

**ANALYSIS OF THE MARKETING STRATEGY OF THE NEW
PRODUCT INNOVATION IN THE HIGHLY SATURATED
FAST-MOVING CONSUMER GOOD (FMCG) MARKET
(CASE STUDY: ABC SWEET SOY SAUCE WITH FLAVOR
FROM THE KRAFT HEINZ COMPANY IN INDONESIA)**

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In Partial fulfillment of the requirements
for the master's degree
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**By
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**INSTITUT TEKNOLOGI BANDUNG
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ABSTRACT

ANALYSIS OF THE MARKETING STRATEGY OF THE NEW PRODUCT INNOVATION IN THE HIGHLY SATURATED FAST-MOVING CONSUMER GOOD (FMCG) MARKET (CASE STUDY: ABC SWEET SOY SAUCE WITH FLAVOR FROM THE KRAFT HEINZ COMPANY IN INDONESIA)

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The Indonesian condiment market is high. Competitive, with sweet soy sauce and chili being the dominant products. ABC Brand was one of the market leaders, but in the sweet soy sauce market, in the past ten years, losing its leadership as it was seen as an old brand and no longer has strong differentiation from other brands. In response, KraftHeinz introduced a new innovative product called ABC Kecap Manis+, a sweet soy sauce with unique flavors like smoked beef and seafood, making it a highly innovative product in the market. This study aims to assess the performance of ABC Kecap Manis+ in the market, identify its challenges and opportunities, and provide recommendations for improvement. Utilizing the marketing funnel and marketing mix frameworks, the study gathered data from internal company sources and conducted surveys using ABC Kecap Manis+ with smoke beef flavor as a representative. The analysis reveals that while the product innovation has achieved above-average penetration levels, trial conversion is low, and sales fluctuate depending on promotional support. The 6Ps marketing mix analysis highlights the product has an overall satisfactory performance. It has a strong perception of meat usage and less for other dish variants; meanwhile, based on the initial concept, the development aims for multipurpose use not limited to beef.

The researcher proposes specific measures to address these challenges, including educating consumers about the product's usage and improving communication. A robust communication campaign centered around educating consumers on use is also recommended. By implementing these recommendations, the researcher believes that KraftHeinz can enhance the overall performance of ABC Kecap Manis+ in the market and sustain its competitive advantage in the cooking aid category.

Keywords: FMCG, Marketing Mix, Product Innovation, New Product Launch, Saturated Market, Sweet Soy Sauce, Cooking Aids, Marketing Strategy

ABSTRAK

ANALISIS STRATEGI MARKETING PADA INOVASI PRODUK BARU DALAM PASAR *FAST-MOVING CONSUMER GOOD (FMCG)* YANG MEMILI KI SATURASI TINGGI (STUDI KASUS: KECAP MANIS ABC DENGAN VARIAN RASA DARI PERUSAHAAN KRAFT HEINZ INDONESIA)

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Pasar bumbu Indonesia sangat kompetitif, dengan Kecap Manis dan cabai menjadi produk dominan. Merek ABC adalah salah satu pemimpin pasar tetapi di pasar Kecap Manis dalam lebih dari 10 tahun terakhir kehilangan kepemimpinannya karena dianggap sebagai merek lama dan tidak lagi memiliki diferensiasi yang kuat dengan merek lain. Sebagai tanggapan, *KraftHeinz* memperkenalkan produk inovatif baru bernama ABC Kecap Manis+, Kecap Manis dengan rasa unik seperti daging sapi asap dan makanan laut, menjadikannya produk yang sangat inovatif di pasar. Studi ini bertujuan untuk menilai kinerja ABC Kecap Manis+ di pasar, mengidentifikasi tantangan dan peluangnya, serta memberikan rekomendasi untuk perbaikan. Memanfaatkan kerangka *marketing funnel* dan *marketing mix*, studi ini mengumpulkan data dari sumber internal perusahaan dan melakukan survei menggunakan ABC Kecap Manis+ dengan rasa *smoke beef* sebagai representatif. Analisis mengungkapkan bahwa meskipun inovasi produk telah mencapai tingkat penetrasi di atas rata-rata, konversi ke uji coba rendah, dan penjualan berfluktuasi bergantung pada dukungan promosi. Analisis bauran pemasaran 6P menyoroti bahwa produk memiliki kinerja yang memuaskan secara keseluruhan. Ini memiliki persepsi yang kuat tentang penggunaan daging dan lebih sedikit untuk varian hidangan lainnya, sementara berdasarkan konsep awal produk bertujuan untuk penggunaan multiguna tidak terbatas pada daging.

Untuk mengatasi tantangan ini, peneliti mengusulkan langkah-langkah khusus, termasuk mengedukasi konsumen tentang penggunaan produk, meningkatkan komunikasi. Selain itu, kampanye komunikasi yang kuat yang berpusat pada mendidik konsumen tentang penggunaan direkomendasikan. Dengan menerapkan rekomendasi ini, peneliti percaya bahwa *KraftHeinz* dapat meningkatkan kinerja ABC Kecap Manis+ secara keseluruhan di pasar dan mempertahankan keunggulan kompetitifnya dalam kategori alat bantu memasak.

Kata kunci: FMCG, Marketing Mix, peluncuran produk baru, saturasi pasar, Kecap Manis, bumbu, strategi marketing

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Dr. Dina Dellyana, S.Farm., M.B.A.

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*This thesis is dedicated to myself and those who always believed in me to
complete this journey.*

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LIST OF ABBREVIATIONS AND SYMBOLS

ABBREVIATIONS	Name	Page of Initial used
ABC	Aneka Bina Cipta	2
API	Average Price Index	42
AVA	Availability, Visibility, Accessibility	66
CBP	Consumer Base Price	41, 42
FMCG	Fast Moving Consumer Goods	I, II
GT	General Trade	51
IDR	Indonesian Rupiah	51
IDX	Indonesia Stock Exchange	2
KHC	KraftHeinz Company	3
LSI	Lion SuperIndo	42
MT	Modern Trade	51, 52
PET	Polyethylene Terephthalate	11, 55, 61
SKU	Stock Keeping Unit	52, 53, 61
TV	Television	6, 7, 44
TVC	Television Commercial	44
USD	United States Dollar	2, 3