Strategic Product Sales Performance Analysis: The Case at Unilever Corporation in Indonesia

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Abstract

Due to bigger demand in foreign goods, more brands and multinational companies are growing their market expansion to Indonesia to growth their sales and product innovations. A multi-national, Unilever Indonesia has been known in the local eyes as they have its identity of being a worldwide brand. Unilever has created a business model that is structured to allow the business to compete with other well-known brands. This paper wants to explain how Unilever Company to maintain product sales performance through global marketing and consumer behavior. This study uses primary data through questionnaires distributed online. The number of samples is 198 consumers. The authors conducted validity and reliability tests to ensure that the data were valid and reliable. After that the Authors conducted regression testing, the results showed that global marketing strategy and consumer behavior affect product sales performance at Unilever Indonesia companies.

Keywords
Product Sales Performance, Global Marketing, Consumer Behavioral and Unilever.

1. Introduction

Managing a business is a part of the process of planning and organizing a company by using the given resources to help achieve the main goals (Clark et al. 2015; Budiono et al, 2020). The global market is a market operation that has crossed national borders (domestic) and is trying to outperform its business in foreign countries. Global markets are market activities carried out by global companies that have business strategies in global markets and products that must meet global standards in various countries (Dixon and Monk, 2014, Purba et al. 2020); (Adirinekso et al. n.d.).

In the global market, international trade has shown enormous progress based on various opportunities that can be seen in business activities such as borderless exchanges and technological advances that ease the trading process to a whole new level (S Budiono, 2012); (Papadopoulos and Malhotra, 2007). The easy and fast trading process allows the transaction quantity to increase rapidly (Purba et al. 2020). With the increasing volume of the global market, it affects consumer perceptions of a brand because it can affect the number of sales of the company's products (Papadopoulos and Malhotra, 2007); (Budiono et al. n.d.). When the level of satisfaction is positive and high with a brand, the quantity of products and sales will increase as well.

Through globalization this is an opportunity for foreign marketers to be integrated into local markets and increase economic activity, investment value and trade demand. Through trade, more choices of goods and services will be provided to customers. This has changed consumer attitudes towards a product to be more selective and aware of what they buy. More products from overseas will be better known among public consumers for a period (Shin, Park, and Kim, 2020); (S Budiono, Purba, and Adirinekso, n.d.). Due to the increasing demand for foreign goods, more and more multinational brands and companies are struggling to enter Indonesia's domestic market where it has enormous potential (Culka, 2018); (Yu, 2003); (Steven, Purba, Budiono, and ..., 2021). A multi-national brand has been recognized in the eyes of the local market because they have a special identity as a global brand (Lin, Jia, and Song, 2021).

Unilever is a multinational company engaged in the production of household needs by applying the Fast-Moving Consumer Goods (FMCG) pattern such as various kinds of beauty care products, personal care, food, beverages, and household care (Kahle and Malhotra, 1994); (S Budiono, Purba, and Purba, 2021); (S Budiono, Purba, Adirinekso, et al., n.d.). More than 400 brands have been launched under these big names over the years and some of the global brands are Dove, Sunsilk, Rexona, Vaseline, Lipton, Magnum, Ben and Jerry's and Sunlight. The company has more than 400 product brands in more than 190 countries and 25 million networks in the global retail industry. It is stated on its official website (www.unilever.co.id) that 2.5 billion people have used its products every day with a turnover of €51 billion recorded in 2020 (Unilever, 2021).

According to PT Unilever's 2020 Annual Report, the company's vision is that the company gain acceptance and respect from the Indonesian people by carrying out daily life and routines. The business mission is carried out to achieve these four points, namely: creating a better future, enabling people to be more confident by looking and feeling good, inspiring them to make a difference by taking small actions, and creating new ways to improve business operations and have an impact. to the local community (Frolova, 2012); (Dyakova, 2017); (Adirinekso, Purba, Budiono, and Rajagukguk, 2020).

The products produced by Unilever have been positively received by local consumers because they have provided basic needs for household consumers at the most reasonable prices and better quality.

Figure 1. Business Model of Unilever (Source: Unilever, 2021)

Unilever Company has created a structured business model that allows businesses to compete with other well-known brands and gain consumer trust as shown in the Figure of the Business model. This Unilever business pattern is structured to create a sustainable place to live in achieving new growth in the long term (Papadopoulos and Malhotra, 2007); (Pappu and Quester, 2016). The purpose of the business model is to bring closer to what consumers need and be able to face the challenges that exist in the market. Competition in the global industry is undeniable as companies such as Loreal, Nestle, PandG, Pepsi Co Inc., and Danone are some of Unilever's main competitors list. They are multinational companies that are also engaged in the FMCG industry, so the competition is fierce.

The Unilever company has made a stable increase on their net sales each year for the past five years operations with the implemented marketing strategy that has been evaluated by the company which means its sales performance are secure and strong in its FMCG industry.

Table 1. Net sales of PT. Unilever Indonesia 2016-2020

Year	Net Sales
2016	40,053,732
2017	41,204,510
2018	41,802,073
2019	42,922,563
2020	42,972,474

However, the company has experienced a sluggish improvement over the last two years which shows that the marketing strategy that has been implemented has not shown good results for the company's business. This decline in growth has made it unable to improve its performance, because it is stuck in the marketing and sales division (Soboleva, Golaydo, and ..., 2015); (Adirinekso, Purba, Budiono, and Rajaguguk, n.d.). Advertising promotion to sales ratio is usually around 20%. This shows that the company's efficiency has reached its limit. Unilever's market share declines in the following year if marketing and sales risks are minimized again.

2. Literature Review
2.1. Conceptual Variables
There are three variables included namely global marketing, consumer behavior and product sales performance. All variables involved in this study are positively related from one to another.
2.1.1.   Global Marketing
The global market has connected different countries and is increasingly dynamic over time while trying to control over the external environment to gain competitive advantage. When creating a global marketing strategy, the business orientation in the application world should be examined to link the target market segments with the marketing mix elements. Some of the most common global marketing orientations are production, sales, customer, strategic marketing, and social marketing. Businesses focus on efficiency or quality for production orientation (Jenson, 2017); (Randrianasolo, 2017). The main aim and objective of global marketing is to integrate and standardize marketing operations taking place across multiple geographic markets.

In this case, the marketing environment is influenced by many factors that are very different from each other such as culture, competition, geography, and trends. With global marketing in place, it stabilizes the balance in its global economy of scale and its domestic scope to adapt to changes and experience the unique value of products globally (Özsomer, Batra, Chattopadhyay, and ter Hofstede, 2012); (Yu, 2003). The application of global marketing in a

business will help align orientation from one country to another by looking at the similarities and differences of a country.

In a strategic marketing orientation, businesses that don't make changes for foreign customers should suffer heavy losses in their sales as competition becomes intense and they adapt to consumer needs (Mitchell and Orwig, 2002); (Adirinekso, Purba, Budiono, et al., n.d.). Furthermore, social marketing should pay more attention to environmental and health issues because it can affect business performance as well as sales of their products abroad.

2.1.2. Consumer Behavior

Consumer behavior is a psychological way in which an individual will have a different approach when buying goods or services. The purpose of analyzing consumer behavior in a business perspective is to provide better insight and understanding of customer attitudes to improve and conduct more detailed analysis and implement promising marketing strategies for its goods and services (Heavey et al. 2014; Pappas 2016). The behavior shown by individuals is based on many factors that are very important for businesses to consider consumer behavior, especially when transactions are carried out directly with consumers because we must choose the right response and action so as not to disappoint their decision. Many studies, research, and evaluations have been conducted to study consumer behavior that affects business and sales performance (Shams et al. 2015); (Purba et al. 2018). There are several factors that influence customer attitudes in purchasing decisions such as culture in which the overall beliefs, values and habits that help consumers to create, study and direct their behavior towards certain types of society, social factors where it helps consumers to demonstrate their beliefs, attitudes and behavior towards certain things, and personal factors (lifestyle values, life cycles, financial and economic stability) that will indicate personal wants and needs for goods or services. Individual (Phua and Kim, 2018); (He and Lai 2014).

Behavior is a real feeling that individuals have when interacting with the environment ranging from obvious feelings to feelings that are not visible. In terms of business society, consumer behavior is the study of choices made to make decisions about accepting them when using goods and services, creating ideas and fulfilling daily needs and activities (Wang et al. 2019); (Snow 2012). Consumer behavior is carried out in meeting consumer needs. In product buying is also considered as a process in building one's attitude towards the company's brands and products.

2.1.3. Product Sales Performance

Product sales performance is a profit level that is compiled together over a certain period of time. Sales volume is the main thing that all businesses focus on which is correlated with business operating profit and revenue. Product sales performance that directly affects business operations and development. The ability of a business to achieve high sales performance will result in greater control over the relationship between the company and consumers (Yu 2003). Salespeople should be aware of their skills, efforts, and motivation to generate more stable sales revenue in the near future. Sales performance is also influenced by many aspects, namely competition, brand value, promotion, economic factors, and so on (S Budiono, Purba, Adirinekso, et al., n.d.).. Different companies will have different approaches to measuring the performance strategies they need for the business. Some of these performances are measured by sales volume, revenue, market share and profits.

2.2. Relationship among Variables
2.2.1. Global Marketing and Product Sales Performance

Global marketing strategy is a process of change that involves, among others, in the fields of economy, social culture, politics, geography and technology that is able to integrate the linkages obtained from around the world and shorten the distance and time between one country and another. The global marketing strategy implemented by business groups when competing in the global market will determine whether their performance and role in the global market will have a significant impact on business operations and sales performance in foreign countries (Izmailova et al. 2016; Özsomer et al. 2012). A global strategy should not only have a broad strategic direction, but should also outline how operations such as procurement, RandD, production, and marketing should be coordinated globally.

Product sales performance is an analysis in which changes, and trends are created, and sales of goods and services are measured to control the framework and nature of sales in the product market. The nature of the data will be analyzed to forecast future sales growth changes and prepare new ideas to tackle future problems (Randrianasolo 2017). The success of a product being marketed at the right time and situation is managed and measured by the readiness and maturity of the strategy in dealing with any risks or problems that may occur during the process of

promoting the product and considering sales growth or competitors' market share trends (Papadopoulos and Malhotra, 2007).

When a product succeeds in persuading its target users and increasing the authenticity of consumer behavior, it will have a positive impact on the sales performance of the product. It can be concluded that the dependent variable, namely global marketing, will have a direct and positive effect on product sales performance. Some companies that prioritize consumer preferences will be confused by consumer behavior that is always changing so that it becomes difficult to make decisions. A global company will achieve success in the long run if it is able to concentrate on the markets that consumers want rather than working on the markets that consumers think about in detail (Li and Resnick, 2003 ; Budiono et al. 2021). A global marketing strategy rooted in the concept of customer satisfaction. Furthermore, satisfaction is a person's perception of an object or activity.

2.2.2. Consumer Behavior and Product Sales Performance
The overall consumer attitudes, interests, behavior patterns, emotional reactions, social positions, and other individual features that persist over time are referred to as consumer personalities. Furthermore, consumer personality type is a way of categorizing customers based on their attitudes or behavioral tendencies. If personality constructs are designed effectively for specific reasons for consumer behavior and include other important aspects such as social, external factors, demographics, and general market conditions, they may be very valuable predictors of consumer behavior (Wang et al. 2019); (Shams et al. 2015); (Budiono et al. 2021). Consumer personality has been known to influence the cost of various levels of goods or services they want to buy. This is due to the customer's desire to connect with certain social groups or classes (John Tampil Purba, Budiono, and Rajagukguk, 2021). The technique focuses on patient individuality to improve product sales performance; he states that salespeople must ensure that they are targeting the right customers, i.e., those who will have influence on public purchasing decisions, thereby persuading them to make product purchases.

3. Methods
3.1. Validity Test
Validity tests are carried out in research studies to ensure that the data collected is valid and has reached all the desired conditions. There are many types of validity tests to determine the feasibility of the data. First, the face validity test, where this type of validity test is subjective and simplifies the process of evaluating the questionnaire in terms of consistency, understandable language, and a comprehensive style and format to see the relevance of the measuring instrument. Second, test the construct validity. This type of test is used to measure the ability to interpret concepts and express ideas and actions regarding its functionality and operations. There are two elements of construct validity test, namely convergent and discriminant validity (Sekaran and Bougie, 2016).

Convergent validity is used by researchers in research studies to calculate the correlation between variable indicators and their theoretical implications, the results of which will reveal the presence or absence of indicators from the variable test. Convergent validity can usually be obtained through the results of Average Variance Extracted (AVE). Average Variance Extracted (AVE) is a statistical test used to calculate the level of variance of the variables obtained after correcting the indicator error rate (Sekaran and Bougie 2016); (Rauf et al. 2021). Discriminant validity is the difference in value between variables on the indicator. Construction validity is another type of test used in this section to calculate the combined reliability of the indicators against the measurement of the variables to confirm and secure the accuracy and reliability of the variables against the research studies conducted by the researcher.

3.2. Reliability Test
Reliability testing is a testing technique that measures the stability and consistency of the results on a single phenomenon in which a number of different trials are performed to check the consistency of the results whether the correct number of values will appear after several repetitions. Cronbach's alpha is the most commonly used measure of consistency and reliability when applied to a Likert scale (Sekaran and Bougie, 2016).

3.3. Regression Analysis
Based on causality between Global Marketing and Product Sales Performance; Consumer Behavioral and Product Sales Performance in literature review, authors build the research model as the Figure 1 (Sabouri et al. 2020).
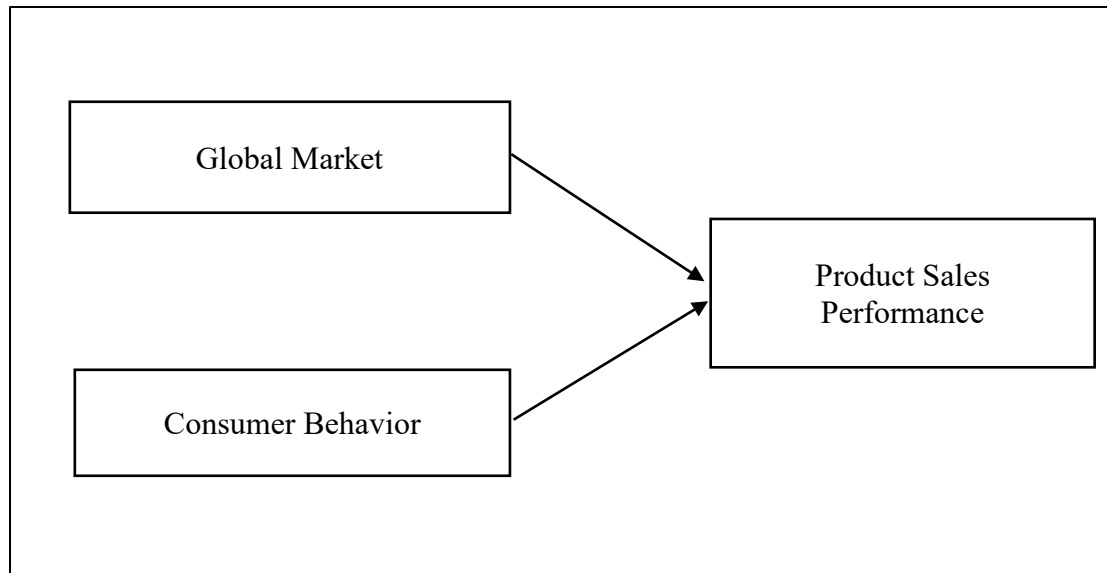
Figure 1. Research Model

Product Sales Performance, Global Marketing, Consumer Behavioral

The purpose of this study is to analyze impact Global Marketing (GM) and Consumer Behavior (CB) on Product Sales Performance (PSP). A multiple regression model with more than one explanatory variable may be written as the applied regression model (Greene, 2018) for this study is.

$$PSP = \beta_0 + \beta_1\,GM + \beta_2\,CB \tag{1}$$

Subsequently a calculation is made by estimating the suitability of the econometric model that is the magnitude of the R-squared and F-test with a significance level of 5%.

Based on the theoretical estimates for each parameter to achieve the desired model conditions in mathematical equations are as follows.

$$\beta_1 = \frac{\partial PSP}{\partial GM} > 0 \quad \text{and} \quad \beta_2 = \frac{\partial PSP}{\partial CB} > 0 \tag{2}$$

Based on the calculus equation, the partial test of each independent variable is one way. Global Marketing (GM) influences Product Sales Performance (PSP) in the same direction, and Consumer Behavior (CB) influences on Product Sales Performance (PSP) in the same direction. Thus, the value of each parameter β is expected to be positive (Huang, 2021); (Burkhanov, 2020). While the partial testing of each independent variable on the dependent variable is carried out by t-test with a significance level in this study amounting to 5%.

4. Data Collection
Data collection techniques are usually done through observation, questionnaires, interviews, and the use of other documents. The data collection technique used in this study was to distribute questionnaires to 196 respondents at random with different domiciles throughout Indonesia. The statements used in the questionnaire are adjusted to the concept definition and operational definition to maintain the accuracy of the data. Each statement in the questionnaire is rated according to the respondent's views in the form of a Likert scale with numbers 1-5 representing strongly disagree to strongly agree.

5. Results and Discussion
The primary data will be processed for its validity and reliability by using Stata Software. The result of validity and reliability test is as follow (Table 2),

Table 2. Validity and Reliability Test

```
Test scale = mean(standardized items)

                                                  average
                            item-test  item-rest  interitem
Item          Obs   Sign  correlation correlation correlation   alpha

gm1           196    +      0.6349      0.5656      0.3606      0.8876
gm2           196    +      0.7400      0.6865      0.3496      0.8827
gm3           196    +      0.6063      0.5332      0.3636      0.8889
gm4           196    +      0.6454      0.5775      0.3595      0.8871
gm5           196    +      0.6172      0.5456      0.3625      0.8884
gm6           196    +      0.5177      0.4345      0.3729      0.8928
cb1           196    +      0.6967      0.6363      0.3542      0.8848
cb2           196    +      0.6679      0.6033      0.3572      0.8861
cb3           196    +      0.6245      0.5538      0.3617      0.8881
sp1           196    +      0.6369      0.5679      0.3604      0.8875
sp2           196    +      0.6401      0.5715      0.3601      0.8874
sp3           196    +      0.6964      0.6359      0.3542      0.8848
sp4           196    +      0.6881      0.6264      0.3551      0.8852
sp5           196    +      0.5617      0.4833      0.3683      0.8909
sp6           196    +      0.5516      0.4721      0.3693      0.8913

Test scale                                         0.3606      0.8943
```

Source: Data Processing, 2022

Decision making in the reliability test is the Cronbach's Alpha value of $0.89 > 0.60$, so the questionnaire is declared reliable. The validity testing based on Stata software shown in table 2. The values of item-test correlation is more than item-rest correlation on the table 2 is also showing valid (Adkins and Hill, 2011).

Based on the proposed econometrics model, we do the data processing in 196 observations. By using linear regression and robustness feasibility, the output of data processing is as follows in table 3.

Table 3. Robust Least Square for Product Sales Performance

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Linear regression                         Number of obs   =        196
                                          F(2, 193)       =      94.09
                                          Prob > F        =     0.0000
                                          R-squared       =     0.5995
                                          Root MSE        =    .32468


                        Robust
     PSP      Coef.    Std. Err.      t    P>|t|    [95% Conf. Interval]

      GM   .3586085   .0494925     7.25   0.000    .2609929   .4562242
      CB   .4267095   .0428534     9.96   0.000    .3421885   .5112306
   _cons   .9361289   .2602728     3.60   0.000    .4227847   1.449473
```

Source: Data Processing, 2022

Based on the data processing Table 3 Robust Least Square for Product Sales Performance, the authors can make conclusion and discussion. Product sales performance are influenced by independent variables in the model. The test results for the proposed model that the results of the value of F-test = 94.09 and probability F = 0.00 smaller than the significance level of 5%, we reject the null hypothesis. The independent variable Global Marketing (GB) and Consumer Behavioral (CB) simultaneously influence the Product Sales Performance (PSP). Therefore, authors can arrange the econometric equation.

$$PSP = 0.94 + 0.35\ GM + 0.42\ CB \tag{7}$$

The partial analysis shows that the results of the t-test on the variable Global Marketing (GB) and Consumer Behavior (CB) reject the null hypothesis and the direction of the positive coefficient. The value of this positive coefficient parameters supports to the hypothesis. Every 1 unit increase in Global Marketing (GB) will increase the Product Sales Performance (PSP) by 0.35 level in level Likert scale 5. Every 1 level increase in Consumer Behavior (CB) will increase the Product Sales Performance (PSP) by 0.42 level in 5 level Likert scale.

6. Conclusion

It is clear that Global Marketing (GB) and Consumer Behavior (CB) affect Product Sales Performance (PSP) positively and significantly within a tolerance of 5%. Planning and programs for global marketing efforts must be carried out with certainty covering all lines from top management to bottom lines.

Because the global market has connected various countries and is increasingly following the dynamics of the times lately, companies must be able to control the external environment to gain a competitive advantage. Global marketing strategy plays an important role as global business oriented to connect target market segments with marketing mix elements. Global marketing orientation includes production, sales, customer, strategic marketing, and social marketing. The company must maintain the efficiency and quality of the products produced. Finally, efforts are made to integrate and standardize marketing operations across various geographic markets.

Building a real feeling that individuals must have when interacting with the market environment is very important for company performance, especially sales. Consumers who can accept and feel they have the product will use the goods and services continuously. Companies must create ideas and meet daily needs. Likewise, product buying is also considered as a process in building one's attitude towards brands and products so that product sales performance increases.

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