



The Performance of Fighting Brands in Maintaining Market Share in Cement Trading during Oversupply

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ABSTRACT

Since March 2020 there has been a slowdown in infrastructure development which has resulted in a slowdown in the cement trade. The actual production of the Indonesian national cement company in 2021, which is under the BUMN Ministry, is 52.6 million tonnes. In the same year, sales realization until the end of December 2021 was only 40.469 million tonnes or only 76.94% of production capacity. At the end of 2021, there was an excess of national cement production capacity in Indonesia of 53.8 million tonnes. The purpose of the review is to find references for the application of fighting brands as a strategy to maintain market share in cement sales to cement producers. It was found the potential to use fighting brands in the cement trading sector in conditions of oversupply to maintain market share and loyal customers so as not to switch to other brands considering the cement trading market is a market with perfect competition. Even though the concept of fighting brand or fighter brand strategy was developed in the 1980s by Al Ries and Jack Trout, fighting brands are still widely used by manufacturing companies and service companies to win competition in the global market when there is oversupply. The ten reputable articles we have selected for this review have provided marketing managers with insights from research results on the positive effect of fighting brands in maintaining and increasing sales performance. We advise marketing managers in the cement industry and cement distributors to explore how to implement the use of fighting brands in the cement sector business when oversupply

Keywords : oversupply, fighting brand, market share

1. Introduction

Cement production capacity in Indonesia in 2021 will reach 119.1 million tons produced by the state cement company and three large-scale private cement companies, (Prophecy, 2022) . Data from the US Geological Survey found that world cement production capacity in 2021 will reach 4.4 billion tons per year, where China is the largest producer, followed by India, Vietnam, the United States and several other countries. (Rizaty, 2022).

The Covid-19 pandemic in Indonesia that occurred in early March 2020 resulted in a slowdown in the infrastructure development process which resulted in a slowdown in the cement trade. The actual production of the Indonesian national cement company in 2021, which is under the BUMN Ministry, is 52.6 million tonnes. In the same year, sales realization until the end of December 2021 was only 40.469 million tons or only 76.94% of production capacity, (Annual Report of PT Semen Indonesia Tbk, 2022) . At the end of 2021, there was an excess of national cement production capacity in Indonesia of 53.8 million tons, (Forecast, 2022).

In 2023, if the estimated average utilization of the Indonesian national cement industry for the domestic and export markets is 69.6 percent, it is estimated that there will be an oversupply of 37.4 million tonnes, (Nasution & Alamsyah, 2022). Oversupply conditions in 2022 and an estimated overproduction of 34.7 million tons in 2023 will be a heavy burden for the company in achieving sales performance in 2023.

The perspective of integration between demand and supply encourages companies and marketers to streamline supply and demand processes with the aim of creating competitive advantage (Moon, 2018). Based on research conducted by (Fradinata et al., 2015; Amadi, 2021) that cement demand in

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Indonesia is influenced by nine economic and commercial parameters such as GDP, population, potential customer base, price, sales, promotion, and quality.

Cement production capacity has continued to grow rapidly in recent years, exceeding domestic demand. Several cement export markets eyed by cement producers in Indonesia include Bangladesh, Africa, Australia, the Philippines and the Middle East, but this does not have a major impact on reducing the oversupply.

According to a research report conducted by Pefindo Credit Rating Agency, that excess supply of cement (excess capacity) in Indonesia has occurred since 2010, (Aishantya, 2021). From table 1, it can be seen that the increase in excess supply:

Table 1: Oversupply of cement in Indonesia from 2010-2020 in million tons



Oversupply is an interesting topic to review in the field of marketing science because this problem is related to marketing strategy and supply chain management. The study of the results of this review can encourage cement producers to take creative and strategic marketing actions, such as expanding export markets, developing innovative cement products or focusing on certain market segments.

The thinking from the results of this review can help cement producers to improve their supply chain management, such as increasing production and distribution efficiency, to improve quality and lower cement production costs. The results of the review can also assist cement producers in developing better and more effective marketing strategies and optimizing their supply chain management, so that they can improve their market position, increase their profits, and reduce the negative impact on production and marketing stability.

2. Phenomena Of Cement Industry And Trade In Indonesia

Each of cement company in Indonesia, both national companies and private companies, has its own principal market. The principal market is formed naturally in areas or provinces that are not too far from the cement factory itself. The basic principle of attachment theory is like the initial relationship between baby and caregiver that forms trust between the two, (Ainsworth, 1969). Loyalty to regional products that have been formed for a long time has evolved into brand loyalty which has succeeded in increasing trust, higher satisfaction for customers, (Chung & Kim, 2020). The development of the principal market is constrained by the process of transportation and product distribution which has the potential to increase the cost of goods sold. Thus, the monopoly market is more appropriate for this type of market in cement trading, considering that there is only one cement producer and there are no substitutes, (Aiginger & Pfaffermayr, 1997; Kim, 2022).

The high cost of transportation in the process of distributing bagged cement by land is the reason for producers not to trade their products to other areas because it is unprofitable. However, countries in the European region have created and developed the concept of bulk material transportation from 1850 – 1890, and since 1980 they have developed it on a large scale, (Kantharia, 2020). The

Indonesian cement industry has started to grow rapidly and the demand for more efficient cement transportation has begun to look to bulk carrier ships. Along with that, the use of bulk carrier type cargo ships specifically designed to transport bulk cement has begun to be used by cement producers to distribute their products between islands.

In the 1980s, cement producers completed their distribution facilities by building special jetties for bulk cement loading and unloading facilities for their potential markets. One of the pioneers of cement transportation on the island of Sumatra using bulk ship carriers is Semen Padang. The largest cement company on the island of Sumatra began using bulk ship carriers in conjunction with the construction of the Indarung Cement Factory which has been operating commercially since 1980, (Semenpadang, 2019). Since then, there has been a shift in the cement trading market to become an oligopoly market. Some companies produce and produce types of products with almost the same characteristics, but there are also those that produce other types for different applications which are controlled by large companies with 70-80% market share, (Salman, 2017). As a result of high market concentration from producers, product selling prices are controlled by producers as an oligopoly market, (Newmark, 1998 ; Salman, 2017).

The high interest of investors to build cement factories in Indonesia, so that until 2020, there are 16 cement producing companies in Indonesia, and there are still 8 new cement factories under construction, (Subiyanto, 2020), as shown in table 2, which factories are only spread throughout western and central Indonesia, (Cemnet.com, 2022).

Each of cement manufacturer has its own principal market that has been formed for a long time. P detailed market or the most advantageous markets is the market with the largest volume and level of activity for assets or liabilities, (Beigman et al., 2021), so it is referred to as the principal market. Most advantageous markets is a term that refers to the most profitable or economically profitable markets for a company or business, (Mielcarz, 2014). This term is used to describe markets where a business can gain a greater advantage, whether in terms of sales, profit margins, or long-term growth potential. For cement trading, the principal market or main market can be interpreted as the market where the main cement producers sell their products regularly and with significant trading volume.

Each of cement company holds the largest market share in its respective principal market. Market share is the proportion of the total category purchases that were successfully achieved by a certain brand in a certain period, (Baldinger & Rubinson, 1997; Klepek & Kvíčala, 2022). Two other meanings about market share, first; sales volume on a particular brand divided by the total volume sold while the second meaning; brand revenue, which in turn is units multiplied by the average selling price (Bendle et al., 2016 ; Romaniuk et al., 2018).

One of the largest national private cement producers in Indonesia has wisely addressed the excess supply of cement in Indonesia. In September 2016 PT Indocement Tunggul Perkasa, Tbk launched Semen Rajawali as a fighting brand or flanker brand for their premium products, (annualreport.id, 2017).

Premium products are products that have higher quality than similar products, and prices are more expensive. Premium products offer superior features, materials, and designs compared to cheaper products, (Pegan et al., 2022). A premium brand is a brand that is positioned to have high quality and price. The company launched it to give the impression of exclusivity, especially to differentiate it from other brands in the mass market, (Basu & Sondhi, 2021).

Table 2: List of cement manufacturers in Indonesia

| No | Lists of Indonesia's Cement Makers | Market Share (%) |
|----|--------------------------------------|------------------|
| 1 | Semen Indonesia | 30.27 |
| 2 | Indocement Tunggul Prakarsa | 23.48 |
| 3 | Holcim Indonesia | 11.39 |
| 4 | Anhui Conch | 8.64 |
| 5 | Semen Merah Putih | 5.89 |
| 6 | Semen Bosowa | 5.65 |
| 7 | Semen Baturaja | 4.55 |
| 8 | Semen Andalas | 2.51 |
| 9 | Ultratech Mining Indonesia | 1.49 |
| 10 | Siam Cement Group | 1.41 |
| 11 | Jhui Sin | 1.18 |
| 12 | CNBM | 0.94 |
| 13 | Semen Imasco (Puger) | 0.79 |
| 14 | Semen Serang | 0.79 |
| 15 | Semen Jakarta | 0.47 |
| 16 | Semen Kupang | 0.39 |
| 17 | SDIC | Construction |
| 18 | China Triumph | Construction |
| 19 | China Trio International Engineering | Construction |
| 20 | Panasia Cement | Construction |
| 21 | Semen Hippo | Construction |
| 22 | Hongsi Holding Group | Construction |
| 23 | Semeru Kalimantan | Construction |
| 24 | Sinar Tambang Arthalestari | Construction |

Source: cement.com

Fighting brand product variants by manufacturers certainly has a calculated target market. The target market (target market) is a particular consumer group or market segment that is the focus of marketing a product or service (Preiksaitis & Dacin, 2021). The target market is a group of consumers who have similar characteristics, needs and preferences, making it possible to carry out market segmentation and offer products or services that are more appropriate and effective. The purpose of determining the target market is so that companies can direct marketing and promotion efforts more precisely on target (Preiksaitis & Dacin, 2021), so as to increase the effectiveness of marketing campaigns and sales of the products or services offered.

3. Competitors in Marketing

In a competitive market, choose The right marketing strategy is a must in defining marketing performance to maximize product sales and revenue , profits and satisfy consumer desires, (Othman et al., 2020). All companies try to keep their market share from being disturbed by other manufacturers' products and newcomers to the cement business by always maintaining continuity of supply, quality of goods, controlling prices through their distributors (implementation of the marketing mix strategy).

When the demand for a good or service increases, producers tend to increase production to meet demand, which in turn can increase the price of the good or service. However, if demand decreases, producers tend to reduce production and prices to avoid a surplus of unsold goods or services.

The marketing mix is the foundation of marketing theory that combines various elements and marketing tools to assisting companies or organizations in achieving marketing goals, (Venaik & Midgley, 2019). In 1960, McCarthy introduces four marketing elements known as 4P and refers to the components namely; product, place, price and promotion which is used as the grand theory of marketing, (McCarthy, 1964).

In a marketing context, competitors are other companies or brands that sell the same or similar products or services to the products or services offered by the company, (da Silva et al., 2023). In this case, competitors are competitors in the same market and are trying to compete for the same consumers as the company (da Silva et al., 2023). Understanding competitors in marketing also includes an understanding of the strengths and weaknesses of these competitors. This is important because it can help companies determine the right marketing strategy, such as product or service

positioning, determining prices, choosing the right distribution channels, and developing effective promotions and advertisements to win the market from competitors.

In conducting competitor analysis, companies need to collect information about products, prices, promotions, and distribution from competitors, and compare them with the products or services offered by the company. With a better understanding of competitors, companies can develop more effective and efficient marketing strategies to win competition in the same market (Li et al., 2018; Bo et al., 2023).

4. The Presence of Fighter Products

Consumer satisfaction with the product is the overall impression of the supplier and the product. Kumar Mishra, (2019) defines consumer satisfaction with products as a measure of how companies provide products and services in meeting or exceeding customer expectations.

Achieving successful brand goals can help a company differentiate itself from competitors, increase customer trust, and create long-term value for the business. Therefore, it is important for companies to clearly identify and understand their brand goals, and develop brand strategies consistent with these goals, in order to gain consumer satisfaction to give birth to customer loyalty.

Fighting products are goods offered to consumers with lower quality and price than premium products. In a business context, fighter products must also be explained through descriptions, specifications and other attributes to help consumers understand the features and benefits offered. This can help increase consumer awareness and interest in the product, thereby increasing the likelihood of consumers buying the product.

The presence of fighter products (fighting brands) in each company must have been carefully calculated by the manufacturers so as not to damage the brand value they already have. Brand value is a measure of the brand's contribution to the total value of a company. Brand value reflects how much consumers value certain brands and how much these brands are able to influence consumer purchasing decisions, (Romanello et al., 2020). Brand value is related to how much the brand can convince customers and partners to engage in accordance with brand objectives, (Gupta et al., 2020). Brand values also positively related to company performance which is calculated based on a combination of factors such as brand awareness, brand image, customer loyalty, trust, and brand reputation, (Rahman et al., 2018).

Several previous studies on the implementation of fighting brands have presented mixed results, research conducted by Winarno & Oktiani, (2020) that when the promotion and distribution of fighting brand products is done well, these products will have a significant effect on purchasing decisions. Another study conducted by Hesse et al., (2022) using the term extension brand on its fighting brand product concluded that its extension brand product was able to meet the requirements for fulfillment as a green product of its parent company with the FMCG brand. Other studies, such as; (Morrison & Mason, 2016); (Cerqueira et al., 2021) and (Koschmann & Sheth, 2018) also revealed the use of the influence of fighting brands in different applications but showed a positive impact.

5. About Fighting Brand and Flanker Brand

In the business world, it is common to create new products that are similar to old products, (MD Aaker, 1990); (Nyilasy et al., 2014); (Park et al., 1986); (Tauber, 1981). This strategy is also a marketing strategy that is often used by companies big to maintain the popularity of their premium product, (Hesse et al., 2022). Fighter brands or often known as Flanker brands or Sub-brands are several brands that were born from brands that have been sustainable with their market, (Müller & Götz, 2017). Issuing a new brand or sub-brand as a solution when oversupply occurs, aims to: (1) reach new market segments, (Abdel-Aziz et al., 2022). (2) hindering competitors' pace so that the main brand is not disrupted, (Müller & Götz, 2017), (3) achieving a greater market share, without damaging or disrupting the existence of the main brand, (Koschmann & Sheth, 2018).

With an increasingly open business competition situation as it is today, which is carried out by marketers who have high innovation abilities, making competition between one producer and another for similar products to be increasingly competitive. There are lots of marketing strategies that have been born related to maintaining, increasing and even creating new market opportunities in an effort to increase sales performance. So that the understanding of fighting brands is not biased and influenced by other terms, the following describes some terms that are almost similar to fighting brands or flanker brands that are often used by marketers, including challenger brands and second brands.

As stated by Johnson & Myatt, (2003), monopolistic existing markets are predicted to have a strategic interest in introducing new brands to accommodate the lower class market segment which has not been a concern so far. Competition in such market conditions is carried out by producers with their new products as an introduction to what they call fighting brands. Research conducted by Bourreau et al., (2021), found empirical evidence for the fighting brand theory of observation of

strategic interactions between several incumbent companies. Launch method consistent new brands and products with low price and low quality secretly assisting existing products as fighting brands.

The explanation above provides an understanding that fighting brand is a term used for brands made by companies to compete with other brands in the same market. Fighting brands are usually created to take market share from competing brands or to provide consumers with a cheaper alternative. Fighting brand can be distinguished from the company's main brand, because it generally has a lower price, slightly lower quality, or different marketing to differentiate it from the main brand, (Fershtman & Gandal, 1994), capacity (Osborne & Pitchik, 1987), or location (Friedman & Thisse, 1993).

In general, flanker brand or fighting brand is a product selling strategy at lower prices with products similar to premium products launched by manufacturers to challenge the presence of competitors who are trying to intervene in the main product. According to Hyatt, (2008), the use of flanker or fighter brands in challenging competitors is one of the oldest marketing strategies in brand history, and was first used to promote cigarette sales in the 19th century. This strategy is often used in difficult economic times.

Ritson, (2009) explained that when customers switch to flanker brands or fighting brands at a lower price then marketing manager on medium and premium brands have to deal with a classic problem: Should the risk of price reductions reduce profits and potentially commodify brands? Or should it maintain its price at the risk of losing customers it probably never will return?

There is also another definition of Flanker brand which refers to a brand launched by a company to expand its product range in the existing market. Flanker brands are usually similar to the main brands, but are aimed at different market segments (Oxford, 2023). The main objective of launching a flanker brand is to fill a gap in the market that cannot be reached by the main brand, by offering products that have a different price or quality from the main brand, so as to attract different consumers, (Firmansyah, 2019).

The practice of flanker branding can be found in car companies with the Toyota brand, which owns the main Toyota brand and launched a flanker brand called Lexus. Lexus targets consumers who are looking for luxury cars, while the Toyota brand is aimed at consumers who are looking for more affordable cars. By launching flanker brands such as Lexus, Toyota can expand market share and meet the needs of different consumers, without having to sacrifice its main brand, (IvyPanda, 2021).

5.1 Challenger Brand

Apart from fighting brands and flanker brands, the term challenger brand is also often found with patterns and targets that are not much different. Several other terms from established challenger brands, terms such as; follower brands, niche brands, pioneer brands, cool brands that have almost the same strategic characteristics as underdog brands, (Schmidt & Steenkamp, 2022). De Chernatony & Cottam, (2009) and Schmidt & Steenkamp, (2022) define a brand challenger as a brand strategy that challenges marketing norms through radical ideas or innovative ways of doing business. Furthermore, Morgan, (2009) and Schmidt & Steenkamp, (2022), define a brand challenger on three criteria: competitive conditions in the market as a companion product, ambition that exceeds conventional marketing resources and success rate as an underdog brand, which will be a specific strategy. and care needs to be taken so that its implementation does not fail.

The explanation for the challenger brand or challenger brand above, provides an understanding that a challenger brand is a strategy to challenge and take market share from brands that are already established or have become market leaders in the industry. Challenger brands usually have innovative and aggressive marketing strategies to attract consumer attention and take market share from competing brands. In addition, challenger brands can also offer better value or higher quality than competing brands, so they can gain consumer trust and become new market leaders, (Rena, 2022).

5.2 Second Brand

Second brand is a term that refers to the second brand launched by a company that is in the same market as the company's main brand. Second brands differ from flanker brands in that they are generally dissimilar to the main brand and do not target the same market segment. In contrast, second brands are often directed at different market segments, with unique marketing positions and strategies. The reality in research by Alsaad et al., (2021) found that second brands were used by manufacturers as a maintenance strategy in repairing several unfulfilled quality commitments on first brands even though the prices offered were 20% lower.

The study conducted by Nguyen et al., (2018), shows that second brands in online businesses do not necessarily increase consumer recognition of these new brands. However, research conducted by

Schaltegger et al., (2016), shows that the use of the second brand strategy in selling organic products is growing rapidly without destroying the main market.

From the several opinions above, the purpose of launching a second brand is to expand the company's market share, by offering different alternatives for consumers who are looking for a product or brand that is different from the main brand. In some cases, second brands are launched to address major brand issues such as bad reputation or removing the stigma associated with the primary brand. PT Unilever Indonesia, which owns major brands such as Dove and Rexona, and launched a second brand with the Ax brand. Ax targets male consumers who are looking for body care products with a distinctive aroma and has a different position from Unilever's main brands such as Dove and Rexona which are more focused on body care products that are cleaner and fresher.

Several other terms related to the second brand or second brand of all brands include:

1. Sub-brand: Sub-brand is a brand created under a main brand to differentiate certain products or services from others. Sub-brands often have different logos, colors or styles from the main brand, but are still closely related to the main brand. In the description of uk.indeed.com, 2022 it was found that a sub- brand is creating a secondary brand within a previously existing brand. Sub-brands usually have different characteristics and personalities from the main brand. This strategy can help companies target specific markets or reach new customers .
2. House of Brands: House of Brands is a brand strategy that involves launching several different brands in the same market. In this strategy, different brands are considered as separate business entities, with the company's main brand which may not be visible at all on its subsidiary brands, (Laforet, 2015); (Brunner & Baum, 2020).
3. Brand extension : Brand extension is a brand strategy that involves launching a new product under a major, well-known brand. These new products are often related to existing products, and the main brand name is used to give support and credibility to the new product. The brand extension strategy is a marketing strategy to enter existing markets or enter new markets by modifying products, as an alternative that is more cost effective and less risky by utilizing established existing markets, (Tauber, 1988; Aaker & Keller, 1990; Miniard et al. , 2020; Su et al., 2021; Pontes & Pontes, 2021).
4. Multi-brand: Multi-brand is a branding strategy that involves launching several different brands in the same market, but in this case the brands are considered as main brands that stand alone.
5. Brand portfolio: Brand portfolio is a collection of all the brands owned by a company and the strategies used to manage them. Brand portfolio strategies can cover various types of brands such as main brands, second brands, flanker brands, and sub-brands, (Sevel et al., 2018).

6. Previous Research on Fighting Brand

Several previous studies on strategy fighting brands have shown different results. The results of an analysis of business strategy conducted by Morrison & Mason, (2016), show that in general, Middle East and North Africa (MENA) based 'LCC' while retaining some of the core characteristics of low-cost models (single aircraft type and point-to -network points) also differ in some important areas (multiple cabin classes, secondary airport use). Comparative analysis of research reveals that Air Arabia follows a very different business model from easyJet or Ryanair.

The influence of fighter products (S-tee) on purchasing decisions in Winarno & Oktiani's research, (2020) , partially products have a significant effect on purchasing decisions for fighting brand products (S-tee). Then, promotions have a significant effect on purchasing decisions for fighting brand products. Meanwhile, distribution has a significant effect on purchasing decisions for fighting brand products. From research conducted by Müller & Götz, (2017), a high-quality incumbent (HQI) will launch a second brand in the low-quality segment (LQS) to protect its premium brand. From the results of mathematical predictions, it is found that in economic terms launching a fighting brand will be more appropriate when the market is in perfect competition to protect premium brands.

The first results obtained in the underdog brand research Müller & Götz, (2017) show that underdog brands are described as smaller, less powerful, and with fewer resources. Second, underdog brands are less well known with less chance of success than top dogs but are determined to succeed, even if they are not profitable. In addition, the concepts of challenger and underdog brands appear to be very similar to premium brands which depict challenger brands as those that challenge marketing norms through radical ideas or innovative ways of organizing business. The launch of the fighting brand in this study was carried out to protect premium brands.

perceptions of green brand extensions , using qualitative content analysis, by conducting 50 interviews with consumers from various environmental engagements studied by Hesse et al., (2022), generally show that consumer evaluations of brand extensions depend on the influence capacity of the parent brand, and similarities and complementarities between parent brands and extensions.

Qualitatively, there are indications that the intended transfer of an environmentally friendly image cannot be taken for granted, especially in the case of giant companies that clearly intend to use brand extensions to green the image of non-green parent brands. That the use of eco-labels must be considered with careful calculations. Even if a giant and well-known company has a bad environmental reputation, it will still generate distrust in brand extensions.

In testing brand loyalty in product categories where the brand family has been expanded into product sub-categories, it is then varied further by creating modified brands. This research by Koschmann & Sheth, (2018) has revealed that probabilistic brand switching is treated as a proportion of households that switch a large part of their purchase volume from one modified brand to another. Evidence suggests that most households have relatively high repurchase rates of certain modified brands. With brand extensions, the risk manager encourages the search for variety within branded homes. However, consumers develop habits, that many households show behavioral loyalty (through repeated purchases) to one modified brand.

A cointegration analysis of beer brand price series conducted by researchers uses the Reduced Form Vector Error Correction (VEC) model to measure the price response of beer brands in terms of direction, magnitude and speed. In this study, Cerqueira et al., (2021) found that Ambev's two main brands (Skol and Brahma) behave as market leaders, while the third brand (Antartika) has been used as a fighting brand with lower prices (Nova Schin). The econometric results show that Ambev adopts different strategies for each of its brands, while its two main brands (Brahma and Skol) tend to follow independent pricing patterns and behave more exogenously, Antarctica prices correlate more closely with those of its main competitor brand (Nova Schin) after the creation of Ambev. On the other hand, the price of Nova Schin tends to fluctuate according to changes in the price of the Ambev brand.

Emotional customer brand relationship (E-CBR) has a significant effect on people's desire to buy luxury brand extension products, as well as a significant influence on the relationship between brand attribute associations and the desire to buy product extensions. In this study, Koschmann & Sheth, (2018) established a relationship between customer attribute associations with luxury brands and their emotional attachment to these brands. The synergistic association of customer attributes with luxury brands shows how important it is to increase people's beliefs and knowledge about the brand to help them develop emotional connections. It was found that fighting brands were able to continue to provide the same appeal as premium products because they were produced by the same company.

Using the convenience sampling method to collect customer data through questionnaires on 300 respondents, researcher Abdel-Aziz et al., (2022), found that brand extension dimensions are interrelated, and brand extensions are positively related to consumer purchase intentions. In addition, the results show that brand extension affects consumer purchase intentions. Research results also show that organizations should prioritize brand extensions over new brands because organizations can benefit from well-known brands, where consumers trust brands with a good experience more.

Eggers & Eggers, (2022) in his research, measures consumer preferences for autonomous cars in the context of leasing and purchasing and focuses on brand extensions of parent brands originating from three types of manufacturers, namely cars, technology, or newer specialized companies. His research results show that brand plays a central role when making autonomous driving decisions. Brand preferences differ systematically when buying versus renting a driverless car. While technology brands are the most preferred overall, consumers prefer automakers' brands over new brands only when buying, not when leasing. The effect of these brand extension success factors differs between parent brand categories and also between leasing and buying scenarios, which require specific brand management.

7. Conclusion And Contribution

The study has discussed 10 reputable articles from 2017 to 2022 which examine the impact of fighting brands or flanker brands as a companion to the main brand or premium brand. Studies on the use of fighting brands in maintaining market share or existing markets from attacks by new competing brands have proven to have a significant effect for the purpose of maintaining and even increasing sales performance.

The use of fighting brands, ranging from small-scale businesses to the business of selling luxury cars and airlines, has proven to be quite reliable as a strategy in capturing new market share and retaining loyal customers. However, there is potential to use fighting brands in the cement trading sector in conditions of oversupply to maintain market share and loyal customers so that they do not switch to other brands, considering that the cement trading market is a market with perfect competition.

8. Main Contribution

The ten reputable articles we have selected for this review have provided marketing managers with insights from research results on the positive effect of fighting brands in maintaining and increasing sales performance. We advise marketing managers in the cement industry and cement distributors to explore how to implement the use of fighting brands in the cement sector business when there is an oversupply.

Although the concept of fighting brand or fighter brand strategy was developed in the 1980s by Al Ries and Jack Trout in their book entitled "Marketing Warfare", fighting brands are still widely used by manufacturing companies and service companies to win competition in the global market when there is oversupply.

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