BUSINESS STRATEGY FOR FORMULA TOOTHPASTE TO ACHIEVE SUSTAINABLE COMPETITIVE ADVANTAGE

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Abstract- PT Ultra Prima Abadi is subsidiary of OT Group, establish since 1976, manufacturing, product research and development and marketing – in food, health drink and oral care category. Formula oral care itself, established since 1984. Although Formula toothbrush is leading the toothbrush in Indonesia, but Formula only have single digit share in toothpaste category. Being in a business environment, especially in a category that dominated by the market leader and other brands who battle for second position is not an easy job. In toothpaste category, most of Indonesia consumer, use the market leader brand, because it's been few generation in the family that use the same brand. Thus, Formula toothpaste is underperforming compare to its competition. There are 4 facts that indicate its performance: (i) The strength in its toothbrush could not leverage Formula toothpaste, (ii) Low brand awareness of Formula in toothpaste category, (iii) Declining share especially in General Trade; (iv)Growth in Modern Trade is driven by price promotion.
In order to stole some share from the market leader, as well as, winning the battle for second position, the brand and product must being different compare to its competition.
Although Formula already has a differentiation, but since it is not promote widely or heavily, not all consumer know about the differentiation. This final assignment is focusing in finding business strategy for formula to achieve its goals, being number two in the category. Is the differentiation that Formula have is perceived as competitive advantage and have potential to be Formula's competitive advantages? The secondary data is utilized to explore and analyze the business issue. Observational research and in-depth-interview also conducted in order to know how consumer perceive Formula and its competition in order to find insight how to win consumers heart – insight on any factors that possibly being Formula's competitive advantages, or how to strengthen current core competencies to be competitive advantages. The research brings out seven proposed business solutions or tactics to solve the business issue - based on internal and external factors. Tactic D (Increase Advertising and Promotion Activities) is chosen to be the most potential solution. But in order to achieve better impact, then Tactic D need to be executed simultaneously with tactic E (communicate about the product quality) and tactic G (improve current products' claim).

Keywords- business strategy, competitive advantage, marketing, strategic formulation, strategic marketing.

I. INTRODUCTION

OT is a consumer goods company that produces a wide range of daily necessities. From a traditional health drink with consistent use of high quality ingredients and standardized processes, OT is increasingly becoming a modern enterprise, without parting from the positive values and dignity instilled by the company's founder. OT products, ranging from food and beverages to personal care products, have since long been part of life for Indonesian consumers. OT established brands include Formula, Tango, Teh Gelas, MintZ, Blaster, Fullo, Oops, and Kiranti. OT distributed its products through one distribution company, Arta Boga Cemerlang.

Formula is one of Indonesia's brands for oral health products, available in toothbrush, toothpaste and mouthwash. Formula is established in 1984, under one of OT's subsidiary, PT Ultra Prima Abadi. Scope of business field in PT Ultra Prima Abadi is manufacturing, product research and development and marketing – in food, health drink and oral care category. And the brand mission is providing advance oral care product that not only give you better oral health, but most all your confidence Formula is leading in toothbrush category, but only have single digit share in toothpaste and mouthwash category. According to Nielsen Retail Measurement Services (RMS) for toothbrush and toothpaste category (April 2018), Formula is the market leader in toothbrush – dominate more than half of the market as well as numeric distribution – but Formula toothpaste only has 5.7% market share and 6% numeric distribution (Nielsen RMS glossary: numeric distribution is the percentage of retail stores that sell or carry certain product, brand or category compare to total number of retail stores in an area). The strong position of Formula toothbrush does not relate to its toothpaste. Thus, how to increase Formula toothpaste performance?

The business issue, Formula toothpaste is underperforms compare to its competition. It has no competitive advantages or it has competitive disadvantages.

If a firm underperforms it rivals or the industry average, it has a competitive disadvantage (Rothaermel, 2017: 8). Compare to its rivals Formula toothpaste is underperforms and has a competitive disadvantage relative to Pepsodent, Ciptadent and Close Up (see Figure 1.3). Toothpaste market is dominated by Pepsodent with 72.3% market share on April 2018, while Ciptadent 10.4%, Close Up 6.6% and Formula 5.7%

There are 4 facts that indicate the performance:

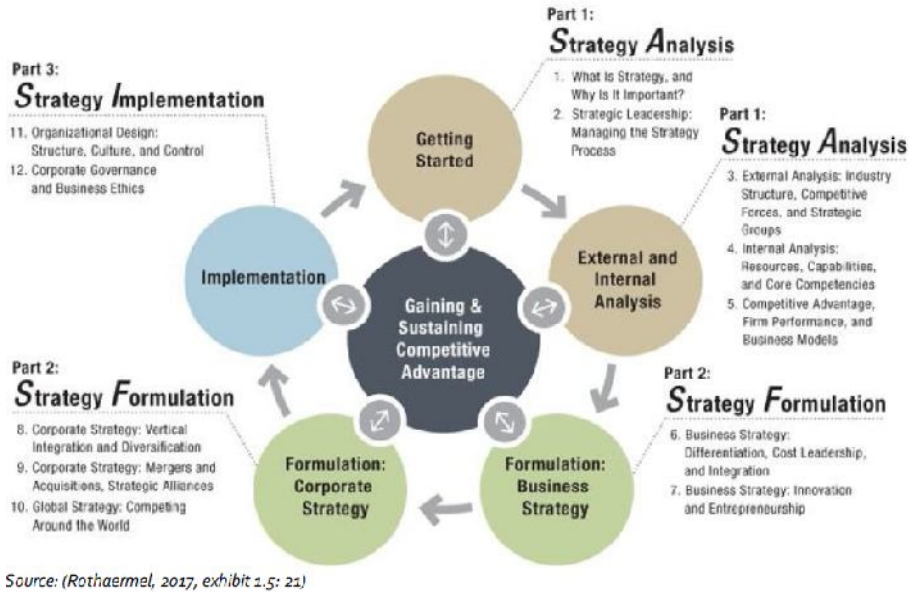
- The strength in its toothbrush could not leverage Formula toothpaste
- Low brand awareness of Formula in toothpaste category
- Declining share especially in General Trade
- Growth in Modern Trade is driven by price promotion

II. METHODS

The objective of this Final Project is not just solved the business issues, but also to develop Business Strategy thus Formula toothpaste could outperformed its rivals, by owning a sustainable competitive advantage (SCA), to be able to grow the business today and in the future.

Conceptual Framework

The AFI Strategy Framework (see Figure 1) will be applied for Formula Toothpaste to create business strategy to gain a significant market share in toothpaste category, by gaining Sustainable Competitive Advantage(s). (Rothaermel, 2017: 6-7)



Source: (Rothaermel, 2017, exhibit 1.5: 21)

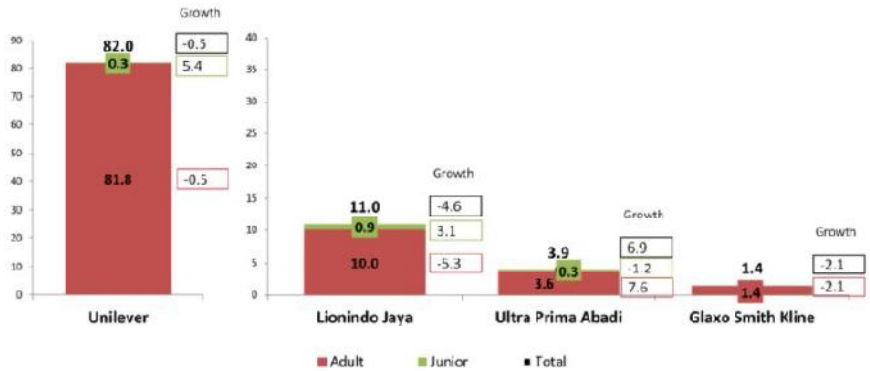
Figure 1: AFI (Analysis, Formulation and Implementation) Strategy Framework

Method of Data Collection and Analysis

Besides using available secondary data, research and information for Strategy Analysis, a consumer research (observational research and in-depth-interview) is conducted in order to figure out insights and behaviors of the consumer in toothpaste category, to be utilize in motivate consumer to change their toothpaste brand to Formula.

Analysis of Business Situation:

According to BCG growth matrix analysis, thus Formula business unit is considered in Question Mark quadrant and by analyzing its threats, opportunities, weaknesses and strengths, thus Formula's corporate strategy is **grow and build** or **increase the market share**, since the market still growing and the 1st quarter 2018 performance, Formula's growth is above the industry, while Top 3 players are facing negative growth.



Source: Nielsen Retail Measurement Services (RMS) for toothpaste category March 2018.

Figure 2: Firm Performance in the first quarter of 2018

Since the mission of Formula brand is providing advance oral care product that not only give you better oral health, but most all your confidence, and based on discussion with Formula toothpaste Business Unit team, thus Formula's general business level strategy is **Differentiation Strategy**, especially on its products.

In consumer perception, toothpaste is more important and they need more advance toothpaste rather than toothbrush for their oral health. Toothbrush is just a complimentary tool they use for applying the toothpaste, support the role of toothpaste. Thus, although Formula toothpaste is number one in the market, it could not leverage the share of its toothpaste product.

Table 1: Top 10 Brands in Toothpaste and Toothbrush Market

Toothpaste

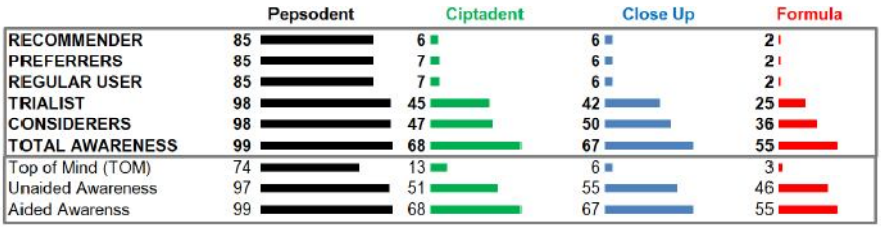
Brand	Manufacture	Market Share
Pepsodent	Unilever	75.0
Ciptadent	Lionindo Jaya	9.5
Close Up	Unilever	6.7
Formula	Ultra Prima Abadi	3.9
Sensodyne	Glaxo Smith Kline	1.4
Kodomo	Lionindo Jaya	1.0
Systema	Lionindo Jaya	0.5
Enzim	Enzym Bioteknologi Internusa	0.4
Colgate	Colgate	0.3
Darlie	Hawley Hazel	0.2

Toothbrush

Brand	Manufacture	Market Share
Formula	Ultra Prima Abadi	53.4
Pepsodent	Unilever	14.5
Ciptadent	Lionindo Jaya	13.3
Oral-B	Procter and Gambler	8.2
Kodomo	Lionindo Jaya	3.4
Omica	Poly Usaha Sejati	1.5
Sensodyne	Glaxo Smith Kline	1.0
Systema	Lionindo Jaya	0.8
Premier	Malindo Cemerlang Pratama	0.5
Bagus	Surya Mas Mentari	0.5

Source: Nielsen Retail Measurement Services (RMS) for toothpaste and toothbrush category MAT April 2018.

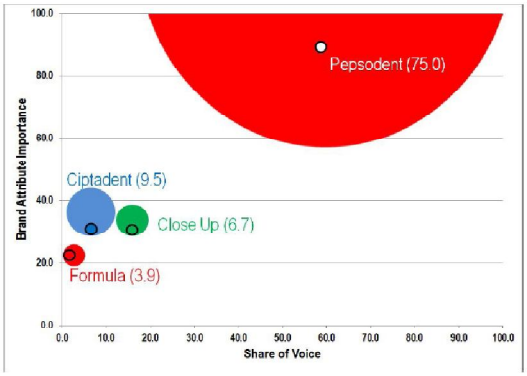
Among its competition, Formula toothpaste has the lowest Top of Mind (TOM) only 3%, compared to Pepsodent 74%, Ciptadent 13% and Close Up 6% (see Figure 1.7). Formula's unaided awareness also the lowest 46%, compared to Pepsodent 97%, Ciptadent 51%, Close Up 55%.



Source: Brand Health Tracking (BHT) survey conducted by The Nielsen Company – Wave 3 Report (Nov 2017 – Jan 2018).

Figure 3: Toothpaste Category Brand's Pyramid

Based on Nielsen Media Survey, MAT 2018, share of voice for toothpaste category for each brand are Pepsodent 58.6%, Ciptadent 6.5%, Close Up 15.3% and Formula 1.3%. Thus according to the consumer's perception, its brand attribute importance is also smallest compare to its competition.



Source: Brand Health Tracking (BHT) survey conducted by The Nielsen Company – Wave 3 Report (Nov 2017 – Jan 2018) and Nielsen Media Survey MAT 2018.

Figure 4: Toothpaste Strategic Group – Brand Attribute Importance & Share of Voice

According to Nielsen Retail Measurement Services (RMS) glossary, the market usually divided into 2 types of trade:

- General Trade (GT) or traditional trade is small or medium scale store around the neighborhoods – toko kelontong, warung, kios, toko kosmetik, toko obat, etc.
- Modern Trade (MT): hypermarket, supermarket, minimarket, convenience store, etc.

Formula performs better in MT rather than GT, because of very small number of numeric distribution in GT.

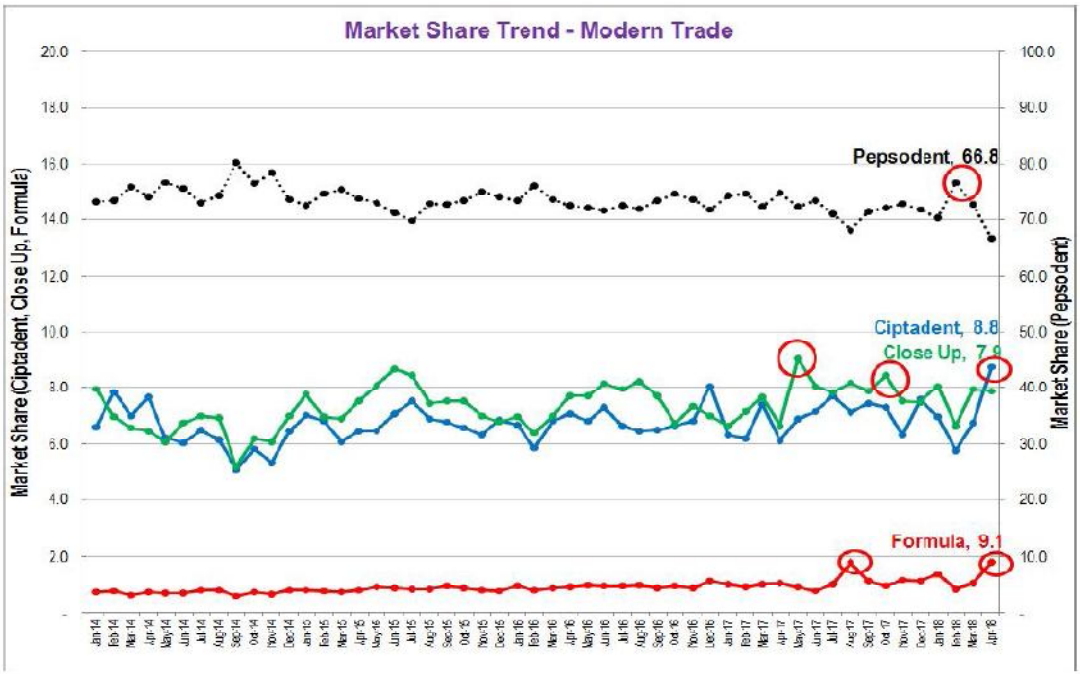
Table 2: Top 10 Brands Performance in General Trade (GT) and Modern Trade (MT)

Brand	Manufacture	Vol (Ton)						Market Share						Numeric Distribution					
		GT			MT			GT			MT			GT			MT		
		MAT LY	MAT TY	Grw	MAT LY	MAT TY	Grw	MAT LY	MAT TY	Grw	MAT LY	MAT TY	Grw	MAT LY	MAT TY	Grw	MAT LY	MAT TY	Grw
Pepsodent	Unilever	30,279	29,001	-4.2%	34,627	31,720	-8.4%	78.6	79.6	1.3%	73.1	65.9	-9.9%	87	90	3.4%	99	99	0.0%
Ciptadent	Lionindo Jaya	5,004	4,612	-7.8%	3,198	3,076	-3.8%	13.0	12.7	-2.5%	6.8	6.4	-5.4%	29	31	6.9%	90	91	1.1%
Close Up	Unilever	1,977	1,821	-7.9%	3,498	3,482	-0.5%	5.1	5.0	-2.7%	7.4	7.2	-2.1%	20	19	-5.0%	96	96	0.0%
Formula	Ultra Prima Abadi	611	446	-26.9%	2,364	2,457	3.9%	1.6	1.2	-22.7%	5.0	5.1	2.3%	6	4	-33.3%	92	93	1.1%
Sensodyne	Glaxo Smith Kline	47	49	4.5%	1,211	1,068	-11.9%	0.1	0.1	10.4%	2.6	2.2	-13.3%	2	2	0.0%	90	90	0.0%
Kodomo	Lionindo Jaya	218	225	3.4%	564	529	-6.1%	0.6	0.6	9.4%	1.2	1.1	-7.6%	8	8	0.0%	88	87	-1.1%
Systema	Lionindo Jaya	89	35	-61.1%	408	337	-17.4%	0.2	0.1	-58.9%	0.9	0.7	-18.7%	1	1	0.0%	44	69	56.8%
Enzim	Enzym Bioteknologi Internusa	1	2	62.8%	324	335	3.2%	0.0	0.0	72.1%	0.7	0.7	1.6%	-	-	#DIV/0!	75	78	4.0%
Colgate	Colgate	0	1	0.0%	235	192	0.0%	0.0	0.0	0.0%	0.5	0.4	0.0%	-	-	0.0%	34	8	0.0%
Darlie	Hawley Hazel	3	1	0.0%	151	189	0.0%	0.0	0.0	0.0%	0.3	0.4	0.0%	-	-	0.0%	3	7	0.0%

Source: Nielsen Retail Measurement Services (RMS) for toothpaste category MAT April 2018.

Although Formula performs better in MT, but the growth in MT is driven by price promotion.

Figure 5 shows that every peak above average on each brand is driven by price promotion in Modern Trade, including Pepsodent (Feb 2018), Ciptadent (May 2017, Oct 2017), Close Up (Apr 2018) and Formula (Aug 2017 and Apr 2018) and it usually caused declining in market share for other brand who do not do price promotion on that period. It means that for current situation, other challenger brand could steal the market leader's share, through price promotion, not yet because of consumer prefer other brand.



Source: Nielsen Retail Measurement Services (RMS) for toothpaste category April 2018.

Figure 5: Market Share Trend in Modern Trade

The consumer research (Observational and In-Depth-Interview) show that Formula toothpaste perceive as a good quality toothpaste, always updated and follows trend (kekinian), but a bit hesitate to promote itself, thus Formula is a bit distance with its consumer, even though Formula has a great potential to be in the level like Pepsodent.

The quality perception come from the product taste and its name, where the sweetness is adequate – for white-colored product type, compare to its competition Pepsodent and Ciptadent, where product is a bit tasteless (hambar).Even Formula has product that combines white-colored toothpaste with gel format, and the after taste is very refreshing.

Formula brand name is related to something scientific – something with formulation, special blend that have specific function. Scientific indicates good and high quality. The brand name is masculine, because formula relates to something with strength and serious, because it relates with formulation. The advantage is its name related with quality.

Formula is hard to get / access, especially in General Trade (retail, even in wholesaler). Available in minimarket but the number is limited and the position in the shelf is not easily to be seen, compare to Pepsodent and Ciptadent. Formula is only available in complete range in big supermarket. And Formula is lack of promotion (TV advertising, event, below the line) thus the consumer said that they seldom hear about Formula.

Based on external, consumer and internal analysis and by applying fishbone or Ishikawa diagram, thusthe root cause of Formula's business issue is lack of promotion, lowest SOV among its competition) thus consumer said they seldom hear about Formula (low awareness and very few consumers know about its function and efficacy).

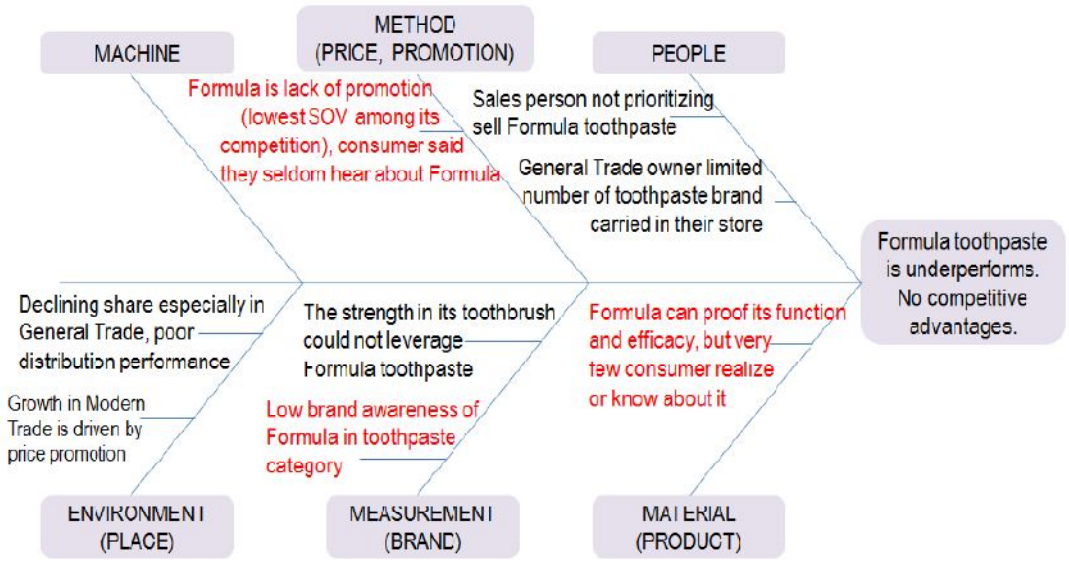


Figure 6: Root Cause Problem

III. RESULTS AND DISCUSSION

Formula toothpaste is underperforms compare to its competition where toothpaste market is dominated by Pepsodent with 72.3% market share on April 2018, while Ciptadent 10.4%, Close Up 6.6% and Formula only 5.7% (chapter 1.4). And the root cause of Formula's business issue is lack of promotion, lowest SOV among its competition) thus consumer said they seldom hear about Formula (low awareness and very few consumers know about its function and efficacy).

Alternative of Business Solution:

There are seven tactics or proposed business solutions according to TOWS analysis:

1. **Tactic A: Manage Stock**
   Minimize out of stock in modern trade (MT).
2. **Tactic B: Utilizing Current Price-Promotion Plan**
   Utilize price promotion or create new unique promotion to attract non Formula user to purchase, but informed them well about how good the product is (by adding brochure inside the pack) or utilize one size of the pack to attract consumer.
3. **Tactic C: Utilizing Information Technology**
   Utilize information technology for sales force automation in order to increase distribution's performance in General Trade (GT).
4. **Tactic D: Increase Advertising & Promotion Activities**
   Increase Formula's promotion, especially in TV advertising, event, below the line), thus consumers hear more about Formula.
5. **Tactic E: Communicate about the Product Quality**
   Communicate / promote that Formula has a good quality product with reasonable price - good

investment for consumers' oral healthy, to steal share from the competitors.

6. **Tactic F: New Product Development & Substitution for Possibly-Harmful Ingredients**
   R&D department start to research about fluoride and triclosan substitution, also dental gel from Livionex and launch the product ahead from the competition.
   Also, how to create mouthwash as convenience-toothpaste-substitution.
7. **Tactic G: Improve Current Products' Claim**
   R&D applies colors to current Formula's white-colored toothpaste, to be claim as better-taste and benefit than other regular white-colored toothpaste.
   Also re-work on how to talk about the goodness and benefit of Formula's combination of white-colored toothpaste with gel format, that easy to understand by consumer, even middle-low social class.

Analysis of Business Solution:
Since Formula's general business level strategy is differentiation, then the differentiation needs to be perceived and positioned well in the mind of consumers, then communicating or promoting it is very important thus consumer hear and know more about the goodness of Formula toothpaste product as well as the brand itself (tactic D, E).
On the other hand, in order to keep introducing unique product feature on marketing and promotion rather than price, enhancing Formula's differentiation on product features also important (tactic F and G). Tactic F needs longer time to execute, but tactic G can be done in short term because it based on existing products, or minor adjustment on existing products.
Current growth especially in modern trade (MT) is driven by price promotion. In order to not eroding the margins, then out of stock should be minimize (tactic A), price promotion need to be utilized to communicate about how good the product is (tactic B and E). Formula also needs to improve its distribution in General Trade by utilizing information technology for sales force automation (tactic C). Tactic C needs longer time to prepare and test – middle term.
Since financial data is not available, then there are 5 factors determined to be analyzed which tactics will be prioritize or considered as the most potential solution to be applied: time to execute, estimated cost, impact to the performance (both in GT and MT), easy to execute, relation to the root cause. The scoring process is completed by considering Formula's business unit team resources, capabilities and competencies (see Table 3).

Table 3: The Most Potential Solution or Tactics

Tactics		Time to Execute		Extimated Cost		Impact to the Performance		Easy to execute		Relation to the root caused		Total Score	
		Description	Score	Description	Score	Description	Score	Description	Score	Description	Score	Score	Rank
	Weight	20%		20%		30%		15%		15%		100%	
Tactic A	Manage Stock	Immediate	5	Low	5	Moderate	3	Moderate	3	Moderate	3	3.80	5
Tactic B	Utilizing Current Price-Promotion Plan	Immediate	5	Low	5	Moderate	3	Moderate	3	Strong	4	3.95	2
Tactic C	Utilizing Information Technology	Middle Term	3	Very High	1	Very High	5	Difficult	1	Moderate	3	2.90	6
Tactic D	Increase Advertising & Promotion Activities	Short Term	4	High	3	Very High	5	Moderate	3	Strong	4	3.95	1
Tactic E	Communicate about the product quality	Short Term	4	Moderately High	4	High	4	Moderate	3	Strong	4	3.85	3
Tactic F	New Product Development & Substitution for Possibly-Harmful Ingredients	Long Term	1	Very High	1	High	4	Difficult	1	Moderate	3	2.20	7
Tactic G	Improve current products' claim	Short Term	4	Moderately High	4	High	4	Moderate	3	Strong	4	3.85	3

Thus, the proposed business solution is tactic D (Increase Advertising and Promotion Activities). In order to achieve better impact, then Tactic D need to be executed simultaneously with tactic E (communicate about the product quality) and tactic G (improve current products' claim).

CONCLUSIONS

Formula toothpaste is underperforms compare to its competition where toothpaste market is dominated by Pepsodent with 72.3% market share on April 2018, while Ciptadent 10.4%, Close Up 6.6% and Formula only 5.7% (chapter 1.4). And the root cause of Formula's business issue is lack of promotion, lowest SOV among its competition) thus consumer said they seldom hear about Formula (low awareness and very few consumers know about its function and efficacy).

From seven proposed business tactics or solution to solve the business issue, then Tactic D (Increase Advertising and Promotion Activities) is chosen to be the most potential solution. But in order to achieve better impact, then Tactic D need to be executed simultaneously with tactic E (communicate about the product quality) and tactic G (improve current products' claim).

These are summary of Implementation Plan of tactic D simultaneously with tactic E and G:

Table 4: Implementation Plan – Tactic D, simultaneously with Tactic E and G (Division in Charge)

IMPLEMENTATION	Supply Chain Management	Operation	Distribution	Marketing & Sales	After-Sales Service	R&D	Information Technology	Human Resources	Procurement	Firm Infrastructure & Process
Tactic D: Increase Advertising & Promotion Activities *(W2, W3, W6, O9, O11, O12, O13), (S1, S2, S3, O9, O11, O12, O13)* *Increase Formula's promotion, especially in TV advertising, event, below the line), thus consumers hear more about Formula.*				V					V	
Tactic E: Communicate about the Product Quality (S1, S2, S3, T2, T3, T7, T9), (S1, S2, S3, O9) *Communicate / promote that Formula has a good quality product with reasonable price - good investment for consumers' oral healthy, to steal share from the competitors.*				V	V	V				
- Calculate the share of voice needed to achieve the strategic intent (to be No 2 in toothpaste category).				v					v	v
- Forming the most effective communication content & context (the media) in order to get into consumers' mind and heart. Good quality product with reasonable price is one of content that needs to be communicated / promoted.				v						
- Prepare the whole plan				v						
Execute the plan			v	v					v	
Tactic G: Improve Current Products' Claim (S1, S2, S3, S4, O12) *R&D applies colors to current Formula's white-colored toothpaste, to be claim as better-taste and benefit than other regular white-colored toothpaste.*				V		V		V		
Also re-work on how to talk about the goodness and benefit of Formula's combination of white-colored toothpaste with gel format, that easy to understand by consumer, even middle low social class.				V		V		V		
- Crafted name, concept, story on the product (color, gel format)				v		v				
- Do concept test in order to check whether the consumer buy the idea or not.				v		v				
- Re-work the concept if necessary				v		v				
- Conduct any test needed, including consumer test				v		v				
- Finalize with marketing team on how to communicate it				v						
Coordinate with operation team in manufacture to produce it		v								
- Distribute	v	v	v	v			v		v	v

V Main Function Tactic

v Other Function Tactic to support

Table 5: Implementation Plan – Tactic D, simultaneously with Tactic E and G (Time Table)

IMPLEMENTATION	2018																									2019										
	Aug				Sep				Oct					Nov				Dec								Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24															
	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52															
Tactic D: Increase Advertising & Promotion Activities *(W2, W3, W6, O9, O11, O12, O13), (S1, S2, S3, O9, O11, O12, O13)* *Increase Formula's promotion, especially in TV advertising, event, below the line), thus consumers hear more about Formula.*																																				
Tactic E: Communicate about the Product Quality (S1, S2, S3, T2, T3, T7, T9), (S1, S2, S3, O9) *Communicate / promote that Formula has a good quality product with reasonable price - good investment for consumers' oral healthy, to steal share from the competitors.*																																				
- Calculate the share of voice needed to achieve the strategic intent (to be No 2 in toothpaste category).	x	x	x	x																																
- Forming the most effective communication content & context (the media) in order to get into consumers' mind and heart. Good quality product with reasonable price is one of content that needs to be communicated / promoted.			x	x	x	x	x	x																												
- Prepare the whole plan									x	x	x	x	x	x	x	x	x	x	x	x	x															
- Execute the plan																	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Tactic G: Improve Current Products' Claim (S1, S2, S3, S4, O12) *R&D applies colors to current Formula's white-colored toothpaste, to be claim as better-taste and benefit than other regular white-colored toothpaste.* *Also re-work on how to talk about the goodness and benefit of Formula's combination of white-colored toothpaste with gel format, that easy to understand by consumer, even middle-low social class.*																																				
- Crafted name, concept, story on the product (color, gel format)	x	x	x	x	x	x	x	x																												
- Do concept test in order to check whether the consumer buy the idea or not.					x	x	x	x	x	x	x	x	x																							
- Re-work the concept if necessary									x	x	x	x	x	x	x																						
- Conduct any test needed, including consumer test									x	x		x	x	x	x	x	x																				
- Finalize with marketing team on how to communicate it																		x	x	x	x															
- Coordinate with operation team in manufacture to produce it																									x	x	x	x								
- Distribute																											x	x	x	x						

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