adjustments to emerging market demands. Lastly, implementing these data-driven insights into core operational processes encourages a culture of continuous improvement, ultimately boosting long-term growth and resilience in dynamic market environments.

5. CONCLUSION

Based on the results of the analysis that has been carried out, region A has been dominated by OBH X products because there are no other products that are able to defeat the attributes of OBH X. The positioning strategy so that OBH X products in region A continue to dominate is by making side effects, adding flavor variants and maintaining the efficacy variant of OBH X. Meanwhile, to reduce the weakness of OBH X products in region A is carried out by developing cough medicines with all-in-one efficacy, Collaborate with other parties to develop cough medicines without drowsiness, benchmark better competitors in terms of side effects, collaborate with health experts for research publications on OBH X and conduct research by utilizing review data or consumer feedback. Region B of OBH X products cannot be evaluated, because there is a gap between the attributes that have been determined. Region C of OBH X products is still competing with other products. In order for OBH X products in region C to survive, there are several positioning strategies that must be carried out, namely maintaining OBH X products with glass bottles, making articles and publishing about the advantages of glass bottle packaging. Meanwhile, to reduce the weakness of OBH X products in region C, namely by providing distribution through health application marketplaces such as "halodoc" and expanding cough medicines with middle to lower segmentation with more economical disposable packaging.

6. DECLARATIONS

6.1. About Authors

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6.2. Author Contributions

Conceptualization: DI and SW; Methodology: DI and SW; Software: DI and SW; Validation: DI and SW; Formal Analysis: DI and SW; Investigation: DI and SW; Resources: DI and SW; Data Curation: DI and SW; Writing Original Draft Preparation: DI and SW; Writing Review and Editing: DI and SW; Visualization: DI and SW; All authors, DI and SW, have read and agreed to the published version of the manuscript.

6.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

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6.5. Institutional Review Board Statement

Not applicable.

6.6. Informed Consent Statement

Not applicable.

6.7. Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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