

Developing Fundamentals Promotion Mix for MSMEs: PT NEURO MEDIKA SEJAHTERA

George Anthony Raditya* and Dr. Lily Sudhartio

Faculty of Economic and Business, Universitas Indonesia, Indonesia

E-mail address: george.anthony91@ui.ac.id

Abstract — The increasing competitiveness and role of micro, small and medium enterprises (MSMEs) is one of the keys to sustainable economic growth. However, the downside is that many MSMEs struggles to manage the business well to transform into a big enterprise. PT NEURO MEDIKA SEJAHTERA (NMS) is a medical equipment distributor based in Jakarta that is categorized as MSME. This research aims to analyzed and help to develop promotion activities in the scale of MSME. The research is using qualitative methods with business coaching approach. The data collected by having an in-depth interview with the owner of the company. Then, survey questionnaires were also conducted to support the validity and reliability of the data. The analysis and results show that PT NMS struggles to manage promotion activities amid monopolistic markets, leading to deterioration sales. Therefore, a fundamental promotion mix was carried out to implement solutions, namely: improvement on the company profile as advertising media, formulating SOP for personal selling, developing a website as public relations media, and creating sales promotion strategies.

Keywords — MSME; Promotion Mix; Personal Selling; Company Profile; Website; Sales Promotion.

I. INTRODUCTION

A. Industry Background

According to the latest data from the Central Bureau of Statistics, MSMEs share around 99.99% (65.46 million units) of Indonesia's total number of business operators in 2019 [25]. This fact shows that the MSME absorbed about 97% of the national workforce and contributed to more than 60% of GDP in Indonesia [25]. PT NMS is a medium enterprise that operates as a medical equipment distributor. The main business is to import quality healthcare equipment and distribute it nationally to public and private hospitals. Medical equipment needs are very much needed as the number of hospitals is continually increasing [1].

Reference [26] shows that in early 2020, the Ministry of Industry added that the medical and pharmaceutical industry is the priority sector of developing Making Indonesia 4.0. Minister of Industry, Agus Gumiwang Kartasasmita said:

“This was an effort to create independence in the health sector. Indonesia’s independence in the medical device and

pharmaceutical industry sector is important, especially in the current state of health emergencies”.

He also added that medical equipment and pharmaceutical are included in the high demand category amid the COVID-19 Pandemic, whereas other sectors are severely affected. Nevertheless, the availability of medical equipment and pharmaceuticals needs to be given attention to guarantee the continuity and excellence of services. According to the owner of the MSME, this availability often faces high levels of competition between distributors due to an increasing disparity between customer demands and companies' capacity to fulfill the demands.

B. Government Procurement System

The procurement of the government purchasing system was carried out using a conventional system which is an auction system. In general, auction systems are through planning, procurement, admission, and distribution to service units. This procurement time required for auction methods is lengthy and complicated, which needs attention.

In addition, uneven distribution and delay in arrival are often becoming problems despite preparation and extra planning methods. As a result, the government creates e-commerce through an *e-catalogue* platform containing products, price lists, specifications, and distributors stipulated in the circular letter from the Minister of Health of the Republic of Indonesia No. 167 of 2014 [2]. The purpose of this circular is to overcome the problems described in the auction system, namely: ensuring the availability of safe, quality, and efficacious drugs to meet the needs of health services [3].

The *e-catalogue* platform exists to create transparency and a monopolistic market in the industry. Before the system exists, many government hospitals purchase medical equipment because they have the budget to spend every year for the sake of multiple political interests. As a result of this platform, the business process becomes more door-to-door selling from a previous project tender era. It forced businesses in the industry to have proper marketing and promotion activities.

C. Conditions and Problems of the MSME

PT NMS is facing difficulties in organized marketing activities, especially in promotion activities. This fact creates a dilemma for the management with declining sales over the years since the *e-catalogue* system. In B2B marketing, PT NMS is very dependent on personal selling. Salesman usually sends emails with company profile booklet attached or gives presentations and demo. However, according to the owner, hospitals often reject due to unprofessional presentations and poor company profiles.

The owner said that the manager often finds it hard to monitor the salesman's activities. The presentation and demo process often failed to create customer's interest from the observation and interview. Since the customer is primarily specialized doctors, the salesman often finds difficulties in answering questions and handling objections related to the products. Salespeople are also often skipped necessary steps in personal selling, such as meeting face-to-face with the customer and present professional presentations.

The owner also said that the company has many existing customers left abandoned due to inconsistent follow-up by the salesman. Many hospitals recognized the brand but did not recognize the company. Therefore, customers felt difficulties in contacting PT NMS. The owner felt a lack of confidence in the salesman doing personal selling to the customer. They need to be training with proper material such as promotion strategies and personal selling guidelines.

Before *e-catalogue* platform, most of the salesman only follow up to the project owner, thus no personal selling involve in creating sales. Furthermore, there is no need of sales promotion strategies such as discount, bundling, demo product and etcetera. Since most of the sales were resulted from project tender.

Therefore, to overcome issues related with promotion activities the author proposed four fundamental promotion mix [4], namely: improving company profile as advertising media, formulating SOP for personal selling, developing website as public relations media, and formulating sales promotion strategies.

II. METHODOLOGY

This research uses qualitative method with business coaching approach involving a local company in the MSME scale, namely PT NMS. Business coaching itself is a method to map the conditions and problems that company is facing, then take corrective actions and implement solutions to selected problems.

The business coaching process starts with conducting literature review. Literature review for this research is promotion mix. The researcher develop promotion mix for MSME that lacks of promotion activities. Continuously, after conducting literature review, the researcher find a company in a scale of MSME to be analyzed in terms of promotion activities. In analyzing the company, first, the researcher collects the necessary data related to promotion.

The data collection was brought up by doing in-depth interview (IDI) with the owner, manager, and the salespeople of PT NMS. Before the solutions were implemented, in-depth interview had been held ten times. The interview results are descriptively analyzed to find the gaps between the real and the ideal conditions of the MSME. In addition, Pareto analysis was also used to determine the selected problems that have a significant impact on the MSME. The interview was explorative with mainly targeted to promotion activities. The Fig. 1. Shows the explorative questionnaire to from the owner's perspective.

No	Explorative Promotion Questionnaire
1.	Do MSMEs already have a communication medium? What communication media are commonly used (company profile, brochures, websites, and so on)?
2.	What is the appearance and content of each communication medium? How is the effectiveness and efficiency?
3.	What communication media do you feel are the most effective to use?
4.	Are MSMEs actively participating in exhibitions? What kind of exhibitions do you usually participate in (scale and scope of exhibitions) and how active are they?
5.	Do MSMEs conduct post-exhibition evaluations consistently? What evaluations have you received regarding participation in exhibitions?

Fig. 1. Explorative Questionnaire

Surveys questionnaire was also used to support validity and reliability of the internal data. The survey questionnaire was brought up to get the idea of customer journey in purchasing product with PT (NMS). The technique in making questionnaires for the survey is adopted from the disrupted path to the purchased Deloitte model [21].

The sampling technique uses the judgmental sample method and a nonprobability sampling technique. Respondents were chosen according to the assessment by the researcher and considered suitable to be the source of data. The researcher uses open ended questionnaire to respondents in the survey and it is amounted to ten existing customer of PT NMS. The results of the data were descriptively analyzed. The survey questionnaire is shown on the Fig. 2. Survey Questionnaire.

Variable	Questionnaires
Imagine	Are the needs of medical device product from your hospital recommended by doctors who use the medical device (END USER)?
Awareness and Locate	How important is the e-catalogue or online catalog platform for you in finding the medical device you need? How important is the website and social media to help you find medical device products?
Evaluate and select	How important is the influence of fellow doctors or other hospital in influencing your decision to choose/buy medical device product?

Shopping experience	How important is the physical presence of our sales as your shopping experience (e.g., product presentation/demo and transactions)? How important is the presence of digital marketing to your shopping experience (e.g., e-commerce and zoom meetings)? How satisfied are you with the experience of purchasing medical devices with PT. Neuro Medika Sejahtera?
Transact	How important is the non-cash transaction in the purchase of a medical device product?
Service and Advocacy	How satisfied are you with the services provided by our technicians? How satisfied are you with the services provided by our salesmen? How satisfied are you with our medical device products? Are the products bringing benefit to you and the hospitals?
Change	How likely are you to recommend our products to others?

Fig. 2. Survey Questionnaire

After the data collection, there is data analysis. In the new qualitative data analysis from Miles, Huberman & Saldana (2014:31) suggest that three stages must be done in analyzing qualitative research data [27], namely: data condensation, data display, and conclusion drawing/verification. The data analysis technique is derived from several analysis tools such as PESTLE, Porter's 5 Forces, Business Model Canvas, STP, and SWOT. In addition TOWS matrix, GAP analysis, and Pareto analysis were used to create selected in problem identification process. Next, the desired problems selected, the researcher proposed solutions to the selected problems. Continuously, the owner has to confirm that the solutions are matched with the selected problems from the problems findings.

Once the owner had approved, the researcher starts creating the solutions that related with the selected problems. In the implementation of the solutions, the researcher has to evaluate, report and handover the result of the solutions. After all the process had been done, the business coaching process finished.

III. LITERATURE REVIEW

A. Promotion Mix

Promotion Mix is the combination of various types of promotions for the same product or service so that the promotional activities' results can be carried out to perform maximum results. The promotion mix itself is the element of the marketing mix. The marketing mix consists of four essential elements [4]. The concept of promotion mix is divided into four necessary fundamental activities:

advertising, personal selling, sales promotion, and public relations (PR).

The purpose of the promotion mix is to help companies determine a critical approach to enhance sales by influencing promotion through various media [5]. This means that the promotion mix accommodates all aspects of customer interaction, be it one-way (advertising) or two-way (personal selling, sales promotion, and public relations). The promotion mix's success is to gain positive feedback from customers in awareness and interaction, leading to more sales or turnover.

B. Advertising

Advertising is a marketing communication that employs an openly sponsored, non-personal message to promote or sell a product, service, or idea [6]. Kotler *et al* (2020) also stated that advertising is any form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor [4]. Advertising also includes broadcast, print, online, and also company profiles [4]. Advertising differs from personal selling in that the message is non-personal nor to a particular person. Advertising can be depicted in various forms, in this case, company profile.

To support personal selling activities, businesses must have advertising tools. This advertising media can be presented in websites, television advertisements, newspapers, brochures, business cards, emails, merchandise, and company profile, informing a potential customer about the company's products and services and all information needed [4]. A company profile is an indispensable advertising tool that can communicate its brand image by representing the company's general description [7].

C. Company Profile

The company profile's function is to show the company's identity, means of communication, and information media. Company profile usually covers the company's history, philosophy, corporate culture, greetings from the company's owner, vision and mission, company address, human resources, company achievements, and descriptions of the products and services [7].

A company profile can be design in various formats, such as a one-page document, infographics, or even a video. However, the slide presentation format can be considered the best way to present a company profile. We could hide or show the necessary slide presentation to tailor what we want to show to whoever is receiving it. A company intro in presentation form is an excellent way to get people engaged in what they do. The presentation slide's company profile can be share as a standalone presentation or an introduction to a sales pitch, or a consulting proposal.

D. Personal Selling

Personal selling is a process of person-to-person communication between a salesperson and a prospective customer. The process starts with salespeople identifying the customers' needs, and they seek to fulfill those needs by offering the customer to purchase products or services related to their needs [8]. In addition, a theory from Kotler *et al.* (2020) was adopted as guidance in creating personal selling processes, namely: prospecting and qualifying, pre-approach, approach, presentation, and demonstration, handling objections, closing, and follow-up.

Nonetheless, sales activity occurs in various types of situations. There are direct and indirect sales activities. Direct sales activity includes door-to-door sales, sales presentations, seminars, cold-calling, and many more. Indirect sales activity includes conferences, trade shows, conventions, websites, and email. Usually, door-to-door sales or face-to-face often practice in a retail or wholesale environment where sales could also use telephone calls [9]. Personal face-to-face is the most effective media to perform a personal selling as it provides the most significant level of richness by providing the greatest number of cues in addition to the actual words used for communication [10].

In a business world, a firm uses a sales force to communicate with customers in the business world and create a sale. Firms focus on creating sustainable competitive advantages by developing and maintaining close and cooperative relationships with a limited set of suppliers and customers. This relationship can be achieved through the performance of personal selling by salespeople. Salespeople have a critical role in building a long-term buyer and seller relationship [11]. Consecutively, salespeople can influence customer's perceptions of the supplier's reliability and the value of the supplier's services and consequently the customer's interest in continuing the relationship [12].

E. Standard Operating Procedure

Standard operating procedure (SOP) is a series of instructions that describe documentation of repeated activities flow in an organization. The function of standard operating procedure is to maintain the quality of assurance for the activities carried out by an organization to remain consistent over time [28].

F. Public Relations (PR)

Public Relations (PR) are the practice of managing the activity of creating and spreading information between individuals, the public, and organizations (e.g., business, non-profit organizations, and government agencies) in order to influence perceptions [13]. From a business point of view, PR is intended to gain customers' exposure using topics of public interest and news that do not require direct payment [14]. Hence, PR are different from advertising as a form of marketing communications to create free information to the customer or known as '*earned media*'.

There are various media for PR in a way to communicate with the customer. In the era of modernization, digital marketing is one of the best PR media to communicate without barriers globally. In this way, two media are essential, namely website and social media.

G. Website

The website has changed the business pattern with manufacturers, distributors, and customers using the internet as a valuable medium to communicate. Thus, businesses must leverage the internet features that translate to support operational excellence [15]. A website could provide information about company profile, product, and services and attract and communicate with customers.

In creating a website, the 7C framework was adopted to evaluate the design perspective called user interface [16]. This 7C framework includes seven elements representing a component of the interface: context, content, community, customization, communication, connection, and commerce.

Nonetheless, social media could also help MSMEs in marketing the product and services. Social media itself is defined as a group of internet-based applications that create the ideological and technological foundation of Web 2.0 that enables creating and exchanging user-generated content [17]. Social media applications are available from instant messaging to social networking sites that offer users to interact, connect, and communicate [18].

H. Sales Promotion

Sales promotion consists of short-term incentives to encourage the customer to purchase products and services [4]. Sales promotion differs from advertising, where it offers reasons to buy now than later [19]. Thus, sales promotion often works together with personal selling and advertising. Reference [4] shows three forms of sales promotion, namely consumer promotions (final buyers), trade promotions (retailers and wholesalers), and business promotions (salespeople and business customers).

Consumer promotion includes a wide range of tools such as samples, coupons, refunds, discounts, premiums, and point-of-purchase displays for a limited time. Especially for investment products like medical equipment, a retail strategy such as sampling and coupons are unavailable. Thus, one of the best ways to attract consumers is to offer special prices or discounts. Other strategies are bundling, price-pack, or bonus deal. In these cases, the bonus pack is framed as a benefit because buyers believe they are obtaining the product at a lowered price or even free [20].

Trade promotion is a sales promotion tool used to persuade resellers or sub-distributor to carry a brand and give it shelf space and promote it in advertising [4]. The medical equipment business is a B2B business; thus, it differs from the retail business. Achieving more customers throughout rural areas can be done by recruiting more salespeople in that area or sub-distributors.

The business promotion also varies on the product's environment and services that the business has to offer. Trade shows and conventions are suitable for the B2B market. Many businesses participate or organize a convention and trade show to promote their product and services. Consecutively, businesses could also sell their product at the trade show. Vendors at the trade shows receive many benefits, such as opportunities to find new sales leads, contact customers, introduce new products, meet new customers, sell more to an existing customer, and educate more customers with publications [4].

IV. RESULTS AND DISCUSSION

Based on the results from interviews and analysis, there are six necessary gaps founded on three core problems in deteriorating sales over the last three years:

1. The company relies on personal selling, and there was no formally written standard operating procedure (SOP) for personal selling.
2. The company's website is unavailable.
3. Poor company profile booklet.
4. The company has no formal documents about sales promotion strategies.
5. Resource Training and certification are essential.
6. The company lacks a salesperson and sub-distributor.

The following Fig. 3 shows the pareto analysis results of the MSME problems.

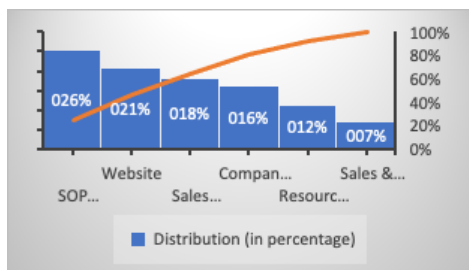


Fig. 3. Pareto Analysis Chart

Fig. 3 shows the core problem that has the most significant impact is the lack of SOP personal selling. Sales activities are not consistent since there is no formal training provided to the salesman. Salesman often loses direction and missed essential steps to create sales. Therefore, they need step-by-step guidance of personal selling that is presented in one formal document of SOP. With SOP, the manager could also monitor sales activities and evaluate the steps to create a more practical approach.

Many existing and prospective customers in rural areas were unreachable. Therefore, the presence of a company website is essential. Continuously, sales promotion strategies have never been discussed since there

are no consistent meetings with the salesman. Therefore, a formal document about sales promotion strategies is necessary as guidance for the salesman and management.

Improvement on the company profile booklet is also necessary since the old company profile was effortless and unattractive. Resource training, salesman, and sub-distributor recruitment are also required for this MSME to grow. In addition, the researcher contributed to proposed solutions on the four core problems: formulating SOP personal selling, developing a website, creating sales promotions strategies, and improving the company profile.

A. Formulating SOP for Personal Selling

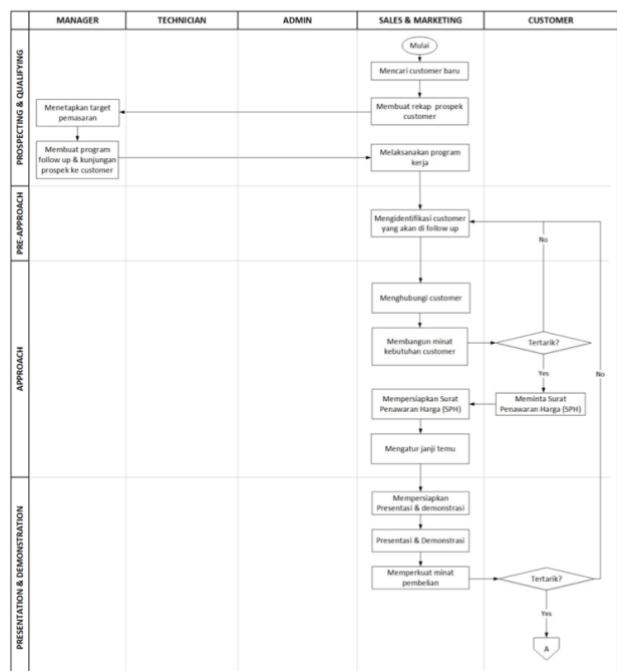
PT Neuro Medika Sejahtera runs a business in medical equipment industry and since the e-catalogue system the company requires personal selling as the key of marketing communication and strategy. Therefore, detailed processes are necessities to be presented in the SOP and then evaluating the process must be done to improved and create more effective steps. Some of the processes are shown in Fig. 4.

Fig. 4. Personal Selling Flowchart of PT Neuro Medika Sejahtera

The personal selling flowchart in Fig. 4 consists of seven

STANDARD OPERATIONAL PROSEDUR PERSONAL SELLING			
NO. DOKUMEN : PS-04	TANGGAL EFEKTIF : 21 JUNE 2021		
	REVISI : 00	HALAMAN : 3 DARI 11	

4. PROSEDUR



steps depicted a theory from Kotler *et al.* The processes then adapted to fit with the business process of PT Neuro Medika Sejahtera. The process starts with finding new customers by visiting hospitals regularly, send a quotation

and prepare for presentation and demonstration, negotiation, closing, follow-up the delivery of equipment, and maintaining good relationships with the customer. Fig. 5 shows the matrix in table form that present about the explanation of the steps.

The functions of SOP are to maintain the quality of assurance for the activities carried out by an organization to remain consistent over time [22]. Thus, in formulating the SOP, several sections are presented based on the theoretical reference. These sections mentioned as follows:

1. *The Introductory*; includes purpose, scope, definition, and related documents for the standard operating procedure of personal selling.
2. *The Procedure*; includes the flowchart or diagram that describes the entire personal selling activities.
3. *The Matrix*; includes detailed explanation of each activity in tabular form. Thus, the table explains the objectives, responsibilities, scope and documents required at each step.
4. *The Documents*; includes the format supporting documents related with the personal selling activities.

STANDARD OPERATIONAL PROSEDUR PERSONAL SELLING			
NO. DOKUMEN	: PS-04	TANGGAL EFEKTIF	: 21 JUNE 2021
REVISI	: 00	HALAMAN	: 5 DARI 11

5. PENJELASAN PROSEDUR

Tahapan	No	Aktivitas	Tujuan	Tanggung Jawab	Ruang Lingkup	Dokumen
Prospecting & qualifying	1	Mencari Customer Baru	Untuk mendapatkan konsumen baru	Sales & Marketing	Pencarian dapat dilakukan melalui kunjungan <i>door-to-door</i> , info referral, e-mail, website, dsb.	
	2	Membuat Rekap Prospek	Untuk memonitor prospek sales dalam menentukan target	Sales & Marketing, Admin	Mengisi laporan prospek sales berupa nama customer, jenis produk, dll yang di daftarkan kepada admin.	Rekap Prospek Swasta dan Ecatalogue
	3	Memetakan Target Pemasaran	Untuk memperjelas target dari perusahaan dengan data yang di pertanggung jawabkan oleh sales	Sales & Marketing, Manager	Membuat target perusahaan berdasarkan prospek yang bisa dipertanggung jawabkan oleh sales.	SK Target dan Insentif
	4	Membuat program kerja	Untuk memperjelas aktivitas dari sales secara bertahap	Sales & Marketing, Manager	Membuat program kerja yang akan di monitor setiap minggu bersama manager.	Rencana Kegiatan Mingguan Sales / Rencana Perjalanan Dinas
Pre-Approach	5	Mengidentifikasi Customer Untuk Follow-up	Untuk mempersiapkan aktivitas dan customer yang akan di follow up	Sales & Marketing, Manager	Mengidentifikasi <i>cold and hot</i> prospek pada customer baru maupun customer lama.	Customer List / Data Konsumen
Approach	6	Menghubungi Customer	Untuk pendekatan awal ke customer	Sales & Marketing	Komunikasi yang dilakukan dapat melalui <i>face-to-face</i> , telepon, <i>email</i> dan sms kepada customer.	Company Profile, Website, Social Media
	7	Membangun Minat Customer	Untuk meningkatkan potensi penjualan	Sales & Marketing	Menjelaskan keunggulan dan produk perusahaan pada customer.	Company Profile
	8	Menyiapkan SPH	Untuk memberitahukan harga kepada customer	Sales & Marketing, Manager	Memberitahu harga kepada customer secara formal dan untuk landasan <i>purchase order</i> (PO).	Surat Penawaran Harga (SPH), Company Profile
	9	Mengatur Janji Temu	Untuk meningkatkan potensi penjualan	Sales & Marketing	Mengatur waktu untuk presentasi dan demonstrasi produk secara formal. Biasanya meminta surat undangan untuk presentasi.	

Fig. 5. Personal Selling Matrix of PT Neuro Medika Sejahtera

B. Developing Website as Public Relation Media

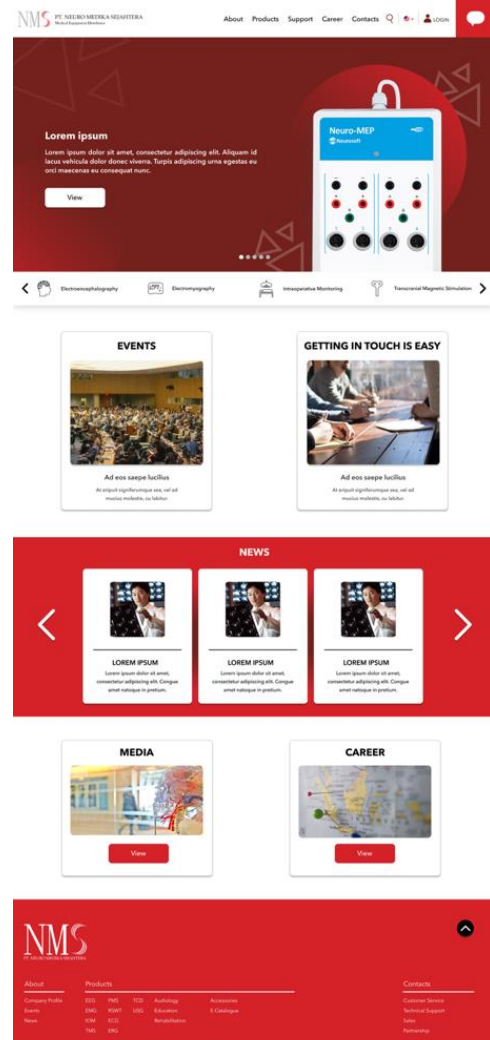
Website is a digital technology that enables to create integrated communication, targeted, and measurable where

it helps companies get and retain customers and build deeper relationships [23]. Based on the discussion with the owner, few problems with the existing customer having difficulties communicating with the company. In addition, bad reputations in the past also create flawed perceptions to several existing customers that the salesman did not follow up.

The owner is aware that having an online presence is crucial to fix a bad reputation and reach out to more customers. Nevertheless, the owner is also aware that it is not about making a one-lifetime purchase; but always giving them services, communicating and understanding their difficulties, and delivering information about future products and services. Not to mention also to create sales on the consumables.

In the development of the website, the quality and credibility of the information greatly influence customer experience when communicating with the customer. From functionality and appearance to navigation and coding integrity, all of them must be in one piece to create a user-friendly website [24]. The 7Cs framework by Rayport and Jaworski was adopted to create PT Neuro Medika Sejahtera website as it helps to design the customer interface (CI).

Fig. 6. PT Neuro Medika Sejahtera Website Homepage



From Fig. 6, the website homepage adopted red and white colors with sleek and modern design. The first menu shows four main headings such as about, products, support, career, and contacts. In addition, there is a find button to ease the user to find related matters. A bilingual language is also presented on the homepage so that users can choose either English or Indonesian. Then to the right side, there is a login button for an existing customer. This login feature is intended for customers who want to shop online in the future and choose the company's services. On the very right top corner, there is also a quotation button where users can quote essential matters.

The homepage also offers a product shortcut summary just below the slideshow. This shortcut is designed to ease the user to quickly find related products. Then, there are events and getting in touch. The events button shows PT Neuro Medika Sejahtera events, and getting in touch is where the customer will get information about the company address, email, and representatives' number.

Consecutively, there is a news slideshow where the company could update any related news with the product, such as new products, clinical studies, promotions, and other important news to communicate with the users. Below the news slideshow, there is a media where users can download many related pieces of stuff like videos and pictures. In addition, there is also a career for future job opportunities, so users can directly send CVs to the website. Finally, in the lowest section of the homepage, there is a summary of headings, product headings, and contacts heading to ease website use.

C. Formulating Sales Promotion Strategies

Based on the interview and discussion with the owner, promotion strategies are fundamental in creating sales. The owner said that the price of the equipment is more than a hundred million rupiahs which are categorized as an investment medical equipment for hospitals. Therefore, strategies to convince hospitals to buy the product are necessary. However, in the actual practice, salesman often missing out on promotion strategies in offering the products. Sales Promotions are usually only announced by the owner in verbal or word-of-mouth.

Therefore, a solution is to create a decree letter about sales promotion strategies as guidance, rules, and regulation for the salesman. In formulating the sales promotion strategies, a theory from Kotler *et al.* was adopted in creating sales promotion strategies [4]. Fig. 7 shows the decree letter of sales promotion strategies.

Strategies for consumer promotions that fit the business process of PT Neuro Medika Sejahtera is a price reduction. The price reduction is divided into two categories. The first one is a price reduction strategy from the price list up to 50% for non-e-catalogue and 10% for e-catalogue sales. The price reduction or discount is negotiable for a sales representative who can negotiate with the customer. The owner added that the strategy is a lifetime business process

that means every purchase will have a discount. From the experience of the owner, he said this strategy is effective for B2B business. The customer tends to feel more appreciated if there is a discount.

The second price reduction strategy is by making flyers or brochures for a specific discount for a specific product. PT Neuro Medika Sejahtera has a dead stock product that is outdated. This strategy aims to minimize deadstock products. In addition, the alternative strategy is to bundle deadstock products with the new products. Nonetheless, the salesman is recommended to inform this price reduction during presentation and product demo to customers.

Fig. 7. PT Neuro Medika Sejahtera Sales Promotion Strategies



Strategies for trade promotion that are fitted to the business process of PT Neuro Medika Sejahtera is that the company will reward 15 percent of the after-tax price to sub-distributors who successfully sell products. Consecutively, the company will give an extra 5 percent reward if sub-distributors can acquire the target that the company gave. In addition, to increase sales, sub-distributors and salesman must record and ask for referrals to every purchase they made.

Strategies for business promotion that are fitted to the business process of PT Neuro Medika Sejahtera is that the company should attend seminars, conferences, and

exhibitions as a sponsorship. For instance, based on the discussion with the owner, several events and exhibitions held every year are related to the business. These events are JakNews (Jakarta Neurology Exhibition, Workshop, and Symposium), ComeOn (Continuing Medical Education on Neurology, SUNSHINE (Solo Update On Neurology), and a lot more. In addition, the business promotion also discussed commission and bonus to all staff and employees of PT Neuro Medika Sejahtera. The owner was generous enough to decide for the welfare of the employees.

Nevertheless, in doing promotion activities, there should be a code of ethics. Therefore, with the discussion with the owner, five codes of ethics were formulated and attached to the decree letter of sales promotions strategies.

D. Improving Company Profile Booklet as Advertising Media

A company profile is an advertising medium for a company to show an overview of products and services they have to offer [4]. It represents the company's identity, means of communicating, and source of information to the customer. Company profile usually comprises the company history, vision, mission, owner's remarks, address, achievements, and descriptions of the product and services. Thus, it is an essential tool for approaching customers. The salesman often uses a company profile to introduce the presentation, attached in email for sending quotation and offering products. Fig. 8 shows the old company profile.

The old company profile from the Fig. 8 does not clearly define the vision and the mission. The values are pretty vague, and the products description are very simple. This fact will hamper giving information to the customer who is not aware of the products. Services and clients are also too simple to be mentioned. In addition, language must be critically considered, whereas most of PT Neuro Medika Sejahtera's customers are local hospitals. Therefore, the Indonesian language is more representative of the company profile. Based on the discussion with the owner, there are six components to improve the new company profile as following:

- The company profile has a sleek and modern design with red, black, and white colours.
- The company profile has a clear vision and mission.
- The company profile has clear information about the product and services.
- The company profile has bilingual language.
- The company profile has a historical background and legal entity.
- The company profile has clients and patterns.

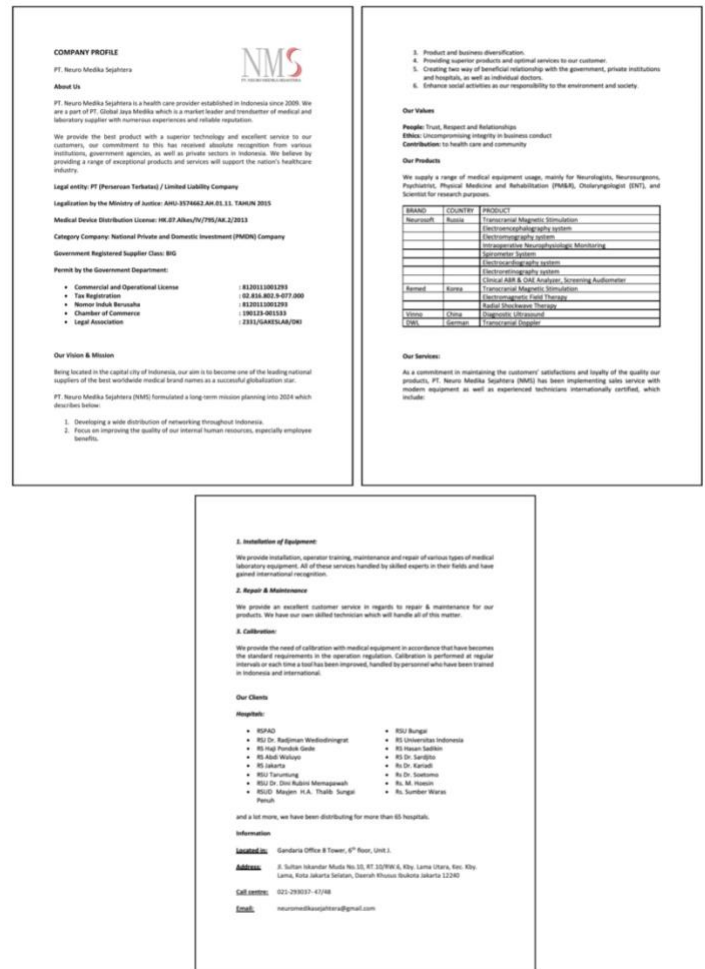


Fig. 8. Old Company Profile

Based on the components, the new company profile from the Fig. 9 consists of a wholly new design with red, black, and white color that shows the trademark of PT Neuro Medika Sejahtera. In addition, the new company profile also presented with bilingual language to reach international hospitals. The first cover shows PT Neuro Medika Sejahtera's logo and motto. The motto deprived from the director as the company specialized in neurology equipment. In addition, the company profile also describes the history and legal entity. Not to mention, a bilingual language is also presented.

This new company profile also shows the detail information about the product and services PT NMS has to offer. As an advertising media, the company profile also can be shareable to existing and prospective customer. The company profile also can be used as a reference documentation for banner, billboard, brochure and many more.



Fig. 9. New Company Profile Page 1-2

V. CONCLUSION AND RECOMMENDATION

Based on the solutions, SOP personal selling could help salesman following essential steps in creating sales, especially for direct selling to the customer. In addition, managers could also monitor personal selling steps and yet find the most effective way to create sales. However, the SOP personal selling application and evaluation are yet to be thoroughly measured since it was still in the initial process. Managers should evaluate if all the steps were effective and improve but adding or delete steps in the SOP. Ultimately, SOP personal selling is guidance so that the company could perform more consistently in the future.

Improvement and maintaining the website as a public relations media for PT Neuro Medika Sejahtera is also crucial. Since the website is new and lacks data on how many visitors and engagement, PT Neuro Medika Sejahtera should hire staff to monitor the website, such as updating content and news. A suggestion of using GoogleAds to advertise the website is also recommended to increase more public engagement. PT Neuro Medika Sejahtera should also consider social media as another public relations media.

Evaluating the sales promotion strategy is also

necessary since the strategy is yet to be thoroughly applied by the salesman. Managers could re-evaluate the strategies by making regular meetings to discuss more effective promotion activities in the future.

ACKNOWLEDGMENT

I would like to thank to my family, friends, and especially my supervisor Dr. Lily Sudhartio who supported me in completing my research paper as a requirement to achieve my master's degree. I also contribute this paper to help improve the role of micro, small and medium enterprises (MSME) in Indonesia. I dedicated this research paper to all researcher to support the role of MSME globally.

REFERENCES

- [1] Kadir, A, "Tantangan & Peluang Implementasi PP 47 th 2021," Indonesia, 2021.
- [2] Kemenkes RI, "Surat Edaran Nomor KF/MENKES/167/III/2014 Tentang Pengadaan Obat Berdasarkan Katalog Elektronik (e-Catalogue)," Kementerian Kesehatan Republik Indonesia, Jakarta, 2014.
- [3] Kemenkes RI, "Surat Edaran Nomor KF/MENKES/337/VII/2013 Tentang Pengadaan Obat Pemerintah Melalui Mekanisme E-Purchasing Berdasarkan Katalog Elektronik," Pemerintah Negara Republik Indonesia, Jakarta, 2013.
- [4] Kotler, P., Armstrong, G., Harris, L. C., & He, H, "PRINCIPLES OF MARKETING EIGHTH EUROPE AN EDITION (Book Style)," PEARSON EDUCATION LTD, 2020.
- [5] Kumar, S., & Patra, S, "Does Promotion Mix Really Help To Enhance Brand Equity: a Literature Review(Presented Conference Paper style)," Indian Journal of Commerce & Management Studies, VIII(2), pp. 80–86, 2017.
- [6] Belch, G. E., & Belch, M. A, "Advertising and Packaging, An integrated Marketing Communications Perspective (Book Style)," The McGraw-Hill, 2003.
- [7] Puspawati, F. D., & Suhaimi, H, "Developing Personal Selling SOP, Improving Website and Improving Company Profile of MSME of PT. Selula Dwiphaloka Teknologi (Presented Conference Paper style)," IPTEK Journal of Proceedings Series, pp. 1-8, 2019.
- [8] Van Heerden, CH., & Drotzky, A, "Personal Selling (Book Style)," Juta, 2014.
- [9] Murphy, P. E., Lacznak, G. R., & Harris, F, "ETHICS IN MARKETING INTERNATIONAL CASES AND PERSPECTIVES (Book Style)," Routledge, 2016.
- [10] Murphy, M., & Sashi, C. M, "Communication, interactivity, and satisfaction in B2B relationships (Presented Conference Paper style)," Industrial Marketing Management, no. 68, pp. 1-12, 2018.
- [11] Bradford, K. D., & Weitz, B. A, "Personal selling and sales management: A relationship marketing perspective (Presented Conference Paper style)," Journal of the Academy of Marketing Science, 27(2), pp. 241–254, 1999.
- [12] Biong, Harold and Fred Seines, "The Strategic Role of the Sales- person in Established Buyer-Seller Relationships (Book Style)," Working Paper Report No. 96-118, Marketing Science Institute, Cambridge, MA, 1996.

- [13] Grunig, L. A., Grunig, J. E., & Dozier, D. M, "Excellent Public Relations and Effective Organizations (Presented Conference Paper style)," Lawrence Erlbaum Associates, 2002.
- [14] Seitel, F. P, "The Practice of Public Relations Thirteenth Edition (Thirteenth, Vol. 13, Issue 1) (Book Style)," PEARSON EDUCATION LTD, 2017.
- [15] Salehi, F., Abdollahbeigi, B., Langroudi, A. C., & Salehi, F, "The Impact of Website Information Convenience on E-commerce Success of Companies (Presented Conference Paper style)," Procedia - Social and Behavioral Sciences, no. 57, pp. 381–387, 2012.
- [16] Rayport, J. F., & Jaworski, B. J, "Introduction to E-commerce (Book Style)," New York: McGraw-Hill, 2001.
- [17] Stockdale, R., Ahmed, A., & Scheepers, H, "Identifying Business Value from The Use of Social Media: An SME Perspective (Presented Conference Paper style)," Pacific Asia Conference on Information Systems. Association for Information System Electronic Library, 2012.
- [18] Stelzner, M, "How marketers are using Social Media to grow their businesses (Presented Conference Paper style)," Social Media Examiner, May, pp. 1–53, 2015.
- [19] Ogden-Barnes, S., & Minahan, S, "Sales Promotion Decision Making (Presented Conference Paper style)," 2015.
- [20] Yin, Xu; Jin-Song, Huang, "Effects Of Price Discounts And Bonus Packs On Online Impulse Buying (Presented Conference Paper style)," Social Behavior & Personality, 2014.
- [21] Deloitte, The Deloitte Consumer Review: The growing power of consumers. The Deloitte Consumer Review, pp. 1–16, 2014.
- [22] EPA, Guidance For Preparing Standard Operational Procedures (SOPs), 2007.
- [23] Wymbs, C, "Digital marketing: The time for a new "academic major" has arrived (Presented Conference Paper style)," Journal of Marketing Education, 33(1), pp. 93–106, 2011.
- [24] McLean, G. J, "Investigating the online customer experience – a B2B perspective (Presented Conference Paper style)," Marketing Intelligence and Planning, No. 35(5), pp. 657–672, 2017.
- [25] BPS, Perkembangan Data Usaha Mikro , Kecil , Menengah Dan Usaha Besar, 2019.
- [26] Kementerian Perindustrian Republik Indonesia, Jurusan Kemenperin Wujudkan Kemandirian Industri Farmasi dan Alat Kesehatan, 2020.
- [27] Miles, M. B., Huberman, A. M., & Saldana, J, "Qualitative Data Analysis: A Methods Soucebook (H. Salmon, K. Perry, K. Koscielak, & L. Barrett (eds.); Third) (Book Style)," SAGE Publications Inc, 2014.
- [28] EPA, *Guidance For Preparing Standard Operational Procedures (SOPs)*, 2007.