

The Development of Conceptual Model for Green Marketing Performance

Sabar Aritonang Rajagukguk¹(✉)

¹Bina Nusantara University

¹sabar.aritonang@binus.ac.id

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ABSTRACT

Electric vehicles are seen as one of the most significant solutions to the problem of climate change. Various innovative efforts made by the company have not provided optimal results. It has long been understood that innovation is controlled internally by the company until the theory of service-dominant logic provides a new paradigm that value can be created with customers. However, no one has shown the urgency and significance of education to the target market as an important mediator to create the company's innovation capability. Using the service-dominant logic theory as well as 39 empirical research articles, a conceptual model was found to fill the research gap. The conceptual model includes education to the target market as a mediator between the company's commitment to creating electric vehicles and the company's innovation capability on marketing performance.

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Corresponding Author:

Sabar Aritonang Rajagukguk

Bina Nusantara University, West Jakarta, Indonesia

Email: sabar.aritonang@binus.ac.id

1. INTRODUCTION

In a book entitled *Managing Innovation*, Tidd and Bessant show that innovation is absolutely necessary for a business to run its *raison d'être*. This can be done either by creating new products or services or making various changes to achieve efficiency and effectiveness of business operations [27]. Joseph Schumpeter, an Austrian economist who is known as the Father of Innovation, calls such innovation movements creative destruction, which means that relatively many changes in society will be triggered by the innovations carried out by entrepreneurs in their businesses – and that is commonplace in a healthy economic climate. It will continue as a simultaneous cycle to change various old rules to reshape new rules that are able to facilitate the existence of business innovation [27].

For Tidd and Bessant, Schumpeter's idea that companies need to work hard to find new commodities, new technologies, new organizational forms, and new supply is no longer a key issue. Tidd and Bessant illustrate that the key problem lies in how the dynamics of innovation are carried out within the company, what factors have the opportunity to encourage innovation to emerge and how to implement existing innovations so that they do not fail when offered to the market. Innovation for Tidd and Bessant is more complex than just related to the use of technology in business processes or even applies not only to high-tech companies. Innovation can arise by providing new services, new packaging of products, new variations, and new business process innovations. That is why, according to Tidd and Bessant, the notion of innovation can only be understood as a tool owned by entrepreneurs to survive and maintain their businesses. A perfect combination of passion, planning, vision, wisdom, energy to do strategy, and the courage to take risks [27]. Innovative companies will have a greater chance of success. However, in relation to motor vehicles, The Intergovernmental Panel on Climate Change (IPCC) in its latest release shows that the current climate change, even during a pandemic when relatively many activities have stopped, is still at an alarming level. There are two recommendations from those based on various cross-disciplinary studies that are seen as strategic steps.

First, the decarbonization of the energy system. Lower carbon energy is seen as very urgent to do as well as divert energy sources for motorized vehicles from fossil fuels to electric fuels. In addition, it is necessary to simultaneously create battery products for motorized vehicles at lower prices with low-carbon energy. Second, the production and consumption of animal products and food waste need to be continuously suppressed; because the methane gas produced is relatively high [9].

The two recommendations from the IPCC are certainly promising innovation ideas. Scientific findings have also provided a fairly clear scenario of how changes will occur in the future [9]. There are 191 out of 195 countries in the world that have agreed to comply with the Kyoto protocol and are committed to reducing emissions in their respective countries with various efforts [28]. In various developed countries, this commitment has begun to be realized. For example, in the UK, emissions have been reduced by 68% [6]. Likewise, various countries in Europe; all of them show an improvement trend to achieve what is targeted in the 2030 Sustainable Development Goals, where one of the expected outcomes is increased outcomes from climate action, responsible consumption and production, and the creation of sustainable cities and communities [28].

Great commitment to mutually agreed-upon conventions certainly provides an important picture for the company. There is a need for electric vehicles as one of the alternatives that are seen as the most contributing to reducing carbon emissions caused by the excessive use of petroleum (see Figure 1).

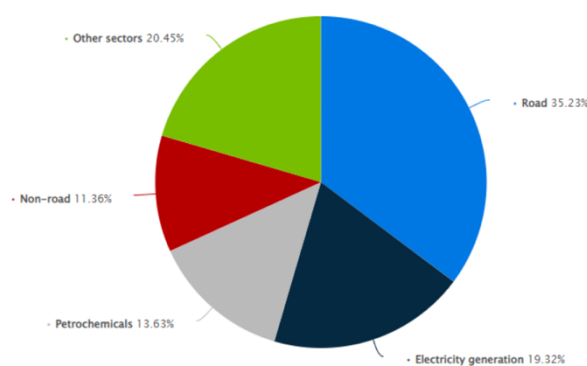


Figure 1. Distribution of Petroleum Demand at OECD 2019

Apart from the discussion of how the use of petroleum in human life has been able to accelerate economic growth and social change even since 347 [22], findings related to its impact on survival in the universe are now an important consideration. At the same time, there is a sea of possibilities for innovation for the company.

For motor vehicle companies, this opportunity is too big to be missed. Various new electric vehicles have been offered to the market, while various research activities for the development of better vehicles and batteries continue to be developed [26]. Tidd and Bessant show that under these conditions, companies will reap large profits if they carry out the right innovation strategy [27]. Argumentatively, the existing data shows that detailed product and service requirements are available, market opportunities are clearly defined, target customers are clear and the number is large, there are almost no barriers to entry, large company commitments, and even sources of funding are even wide open due to support from various parties and the government. However, what is experienced by motor vehicle companies that offer their electric vehicle products in the market are experiencing significant difficulties. The various innovation steps taken have provided an electric vehicle output with a futuristic design, reliable capability to use, low emissions. In order to respond to various customer concerns, companies also provide free repair services, they are even committed to cooperating with competitors (coopetition) to produce electric vehicles; but have not achieved what was previously targeted [3][5].

The controversy between Tidd and Bessant's ideas with various empirical findings in business management science [3][5] is further sharpened by findings showing that in countries with high commitment and high capability to create electric vehicles like South Korea actually experienced a slowdown in sales in the market [13]. It was found that the limitations of battery charging locations, a performance that is not better than petroleum-fueled vehicles, as well as the lack of incentives from the government and the cost of batteries that are still too expensive are the antecedents [13]. This creates a new gap, where empirically, innovation is not entirely within the control of the company as conceptualized by Tidd and Bessant. This empty conceptual space leads companies to polarize choices in the phenomenon of electric vehicle innovation: price wars or technology development [12].

This industrial phenomenon and some of the empirical research findings provide some important insights. The great need for a very large electric vehicle, supported by global political policies that want it. The various efforts that have been made by the company in fact have not produced the expected results because when offering these new innovations to the market, the performance of their innovative products is not superior in

several respects to products already used by customers. However, there is an understanding between the company and the customer that the issue of environmental damage caused by the use of the product must be considered; and the only way is to use electric vehicles. The company has high attention to market opportunities, the market is also waiting very seriously for electric vehicles offered by the company; even actively providing feedback.

Theoretically, this can be analyzed from the perspective of the service-dominant logic theory developed by Vargo & Lusch. In this theory, the value of a product or service offered needs to facilitate the role of customer feedback in value creation [31]. The theoretical axiom is that service is the foundation of exchange in the market, and value is created jointly by all parties including customers [33]. The previously identified controversies and gaps can of course be explained from this theoretical perspective. The innovation of electric vehicles as a solution convention will certainly be more promising when carried out with customers. So that the incoming feedback is used as a reference for the development of better electric vehicles. Even more than that, the value creation role for Vargo & Lusch can be extended to all economic and social actors in society [31-33].

Conceptually, it can be understood that if the active role of customers in creating value for motorized vehicles increases, then the company's capability in creating innovations in the form of electric vehicles also increases [7][23]. Increasing the company's capability to innovate in various empirical studies has been shown to be able to boost the company's marketing performance [18-19]. This article aims to provide a conceptual argument that relates the company's commitment to making electric vehicles, creating value with the community, the company's capability to innovate in electric vehicle manufacturing, and marketing performance.

2. LITERATURE REVIEW

2.1. Service-Dominant Logic

Goods companies are known to always be oriented to the creation of products that are sourced from company initiatives based on knowledge, technology, and the benefits they want to achieve. The implication is that companies must try their best to create products that will sell well in the market. If the company finds a dead end where the product created does not get a response from the market, then the company needs to make various efforts to create demand [33]. The logical consequence of this perspective is that the potential for environmental damage and climate change is accelerating, driven by the interests of companies to reap maximum profits by reducing production costs and increasing the value of the products they produce [9]. This paradigm has persisted in management science for a long time, until in 2004, after Vargo & Lusch's research was disseminated in the Journal of Marketing, the realization that the old paradigm was no longer able to explain the phenomenon of a growing business [31].

Service-dominant logic, the title of the idea of Vargo & Lusch shifts the perspective of management science about business. For Vargo & Lusch, exchanges that occur in the market cannot be separated based on the two categories that have been agreed upon so far: goods and services; but purely services (this is also their first premise) [31]. Even if there are tangible goods that are delivered to consumers, what companies actually provide to consumers are services for creating and distributing products properly to consumers. Thus, they arrive at the second premise, namely that the exchange of value in transactions is solely part of the fundamental exchange of services. Thus, it can be understood that goods are a distribution mechanism in the provision of services (premise-3). Furthermore, Vargo & Lusch view that consumers and producers both have a significant role for mutual benefit in the exchange of services (premise-4) and all economic activity is a service economy (premise-5) [31-33].

In the development of the theory, all the initial premises compiled by Vargo & Lusch were then united in the axiom that services are the basis of exchange [33]. This framework of thinking is relatively new in management science, which until now practically still often divides products into categories of goods and services. For Vargo & Lusch, everything is a service. Then, Vargo & Lusch continued their premises which later developed into new axioms, namely that the value exchanged in trade transactions is not actually value created autonomously by the company but created together with customers (premise-6). Companies have a role not as value creators, but as compilers of value propositions that contain various reasons why consumers need to choose the services they provide as well as differentiate them from the services provided by other companies (premise-7). In the value proposition, companies need to show what customer problems can be overcome by using the services offered by the company [32].

Vargo and Lusch in their article also show how a chemical liquid-producing company called Dow Inc. changed its focus from a product-centric company to a consumer-centric company. Instead of (only) selling chemical liquids, Dow Inc. sells chemical liquid recycling services. This change ultimately helps its customers to take care of the environment, and various environmental damage in the aggregate can be reduced by this

paradigm shift. The change from a focus that only sells products to providing services to customers thus gives a new face in business, where there is more room for paying attention to the environment (including caring about climate change issues) [31].

The idea sparked by economists Zimmerman and Penrose is of course radically disturbing in management science. Zimmerman and Penrose have shown that there is a shift in resources in economic exchange. However, Vargo & Lusch see that there is no comparison of the previous perspective with the current one. That is why they tried to show the implications of Zimmerman and Penrose’s thinking by showing what changes should be there. In their historical study, the paradigm of management science prior to 1900 was indeed characterized by the goods-centered model of exchange. This thinking is influenced by neoclassical economic thought (1800-1920) and ancient thought in marketing science, namely the focus on commodities, marketing functions, and marketing institutions (in the 1900-1950 era). Only around 1950-2000, management science saw that customer orientation was very important and the marketing function needed to be optimized in creating value and producing outcomes. The follow-up paradigm is that a focus on markets and services and customer relationships occupies an important position in management science (in 1980-2000). This is what for Vargo & Lusch is no longer relevant in the 21st century, and they propose a service-centered model of exchange as a replacement for the old concept [31] (see Figure 2).

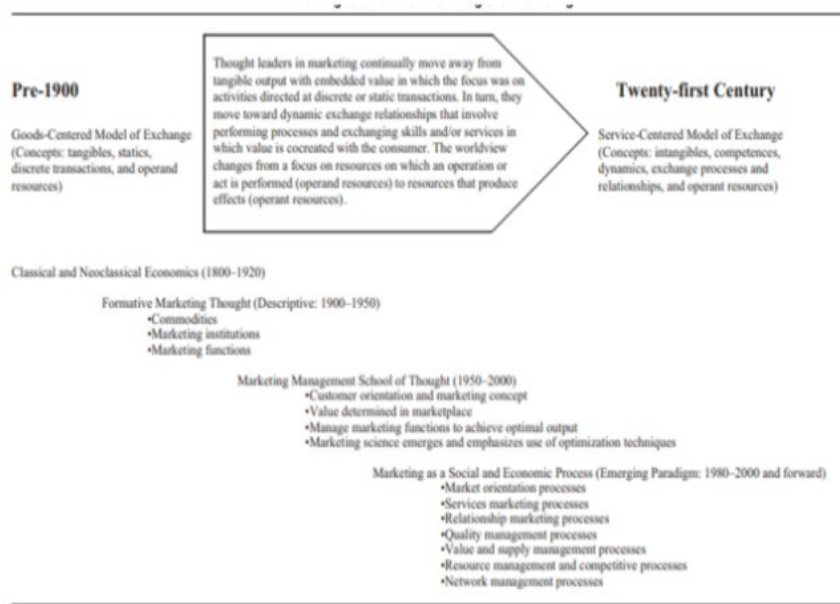


Figure 1. The Development of Service-Dominant Logic [31]

This paradigm shift of course also shifts the role of consumers in the market. At first, consumers are passive audiences, now consumers act as value co-creators. Practically, whatever the customer needs will be used as feedback which will be taken seriously by the company to provide services that can meet customer needs. The service idea is thus in the customer, and the company will execute the idea by using its knowledge, competence, and skills to produce services that can meet customer needs. This is the second axiom of Vargo & Lusch [31]. The thinking of Vargo & Lusch in management science is that if the company’s focus is on products and selling products for profit; so with this lens, the company’s focus is on service and the creation of experiences (experiences). In the past, we focused on product features, now we focus on solutions and joint activities. In the past, the focus was on profit maximization, then the focus was on financial feedback and learning. Instead of managing price, the company focuses on managing its proposition (see table 1) [32].

Table 1. The transition of service-dominant logic concept

Goods-Dominant Logic Concepts	Traditional Concepts	Service-Dominant Logic Concepts
Goods	Services	Service
Product	Offerings	Experiences
Feature/ Attribute	Benefit	Solution
Value-added	Co-production	Co-creation of value
Value-in-exchange	Value-in-use	Value-in-context
Profit Maximization	Financial Engineering	Financial Feedback/ Learning
Price	Value Delivery	Value Proposition
Equilibrium Systems	Dynamic Systems	Complex Adaptive Systems

The new paradigm offered by Vargo & Lusch might explain why a good product is not necessarily responded well in the market. Because what consumers are looking for in the market is not a product, but service; not features, but experiences and solutions [2][25][30] [31].

2.2. Marketing Performance

Marketing performance is a construct that is often used to measure how effective the marketing strategy is to achieve the stated goals [1]. The marketing performance parameters so far are the profitability achieved through the value of sales, changes in profit, and changes in income [4][8]. The ratios used to measure its performance include ROI, sales growth, the number of newly recruited customers, the size of the market share, the increase in sales from existing consumers, and the number of customers [10-11]. Recent research shows that marketing performance is determined by how high the performance of various products and services offered by the company to the market, as well as how much market growth is caused by the supply provided by the company [14-18].

2.3. Product Creation Commitment

The creation of electric vehicles faces uncertainty because we do not know whether demand will continue to grow along with user dissatisfaction and the unpleasant experience of electric vehicle users when electric vehicle innovations are first marketed and uncertainty whether this issue will continue to be a mutual agreement, given the natural factors unpredictable. This is certainly worrying due to the high cost of production. The uncertainty of whether this issue will continue to be a mutual agreement can be seen factually that not a few do not believe in the issue of climate change, or ignore this issue because it is intangible [19].

Conceptually, however, uncertainty arises, companies still need to innovate. The step of innovation in this uncertainty is the company's commitment to using its resources to generate innovation and use its innovation capabilities to improve its business performance. The commitment in question is awareness and determination to make various efforts to produce innovation [27] (see Figure 2)

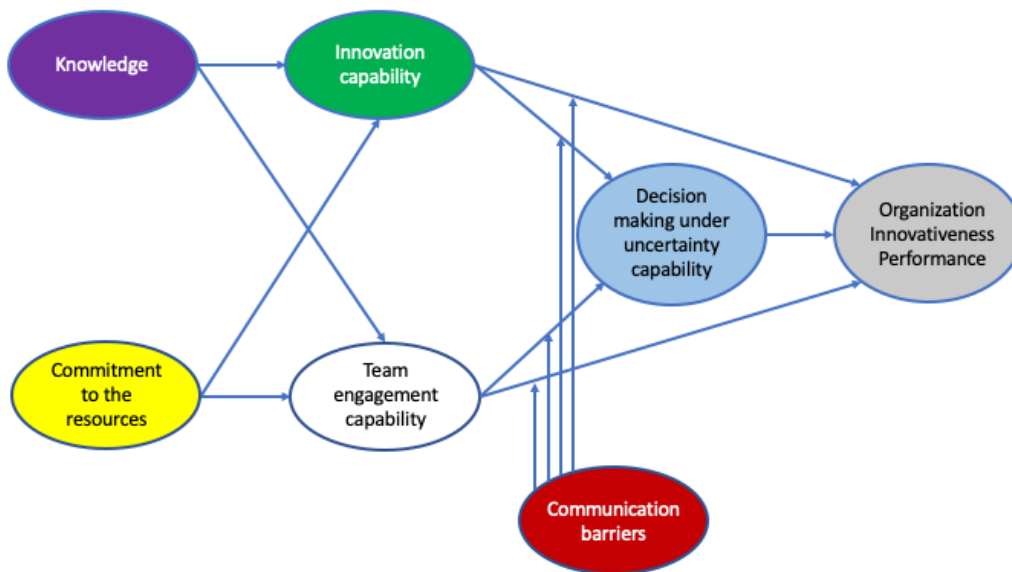


Figure 2. Tidd & Bessant's (2018) Conceptual Model on the Relationship between Commitment and Innovation

In improving innovation capabilities, companies need to use their knowledge [27], skills, and attitudes and even involve customers and the wider community to create value from the innovations that are about to be born [31]. This innovation capability can then significantly affect the company's ability to enter the market and will also indirectly affect marketing performance. Because, if innovation steadily enters the market, marketing performance will also increase [20].

2.4. Target Market Education Capability

The company's ability to educate the target market is a logical consequence of an attempt to introduce a new product or service to the target market. In the implementation of innovative ideas, serious efforts are needed to introduce them to the market; moreover, educating the market to get to know the products or services

offered better [27]. It is even more urgently needed to introduce a product or service that has never been recognized before or has a significant difference from the old product that is about to be substituted. There is empirical research that shows the role of customer education in marketing activities to improve the company's ability to survive in the market and improve marketing performance [21].

The role of target market education, in this case, is different from customer education. Customers are consumers who buy the product, while the target market does not necessarily buy the product. Looking at the existing phenomena, it is precisely the target market that has not given the expected response. Then the target market education is the most appropriate. It has been conceptually proven that education will increase knowledge; and knowledge will increase action [16]. It can be argumentatively shown that education to the target market has a significant role in increasing the target market's knowledge of innovative products released by the company [27-28]. The company's ability to provide education to the target market has a very large role in encouraging the ability of the target market to be able to contribute to co-value creation [33].

In the digital era, people's knowledge is obtained from various sources. Conversations on social media, news released on media with internet networks, are all intertwined to form knowledge for users. The increasingly perfect algorithms facilitate companies very well to do the right segmentation and provide education to the target market appropriately in digital media [15-16].

2.5. Co-Creation Value

Within the framework of the service-dominant logic theory, co-creation value is absolutely necessary. It is based on the view that value can be created by anyone. Values also have a high subjective value, are unique to each person, and the economy can only move when value creation is done together [31]. This paradigm is an impetus for companies to become market-driven and make their products not merely intellectual works of the company, but also collective works that are solutions to customer problems or needs [32]. However, to ensure customers can provide added value for innovation, companies need to ensure that customers have good knowledge of the product or service that is about to be introduced. Thus, the role of target market education is important. So that the quality of value co-creation can encourage an increase in the company's capability to produce innovation [33].

2.6. Innovation Capability

The company's ability to innovate is measured by how well the company is able to develop a measurable plan, implement it, and involve all of its resources to produce innovation. In this case, the company's internal communication skills are important. In addition, the ability to turn concepts into ideas and ideas into prototypes, and the ability to use knowledge, and the ability to take into account the risks that can arise when innovations are introduced in the market [27]. The company's ability to innovate is measured by how well the company is able to develop a measurable plan, implement it, and involve all of its resources to produce innovation. In this case, the company's internal communication skills are important, in addition to the ability to explore various possible innovations that can be done with the available resources. In addition, the ability to turn concepts into ideas and ideas into prototypes, and the ability to use knowledge, and the ability to take into account the risks that can arise when innovations are introduced in the market [27]. In several empirical studies, this results from the company's ability to do things to capture the various possibilities that exist—and significantly affect marketing performance [21][29].

3. METHODOLOGY

This research was conducted with a literature review approach to produce a conceptual model. Tidd and Bessant's work is used as a basis for discussing the current issue, namely that the results of the marketing efforts made to market electric vehicles have not been optimal [27]. After finding some research gaps and gaps, then selecting the appropriate theoretical framework to be used as a basis for thinking. Several empirical research results were carried out systematically using the following keywords: “marketing performance AND innovation capabilities”, “marketing performance AND value-based market entry power”, “product-creation commitment AND marketing performance.” Out of the 823 articles selected in the search engine, there are 39 articles that meet the criteria for reference. The various research results in the 39 articles were then synthesized to generate a new understanding in viewing a model that is more suitable to be applied in improving the marketing performance of electric vehicles, a relatively new product, an innovation that is considered important for the environment and has strong support from the global community.

4. RESULTS AND DISCUSSION

After analyzing various scientific articles within the framework of the service-dominant logic theory, a conceptual model was found which is a synthesis of various academic studies (see Figure 3).

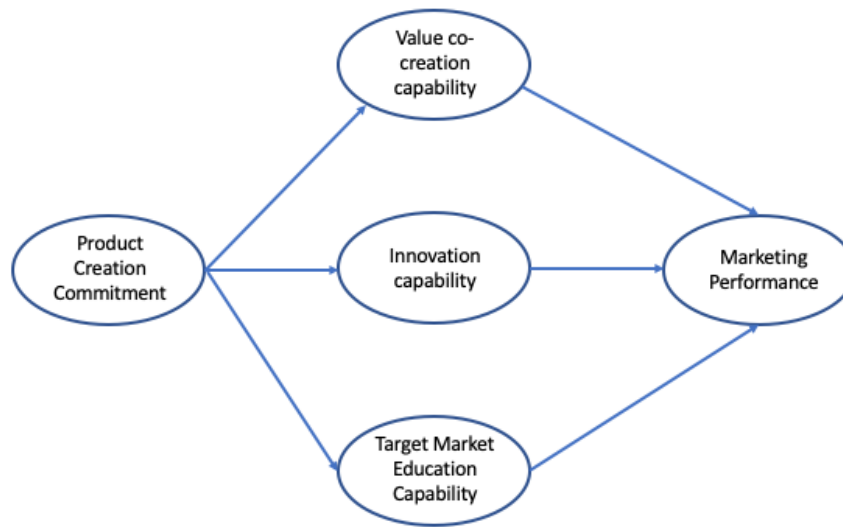


Figure 3. Conceptual Model

This shows that innovation begins with the company's commitment to creating a product or service. The commitment means that it is measured by the level of the company's willingness to use its resources to produce innovative products and services, including human resources, financial resources, and natural resources currently owned. This then results in the ability to innovate [27]. Departing from the theoretical framework of service-dominant logic, the company's commitment to creating something must also be accompanied by its ability to improve the quality of customer or community involvement in value co-creation. This will logically increase the company's ability to enter the value-based market. In addition, the quality of value co-creation also influences the company's capability to innovate, because customer feedback will be taken seriously to create products and services that are more in line with customer needs [33].

From the study conducted, it was found that the gaps in the intellectual work of Tidd & Bessant have limitations in capturing and predicting how successful the company's innovations are. This is filled by the theory of service-dominant logic, that things that seem uncontrollable by the company can actually be activated to provide value co-creation, with the consequence that the company's commitment needs to be fully mobilized to educate the target market and improve the quality of co-creation value [27].

5. CONCLUSION

As electric vehicles are seen as one of the most significant solutions to the problem of climate change. Various innovative efforts made by the company have not provided optimal results. Using the service-dominant logic theory as well as 38 empirical research articles, a conceptual model was found to fill the research gap. The conceptual model includes education to the target market as a mediator between the company's commitment to creating electric vehicles and the company's innovation capability on marketing performance.

The proposed conceptual model not only advances theoretical perspectives but also offers practical implications, especially for Indonesia. As a developing country facing challenges in environmental sustainability, the adoption of electric vehicles (EVs) can significantly contribute to achieving Sustainable Development Goals (SDGs), particularly Goal 11 (Sustainable Cities and Communities) and Goal 13 (Climate Action). By incorporating education to the target market, Indonesian companies can foster a more environmentally conscious customer base, encourage co-creation of value, and enhance the innovation capability required to compete in the EV market. This model thus serves as a strategic guide for businesses and policymakers aiming to promote green technology adoption, reduce carbon emissions, and achieve long-term sustainability.

Research models that show the relationship between variables to explain how innovation can drive marketing performance have been found. This conceptual model needs to be tested empirically in order to produce measurable, valid, and reliable findings. So that this model can be a reference for companies in encouraging increased marketing performance in marketing electric vehicles or products that have the same characteristics. The unit of analysis in further research is the company represented by the manager or owner-manager as the company's representation. The population is companies that release electric vehicles.

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BIOGRAPHIES OF AUTHORS



Sabar Aritonang Rajagukguk

Sabar Aritonang Rajagukguk received the Ph.D degree in management from Bina Nusantara University, Jakarta, Indonesia. He is currently a subject coordinator at Bina Nusantara University. His research interests include business management, higher education management, and practical data science.