

Strategic Partnership

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Memperkuat Kemitraan Strategis Negara Serumpun

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"Memperkuat Kemitraan Strategis Negara Serumpun"

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Consumer Perceptions on Foreign Corporate Image and Foreign Product Purchase Intentions for Trend to Build Strategic Partnerships among Countries

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Abstract

A strategic partnership is a formal collaboration between the two companies, which are usually arranged in one or more business contracts. Strategic partnerships can be done either by a company in one country and between countries. Building strategic partnerships enable the company acquire new resources and credibility to the work done. In the era of global trade and competition increasingly competitive, strategic partnerships is one way to survive and is expected to lead to a sustainable competitive advantage. This study aims to determine the perception of the corporate image and purchase intention of foreign products to be one of the basis in formulating a strategic partnership that will be done. Data on corporate image and purchase intention of foreign products were collected using questionnaires and subsequently processed descriptively. A total of 100 respondents in Pekanbaru city participated in this study. Based on data analysis, it is known that foreign companies does have a positive image from consumers perspective, however, a positive image is not necessarily encourage them to buy foreign products. Understanding consumer behavior at this point is very important because so many competitors chasing the same customer. If the company has a unique resource that is not owned by a competitor, the company can enjoy a comparative advantage, but at the moment the company only has a lower value than the competitors, then strategic partnerships is one way to get a cooperative advantages, which in turn can support the achievement of superior corporate performance.

Keywords: *Consumer Perceptions, Foreign Corporate Image, Foreign Product Purchase Intentions, Strategic Partnerships*

Abstrak

Kemitraan strategis adalah kolaborasi formal antara dua perusahaan, yang biasanya dikelola dalam satu atau lebih kontrak bisnis. Kemitraan strategis dapat dilakukan oleh perusahaan baik dalam suatu negara maupun antar negara. Membangun kemitraan strategis memungkinkan perusahaan mendapatkan sumber daya baru dan kredibilitas untuk produk yang dihasilkan. Dalam era perdagangan global dan persaingan yang semakin meningkat, kemitraan strategis adalah salah satu cara untuk terus bertahan dan diharapkan dapat

mengarah kepada keunggulan kompetitif yang berkelanjutan. Penelitian ini bertujuan untuk mengetahui persepsi konsumen terhadap citra perusahaan dan niat beli produk asing sebagai salah satu dasar dalam merumuskan kemitraan strategis yang akan dilakukan. Data dikumpulkan menggunakan kuesioner dan selanjutnya diolah secara deskriptif. Total 100 respondents di Kota Pekanbaru berpartisipasi dalam penelitian ini. Berdasarkan analisis data, diketahui bahwa perusahaan asing memang memiliki citra positif dimata konsumen, namun citra positif ini tidak serta merta mendorong mereka membeli produk asing. Memahami perilaku konsumen pada titik ini sangat penting karena banyak perusahaan pesaing mengejar target yang sama. Jika perusahaan memiliki sumber daya yang unik yang tidak dimiliki pesaing, perusahaan akan dapat menikmati keunggulan komparatif, akan tetapi ketika nilai perusahaan lebih rendah dibanding pesaing, maka kemitraan strategis adalah salah satu cara untuk mendapatkan keunggulan kooperatif, yang selanjutnya dapat mendorong pencapaian kinerja perusahaan yang superior.

Kata Kunci: *Persepsi Konsumen, Citra Perusahaan Asing, Niat Beli Produk Asing, Kemitraan Strategis*

INTRODUCTION

Business competition is very tight nowadays that forced the company think about making the right business strategy. The era of free trade makes each company can sell its products and services produced not only domestically, but also internationally to other countries. This is of course increasing the competition in getting the consumer to ensure the survival of the company. Consumers finally have a variety of alternative products and services that can be consumed not only limited to domestic products. This paper attempts to explore consumers' perception of the foreign company's image and its relationship with the intention of buying foreign products. For domestic firms, it is very important to understand the factors to create a business strategy that will enable it to survive from the attack of foreign products. In fact, company needs much resources and expertise in order companies can compete. When the resources and expertise required is not owned by the company, then one of the ways that can be taken is to establish strategic partnerships with foreign companies to improve the competitive position and at the same time learn more in-depth to be able to overcome the problems associated with the resources and expertise needed to win the competition.

LITERATURE REVIEW

Corporate Image

Consumer may have several associations in their mind about company's product and services. Some different types of corporate image association that can be used in research are innovativeness, dynamism, imaginativeness, quality of goods and services, perceived honesty and trustworthiness, social responsibility, investment value, quality of management, helpfulness and friendliness, and conservative versus informal corporate culture (Gurhan-Canli and Batra, 2004). What consumer knows about a company can influence their beliefs about and attitudes toward new products manufactured by that company (Brown and Dacin, 1997) ⁶

⁶ Customer satisfaction and corporate image are the drivers of customer loyalty. Though corporate image was found to have only a marginally significant direct influence on customer loyalty, the total effects of corporate image (both direct and indirect) on customer loyalty are

much more substantial, as well the influence that corporate image has on core service and customer satisfaction perceptions (Hart and Rosenberger III, 2004). Furthermore, Andreassen (1999) found that corporate image plays a role not only in attracting new customers, but also in retaining existing dissatisfied customers.

Helm (2005) stated that corporate image composed of ten elements: 1. Quality of products; 2. Commitment to protecting the environment; 3. Corporate success; 4. Treatment of employees; 5. Customer orientation; 6. Commitment to charitable and social issues; 7. Value for money of products; 8. Financial performance; 9. Qualification of management; and 10. Credibility of advertising claims. Bontis, Booker, and Serenko (2007) found that reputation of the company, which is the same meaning with corporate image, partially mediates the relationship between satisfaction and loyalty, and that reputation partially mediates the relationship between satisfaction and recommendation. For complex services, corporate image impacts customer loyalty directly (Andreassen & Lindestad, 1998). We can predict that customer loyalty will influence purchase and even re purchase behavior. Haque *et. al.*, 2011 found empirical evidence in Malaysia that corporate image behavior has significant impact on the perception of young Muslim consumer's before purchasing foreign made products.

Purchase Intention

Intent to purchase is a type of decision that studied why a consumer buys particular product or brand. (Shah *et. al.*, 2012). Other definition of purchase intention is the implied promise to one's self to buy the product again when they need it (Fandos & Flavian, 2006; Halim & Hameed, 2005). It is important for companies because it will increase the sale of product to maximize their profit. Purchase intention illustrates the impression of customer retention. In and Kang (2011) enlightens purchase intention relating four behaviors of consumers including the undoubted plan to buy the product, thinking unequivocally to purchase the product, when someone contemplate to buy the product in the future, and to buy the specific product absolutely. Fandos and Flavian (2006) explain the phenomenon of purchase intention as the projected behavior of consumers on short basis about the repetition purchase of specific product i.e. when someone decided to buy the product when he/she will come again to the market.

Purchase intention is a multi-step process. Firstly, the consumer collect the information about the desired brand then evaluate its attributes by using the product if it suits with the intentions of the buyer after that they start thinking to make purchase decision when he/she make one purchase attempt of the specific brand, this consumer have experienced personally now they would have complete product knowledge about the product if the consumer is satisfied from the particular brand they would absolutely think again or to show interest to purchase again the particular brand this is called "purchase intention". This meticulous behavior is called purchasing behavior. Purchase intention is positively inclined by some independent variables i.e. brand image, product quality, product knowledge, product involvement, product attributes, brand loyalty (Tariq, *et al.* 2013). From empirical research by Lafferty, and Goldsmith, (1999), endorser credibility is one of the most frequently used methods in advertising influence consumers' attitudes and purchase intentions. Another source of credibility identified in market that can influence these cognitions is corporate credibility or the reputation of the firm. The results indicate that both credibility types influence attitude-toward-the-ad and attitude-toward-the-brand, but corporate credibility alone appears to have a significant influence on purchase intentions. Next, purchase intention also affected by store image. Research by Yoo (2011) found that store image, which was used an extrinsic cue of product quality, increased purchase intention.

Strategic Partnership

Strategic alliances are an important source of resources, learning, and thereby competitive advantage. To be effective, alliance management should begin with selecting the right partner. Then, alliances must be managed to build social capital and knowledge. Furthermore, a trust-based relationship must be developed to make best use of cooperation among the partners (Ireland, Hitt, and Vaidyanath, 2002).

There are eight steps as a guideline to develop a plan and structure new strategic partnerships, and keep the relationships with your existing partners on solid footing. These success factors do more than build good partnerships; they will build revenue streams that will grow steadily over time. (1) hold a strategic planning meeting between the key stakeholders of both firms. In this initial kick-off meeting it is very important to include a cross-functional team of people from product management, marketing, sales, finance, and the executive sponsors. This will get everyone's ideas, concerns, and expectations on the table and create positive momentum; (2) Agree on the targeted revenue and benefits each party will receive. (3) Settle on the marketing support needs for both companies. (4) Evaluate the training needs for different functional teams (marketing, sales, technical, customer service, etc.). Sales teams need continuing training, not just a one-time training event. (5) Agree on how each company will support the sales teams in sales calls. Product or service that is technically complex, need a joint sales team consisting of both a sales and technical expert. An added benefit to this approach is it is a fast, efficient way for each company to learn from the other. The team will learn key benefits of the joint solution, hear customer objections and learn how to overcome them, and it will help them refine their value proposition. (6) To begin early momentum, find a "sales evangelist" who is successfully selling the product or service and making significant commissions. (7) Agree on the measures of success up front. What metrics will be tracked, measured, and reported to both companies to understand if the partnership is successful. Then quarterly, the cross functional team meets to review results and adjust the game plan. (8) Focus on creating "quick wins." Don't take on too much too fast; otherwise, the alliance will just be viewed as another "program of the month" that didn't work. Start small and build momentum and success stories. Both teams should agree on what the early wins will be so there is focused energy toward realizing the goals (Reece, 2013).

Strategic alliance can take different form in practice. There are at least seven different basic forms a strategic alliance. These are: friendship, networking for career purposes, cross marketing ally, cooperative advertising ally, shared production or operations expense ally, joint venture, funding ally. Strategic alliance can be temporary or permanent. From the time point of view, it also take long term, short term, one time event, or just trial. Next, it could happen between a vendor & a customer, competitors, two or more businesses (Vertical) or between employees, supervisors, managers, departments (horizontal). Finally, in term of the scope, it can be local or global.

Specific goals could be achieved by businesses in using strategic alliances. Some examples are: achieving advantages of scale, scope & speed; enhance product development; diversify; skill building; share expertise in the field of operation management. For marketing department, it increase market penetration; expand market development; keep competitors out, enhance competitiveness in domestic &/or global markets; Develop new business opportunities through new products & services; Increase exports. Next, from Finance Management, it create new businesses and reduce costs (Triplett and Diener, 2013).

To have a successful strategic partnership, an understanding of characteristics associated with partnership success is very important. Mohr and Spekman (1994) hypothesized that partnership attributes, communication behavior, and conflict resolution techniques are related to indicators of partnership success (satisfaction and sales volume in

the relationship). The hypotheses are tested with vertical partnerships between manufacturers and dealers. Results show that the primary characteristics of partnership success are: partnership attributes of commitment, coordination, and trust; communication quality and participation; and the conflict resolution technique of joint problem solving.

2 Trust, as one of success factor in strategic alliances can be divided into three types: weak form trust, semi-strong form trust, and strong form trust. It is shown that weak form trust can only be a source of competitive advantage when competitors invest in unnecessary and expensive governance mechanisms. Semi-strong form trust can be a source of competitive advantage when competitors have differential exchange governance skills and abilities, and when these skills and abilities are costly to imitate. The conditions under which strong form trust can be a source of competitive advantage are also identified. Implications of this analysis for theoretical and empirical work in strategic management are discussed (Barney and Hansen, 1994).

METHOD

A total of 100 respondents from two universities in Pekanbaru city participated in this study. Convenience sampling method was used to collect the data. The questionnaire consist of question about foreign corporate image and purchase intention of foreign product. A five-point Likert Scale was used to measure the intensity of responses, where 1 meant strongly disagree and 5 meant strongly agree. After testing its validity and reliability, data was analyzed descriptively.

RESULT AND DISCUSSION

Table 1 shows respondent profile based on gender. Majority respondent in this study is women (70%) and the rest is men (30%).

Table 1
Respondents' Gender

Gender	Frequency	Percentage
Male	30	30%
Female	70	70%

The next Table 2 shows income of respondent. Majority respondents have less than Rp. 1.000.000. Only 2% respondents in this study have income more than Rp. 3.000.000.

Table 2
Respondents' Income

Income	Frequency	Percentage
Less than Rp. 1.000.000	43	43%
Between Rp. 1.000.000 – Rp. 1.500.000	34	34%
Between Rp. 1.500.000 – Rp. 2.000.000	17	17%,
Between Rp. 2.000.000 - Rp. 2.500.000	3	3%
Between Rp. 2.500.000 - Rp. 3.000.000	1	1%,
Above Rp. 3.000.000	2	2 %

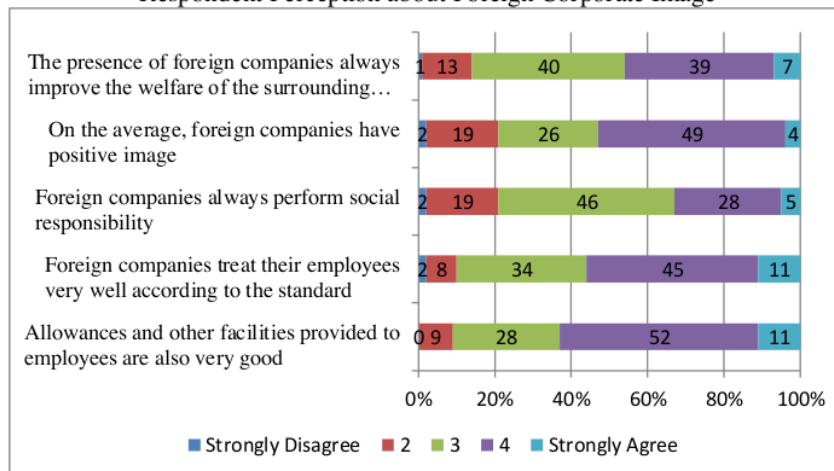
Majority respondent in this study are student and followed by employee of private company. Perhaps there is correlation between respondents occupation and their income. Since majority respondents was student, the income data from Table 2 showed that majority respondents' income is less than Rp. 1.000.000. Low income contributed to respondent purchase intention and also purchasing behavior. People will not buy expensive things while they have to fulfill the basic need as main priority.

Table 3
Respondents' Occupation

Occupation	Frequency	Percentage
University Student	77	77%
Government Official	2	2%
Honorar	2	2%
Pegawai swasta	11	11%
Entrepreneur	8	8%

The presence of foreign company in one area will have both negative and positive impact to the society. Almost 50% respondent perceived that foreign companies improve welfare to society surrounding it. But, slightly smaller percentage than increasing welfare to the society, the respondent perceived neutral to the statement that foreign company always perform corporate social responsibility. Next, more than 50% respondent perceived that working in foreign companies will get benefit such as very good allowances and other facilities besides receiving well treatment from the company. Lastly, on the average, respondent have positive image on foreign company operating in this city. The average score for this variabel is 341 which is in between neutral and agree.

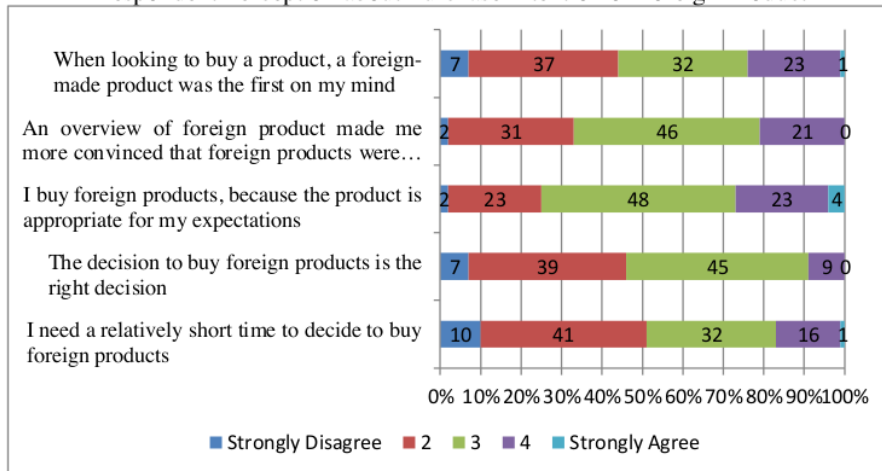
Table 4
Respondent Perception about Foreign Corporate Image



Perceived good quality of foreign product have several advantages embodied in it. At least 24% respondent prefer to buy foreign made product where they think foreign product first if they have money to buy. A bigger percentage said disagree and strongly disagree that they think foreign product first when they want to buy something. Respondent in this study also did not easily affected by an overview about foreign product. 46% of the respondent said

neutral to this statement, while the percentage of disagree and strongly disagree are bigger than the percentage of agree and strongly agree. Next, not all respondent perceived that foreign product is appropriate to their expectations. Most of them choose neutral to this statement. Then, the decision to buy foreign product is not the right decision according to 46% respondent in this study. This response is in line with the next statement that they are disagree and strongly disagree about need a relatively short time to decide in purchasing foreign product. The average score for this variabel 275 which is between disagree and neutral.

Table 5
Respondent Perception about Purchase Intention of Foreign Product



CONCLUSION

This study aims to determine the respondent's perception of the image of foreign companies and foreign product purchase intentions. Based on the results of the descriptive analysis, it is known that the image of a foreign company is good enough according to the respondents, but their purchase intention towards foreign products is lower than the image of the foreign company. These results provide an overview to marketers to maximize the potential factor such as good corporate image. A good image is an important factor that can determine the purchasing behavior. However, there are other factors that also influence the purchasing behavior. One of the important factors that influence buying behavior is the price. Respondents in this study are not very high indicating buying interest could be caused from their income. The majority of respondents in this study are students with very low incomes. It is thought to be a factor that leads to lower purchase intention towards foreign products. From this case, companies can try to respond to established partnership between countries to maximize potential and minimize weaknesses. By establishing strategic partnerships, for example, with a license to manufacture domestically, the final price of a product can be pressed so it is more affordable to consumers with lower-middle income.

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Strategic Partnership

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