



## Marketing Strategy Implementation and Marketing Cases

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### Abstract

*This article discusses the implementation of marketing strategies and cases in marketing. The purpose of this article is to determine the implementation of a conceptual strategy formulation that must be realized in action-oriented company operations and the role of organization in the success of strategies related to the issue of synergy in strategy implementation. This article is also useful for knowing the monitoring and evaluation of strategies in the company and knowing the processes and characteristics of an effective evaluation in the supervisory process.*

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## Introduction

A strategy is selected from a number of alternatives that have been analyzed and considered carefully and thoroughly and implemented within a certain period of time (Priyono et al., 2020). The intention is for an organization to be in an effective condition and position in an effort to create goals and objectives in an external environment that often change at a level and intensity that at times may not have been fully calculated beforehand. A strategy by definition is future oriented. Because of this orientation, the selection of a particular strategy is generally based on various assumptions based on the assumptions used by the makers and strategists who are fully aware that all the events and factors that affect the implementation of the strategy can be considered and calculated appropriately (Zurell et al., 2020).

After the company formulates a corporate strategy, then the business units that are under corporate ownership formulate business strategies, and the companies involved make functional strategies, then what the company does is implement all the strategies that have been made (Hofmann & Jaeger-Erben, 2020). Implementation aims so that the strategy that has been made is not only formulated and written but there is real work as a form of implementation, both in strategic planning, so that they can actually achieve the specified direction, and the people involved will be able to work successfully (Breuer et al., 2019).

This time, the discussion of implementation includes how the company manages its programs and how to prepare a budget, as well as creating various procedures and rules to ensure the implementation process runs successfully. According to (Small & Wainwright, 2014). to determine whether the strategy implementation can be carried out as it should or not, management absolutely must take three types of action, namely by conducting supervision, making judgments and creating a strategic bait system as well (Vindrola-Padros et al., 2020). In various literature on management theory, especially on managerial functions, it is seen that these functions are basically based on the view of the importance of planning, implementation and supervision.

This supervision is also carried out on the grounds that we also know that the economy is sometimes unstable, the product life cycle is shorter, the technological advantages are shortened, changes occur more frequently and so on, therefore it is also necessary to oversee strategic management (Sangaramoorthy, 2019). There are three things that will be monitored in strategic supervision, namely monitoring of behavior, monitoring of output and monitoring of inputs (West, 2012).

### **Definition of Strategy Implementation**

Based on the literature review conducted by Li, Guohui, Eppler, there are three perspectives in seeing the notion of strategy implementation, as follows; (1) Process perspective. In this view, strategy implementation is a sequence of carefully planned consecutive steps; (2) Behavior perspective. This point of view considers the implementation of the strategy as a series of actions and assesses the actions taken by the parties executing the strategy from a behavioral science point of view; (3) Hybrid perspective. This approach views strategy implementation as a combination of the strategy implementation process and the behavior of the parties executing the strategy. Strategy implementation is an assignment or re-assignment to company leaders, both at the corporate level and the business unit level to communicate and implement strategies with employees (Paramatya, 2013).

### **Strategy Evaluation**

Strategy evaluation is the last stage in strategic management. Managers really need to know if a particular strategy is not functioning properly, strategy evaluation means trying to obtain information. All strategies can be modified in the future because external and internal factors are always changing (Steiss, 2003). The three basic activities for evaluating strategy are; (1) Capability of resources, are essential human resources available? If not, has the plan outlined how to get it if it is needed at any time? (2) Risk Preference, does the strategy have unnecessary risks? Is the amount of risk accepted by top management is too high or too low, does the plan depend on internal sustainable sources its existence is not guaranteed; (3) Time insight, have the objectives been stated based on the right time to achieve them? Based on the capabilities and abilities that are owned, are appropriate expansions can be done? Can the evaluation criteria be measured with the right time so that the right adjustments can also be made.

### **Strategy Evaluation Criteria**

According to Richard Rumelt, there are 4 criteria in strategy evaluation, namely; (1) Conformity (consonance), the need to observe a series of trends, including individual trends. Most trends are the result of interactions between trends; (2) Advantages. Competitive advantage is usually the result of superior resources, skills and position; (3) consistency. Three guidelines that underlie the consistency of strategy, namely managerial issues, departmental success and organizational policy issues; (4) Feasibility. A strategy should neither overload existing resources nor create unsolvable sub-problems.

### **Strategy Evaluation Process and Strategy Control**

Strategy evaluation stimulates a critical attitude towards existing expectations and assumptions, reassesses goals and values, and stimulates creativity to generate alternatives and formulate evaluation criteria. Strategy evaluation must be carried out continuously, not at the end of a certain time period or only after a problem occurs (Metrick & Yusada, 2021). There are 5 strategy evaluation processes, namely, determining what is being measured, setting performance standards, measuring actual performance, comparing actual performance with predefined standards and taking corrective action.

## Marketing Cases

### Corporate Marketing Strategy Case:

#### The Bet on Capriasi Boosts Competitiveness

Excellence sometimes has to be achieved by doing something that is risky. For this reason, Capriasi is willing to become a pilot project in order to become a local MLM company that is agile and able to compete with big names. Previously, the President Director of Capriasi Multinational Prosperous every week before the closing points always looks tense. Stress and fatigue from doing routine work; calculating bonuses for members, calculation deadlines and bonus submissions every 12th, but the sales data sent by post is always late, so it continues to accumulate towards the end of the calculation. The data is sent by the Stockist to the head office in Jakarta for input into the account officer; then calculated in order to find out the bonus for the members of the MLM network (Malara et al., 2019). Unfortunately, at that time the calculations were still manual (Hennessy & Patterson, 2019). Understandably, in the MLM industry, the calculation of member bonuses is tiered (Crittenden et al., 2019). Capriasi was founded on 14 Nov 1998 growing rapidly as the MLM business was booming at that time. Capriasi focuses on selling fashion products, especially for women. The types of products include: Bags (handbags), Shoes & Sandals, Perfumes and Accessories with attractive designs.

However, it seems that the development of this business has not been accompanied by readiness of infrastructure (Adloff & Neckel, 2019). "As a leader, of course I am happy to see the business development that has increased so rapidly (Dabić et al., 2019). But on the other hand, I feel sad because of the unpreparedness of the infrastructure". Understandably, apart from being supported by no more than 10 employees with less than five PCs, the IT system used is still very simple. One of what Andry dreamed of at that time was to provide a monthly expenditure report to his members, so that they would know the results of his work so far (Langenwalter, 2020). Because if he has to send statements to thousands of members spread across Indonesia, it will cost quite a lot of up to tens of millions of rupiah for each month." Finally, I was introduced to one of the world-class vendors at a great price for a company at the level of Capriasi. Now, after the vendor found out that Capriasi was using its software, this vendor even launched the opportunity to enter Indonesia to work specifically on the MLM market. Finally, in mid-2003, the implementation of the integrated MLM application system in Capriasi was declared complete. Supported by around 50 employees with 30 PC units, as claimed by Andry, now Capriasi already has more than 160 thousand members spread across Indonesia. Andry also claims that the development of Capriasi's business has been able to grow twofold (Sheth et al., 2020).

#### Grand Max, Innovation for consumers

Innovation is something that absolutely must be done by every company. Especially in the midst of intense competition against competitors (Naidoo, 2010). Companies must be increasingly clever at reading opportunities and using them to win the competition. Competition in the automotive sector can be said to be quite fierce (Zeschky et al., 2014). More and more new products come out and captivate the hearts of the public with every advantage, from design, engine, function and various other benefits. Daihatsu is one company that implements innovation when product sales decline. There are times when several questions will arise when the innovation process becomes an option (Sturgeon, 2021). Are you able to find new strategies by looking at existing market opportunities by issuing products that are able to compete with competitors? ADM was able to answer by marketing the Daihatsu Grand Max as a superior product.

Reflecting on previous experiences is also a step to find the right innovation. Because, the goal is to find out whether the company is still competent enough to compete, as well as what new advantages the company needs to show its competence in the midst of competition (Sosna et al., 2010). And this has also been done by ADM. ADM was able to learn from past experiences when Daihatsu Zebra was deemed no longer competent to compete with competitors' products. Especially when Zebra competes in the commercial vehicle segmentation, the benchmark for comparison is payload capacity. The emergence of the Grand Max is able to cover these shortcomings (Pasachoff, 2011). Thinking of the right way to communicate product benefits to customers is also important, apart from thinking about ways to educate customers to get to know our products better. Broadly speaking, what ADM has done includes three important things in the innovation process, namely product development, service development, and the delivery process (Bloomberg, 2013). Because, for a company, what is important in order to win the competition is the ability to develop new products and services and provide them to customers. Innovations that focus on customer expectations are ADM's surefire way to get customer satisfaction (Vargha, 2018). This is because customer satisfaction will only occur when Grand Max's performance is in line with what is expected. And in fact, ADM managed to combine the two things.

## Conclusion

Strategy implementation is a form of strategy formulation. Strategy implementation relates to Who implements the strategy that has been formulated? which here is mostly done by managers and supervisors. What will be done? as well as formulating a program which in the formulation of this program also indirectly determines the budget, as well as how the procedures are in carrying out the strategy. And finally, how is the strategy implemented? that is, by organizing everything appropriately. In implementing a synergy strategy, it is also very necessary, synergy can be realized by sharing knowledge and ways of working, coordinating with each other in strategies, sharing resources.

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