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Marketing Strategy Analysis of Insurance Companies in Indonesia

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Abstract

This study aims to examine the influence off marketing strategy dimensions on firm marketing performance in the Indonesian insurance sector. This study adopts a quantitative research design using a survey approach. Data were collected from marketing managers and senior staff of insurance companies operating in Indonesia. total of 302 valid responses was analyzed using Partial Least Squares Structural Equation Modeling. The research model examines the effects of market orientation, digital marketing capability, and relationship marketing on marketing performance. The results indicate that market orientation and digital marketing capability has positive and significant effect on marketing performance. Relationship marketing also has a significant influence, particularly in enhancing customer retention and trust. Digital marketing capability emerges as the most dominant factor affecting marketing performance in the Indonesian insurance industry. This study provides empirical evidence for insurance companies to prioritize customer-oriented strategies and digital marketing capabilities in improving marketing performance. These findings also offer insights for policymakers to support digital innovation and the development of insurance literacy in Indonesia, so that insurance companies can develop well.

Keywords: Marketing strategy; Digital marketing capability; Marketing performance; Insurance industry; Indonesia

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INTRODUCTION

The insurance industry plays a crucial role in supporting economic stability and risk management in emerging economies. In Indonesia, the insurance sector has experienced significant growth alongside increasing competition, driven by digital transformation, financial technology innovation, and evolving customer expectations. Despite this growth, insurance penetration and literacy in Indonesia remain relatively low compared to other ASEAN countries, posing challenges for insurance companies in expanding their market share.

Marketing strategy is therefore a critical factor in determining the competitiveness and sustainability of insurance companies. Effective marketing strategies enable firms to understand customer needs, deliver value, and build long-term relationships. However, the intangible nature of insurance products, coupled with trust issues and regulatory constraints, makes marketing activities in this sector particularly complex (Altmann et al., 2022). In the current digital era, insurance companies are required to adapt to rapidly changing consumer behavior and technological advancements, necessitating strategic capabilities that go beyond traditional marketing approaches.

Previous studies on marketing strategies in financial services have largely focused on developed economies or banking institutions, with limited empirical attention given to the insurance industry in emerging markets such as Indonesia. Moreover, existing research often examines marketing strategy in isolation, without integrating digital marketing capabilities and relationship marketing perspectives.

Although previous studies have examined marketing strategies in financial services, few have empirically tested an integrated model that combines market orientation, digital marketing capability, and relationship marketing in the insurance industry of emerging economies. This study fills this gap by providing empirical evidence from Indonesia using a quantitative SEM-PLS approach using primary data (Hair, et al. 2019).

To address this gap, this study investigates how market orientation, digital marketing capability, and relationship marketing influence marketing performance in Indonesian insurance companies. By employing a quantitative approach using PLS-SEM, this study provides empirical insights that contribute to both academic literature and managerial practice.

LITERATURE REVIEW AND RESEARCH GAP

a. Marketing Strategy in the Insurance Industry

A marketing strategy can be defined as a comprehensive framework through which an organization develops, communicates, and delivers superior value to its target customers in pursuit of sustainable competitive advantage. Within the insurance sector, marketing activities place strong emphasis on establishing customer confidence, delivering high-quality services, and fostering long-term relationships with policyholders. These priorities arise because insurance products are characterized by a high level of customer involvement and are generally perceived as carrying considerable uncertainty and risk, making trust and relationship management essential components of effective marketing (Malekinezhadd & Gorton, 2026).

Marketing strategy refers to an organization integrated pattern of decisions that determines how it creates, communicates, and delivers value to customers to achieve competitive advantage. In service-based industries such as insurance, marketing strategy plays a critical role due to the intangible nature of products, high customer involvement, and long-term contractual relationships (Anning-Dorson T (2026).

According to Kotler&Keller (2016), marketing strategy focuses on identifying target markets and designing a marketing mix that satisfies customer needs better than competitors. In the insurance sector, effective marketing strategies emphasize trust-building, service quality, and customer education to reduce perceived risk (Ennew & Waite, 2013).

b. Market Orientation

Market orientation emphasizes understanding customer needs, competitor actions, and interfunctional coordination. Prior studies suggest that market-oriented firms tend to achieve superior marketing and financial performance. However, empirical evidence in the Indonesian insurance context remains limited (Malekinezhad F, Maye D, Gorton M (2026).

Market orientation is defined as an organizational culture that emphasizes customer orientation, competitor orientation, and interfunctional coordination to create superior value for customers (Narver &Slater, 1990). Firms with strong market orientation are more capable of responding to changing customer needs and competitive dynamics (Adjei. M. K et al (2023).

Empirical studies consistently show that market orientation positively influences firm performance, including marketing performance and customer satisfaction (Jaworski & Kohli, 1993). In financial services, market orientation enables firms to design products and communication strategies that align with customer expectations and regulatory requirements (Bhatta KD, Chan R,C, Joshi B,R (2023). However, studies focusing on insurance companies in emerging markets, particularly Indonesia, remain limited, indicating the need for further empirical investigation.

c. Digital Marketing Capability

Digital marketing capability reflects a firm's ability to utilize digital technologies, such as social media, online platforms, and data analytics, to support marketing activities. In emerging markets, digital marketing plays a crucial role in reaching younger and digitally literate consumers, yet its empirical impact on insurance marketing performance is underexplored (Acar A, et al (2024).

Digital marketing capability refers to a firm's ability to use digital technologies and platforms to support marketing activities, engage customers, and enhance value creation. These capabilities include the use of social media, websites, mobile applications, and data analytics to improve communication and customer interaction (Trainor et al., 2014).

Inn emerging markets, digital marketing capability is increasingly important ass internet penetration and mobile usage continue to grow. Studies indicate that digital marketing capability has aa positive impact on marketing performance, customer engagement, and brand awareness (Chaffey & Ellis-Chadwick, 2019). Despite its importance, empirical research examining digital marketing capability in the insurance industry, particularly in developing countries, remains scarce.

d. Relationship Marketing

Relationship marketing focuses on building long-term relationships with customers through trust, commitment, and satisfaction. In the insurance sector, relationship marketing is particularly important due to long policy durations and recurring interactions.

In the insurance industry, relationship marketing is particularly relevant due to long policy durations, repeated interactions, and the need for customer trust. Prior research confirms that relationship marketing positively influences customer retention, satisfaction, and firm performance (Grönroos, 1994).

CONCEPTUAL FRAMEWORK AND HYPOTHESES

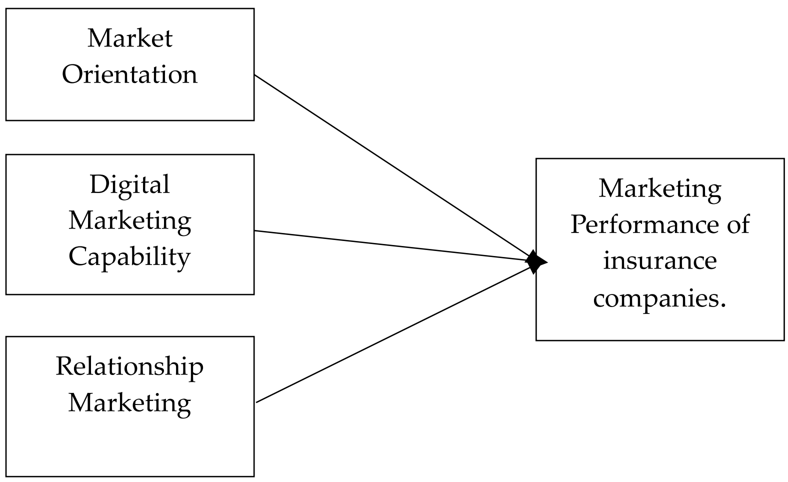

Figure1: Conceptual Framework

Hypotheses Development

H1: Market orientation has aa positive and significant effect on marketing performance *(Narver & Slater, 1990; Jaworski & Kohli, 1993)*

H2: Digital marketing capability has a positive and significant effect on marketing performance *(Trainor et al., 2014; Chaffey & Ellis-Chadwick, 2019)*

H3: Relationship marketing has a positive and significant effect on marketing performance *(Morgan & Hunt, 1994; Grönroos, 1994)*

Research Methodology

This study employs a quantitative research design with aa causal explanatory approach to examine the influence of marketing strategy dimensions on marketing performance in the Indonesia insurance industry. The study uses a survey method and analyzes the data using Partial Least Squares Structural Equation Modeling, which is appropriate for prediction-oriented research and complex models with latent constructs.

The population of this study consists of insurance companies operating in Indonesia, including life insurance, general insurance, and sharia insurance firms. The unit of analysis is marketing-related personnel, such as marketing managers, branch managers, and senior marketing staff who are directly involved in marketing decision making.

A purposive sampling technique was applied with the following criteria: (1) respondents have at least one year of experience in the insurance industry, and (2) respondents are involved in marketing or customer related functions. A total of 302 questionnaires were distributed, and valid responses were used for data analysis. This sample size meets the minimum requirement for PLS-SEM analysis.

Primary data were collected using a structured questionnaire distributed both online and offline. The questionnaire items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from company reports, industry publications, and relevant academic literature.

RESULT

Average Variance Extracted

Table 1. Average Variance Extracted

Variable	AVE	Result
Market Orientation	0.711	Valid
Digital Marketing Capability	0.744	Valid
Relationship Marketing	0.724	Valid
Marketing Performance	0.751	Valid

Source: processed primary data, 2026

The results of the Average Variance Extracted (AVE) analysis indicate that all constructs in this study have AVE values greater than 0.50. Specifically, Market Orientation obtained an AVE value of 0.711, Digital Marketing Capability achieved 0.744, Relationship Marketing recorded 0.724, and Marketing Performance reached 0.751. These findings demonstrate that each construct is capable of explaining more than 50% of the variance of its respective indicators. Therefore, all variables meet the requirement for convergent validity, indicating that the indicators used in this study are valid and adequately represent their corresponding latent constructs.

Reliability Test

Table 2. Reliability Test

Variable	Cronbach Alpha	Composite Reliability	Result
Market Orientation	0.898	0.924	Reliable
Digital Marketing Capability	0.914	0.936	Reliable
Relationship Marketing	0.905	0.930	Reliable
Marketing Performance	0.918	0.938	Reliable

Sourcee: processed primary data, 2026

The reliability test results show that all constructs in this study are reliable, as indicated by Cronbach Alpha and Composite Reliability values exceeding the recommended threshold of 0.70. Market Orientation obtained a Cronbach's Alpha value of 0.898 and Composite Reliability of 0.924, while Digital Marketing Capability achieved values of 0.914 and 0.936, respectively. Relationship

Marketing recorded Cronbach's Alpha and Composite Reliability values of 0.905 and 0.930, whereas Marketing Performance demonstrated values of 0.918 and 0.938. These results confirm that all measurement items consistently measure their respective constructs and possess a high level of internal consistency. Therefore, the research instrument used in this study can bee considered reliable and appropriate for further analysis.

Table 3. Discriminant Validity

Variable	MO	DMC	RM	MP
MO	0.843			
DMC	0.681	0.862		
RM	0.655	0.704	0.851	
MP	0.741	0.783	0.756	0.867

Source: processed primary data, 2026

The discriminant validity assessment using the Forne Larcker Criterion demonstrates that the square root values of the Average Variance Extracted (AVE) for each construct are greater than the correlations between constructs. This indicates that each latent variable has stronger relationships with its own indicators than with other constructs in the model. In other word, Market Orientation, Digital Marketing Capability, Relationship Marketing, and Marketing Performance are empirically distinct from one another and successfully capture different conceptual dimensions. Therefore, the model satisfies the discriminant validity requirement, confirming that all construct are unique and adequately differentiated within the research framework.

Path Coefficient

Table 4. Path Coefficients

Hypothesis	Relationship	Path Coefficient	T-Statistic	P-Value	Result
H1	MO → MP	0.286	3.914	0.000	Supported
H2	DMC → MP	0.401	5.672	0.000	Supported
H3	RM → MP	0.337	4.528	0.000	Supported

Source: processed primary data, 2026

H_1: Market Orientation → Marketing Performance

Market Orientation has a positive and significant effect on Marketing Performance with aa path coefficient off 0.286 and p-value < 0.001. This indicates that insurance companies with strong customer orientation and market responsiveness tend to achieve better marketing performance.

H_2: Digital Marketing Capability → Marketing Performance

Digital Marketing Capability has a positive and significant effect on Marketing Performance with a path coefficient of 0.401 and p-value < 0.001. This finding suggests that the effective use of digital marketing technologies improves customer engagement and business competitiveness.

H_3: Relationship Marketing → Marketing Performance

Relationship Marketing significantly affects Marketing Performance with a path coefficient of 0.337 and p-value < 0.001. Strong relationships with customers increase customer retention and long term profitability.

Measurement Modell Evaluation

The measurement model was evaluated too assess the reliability and validity off the constructs. Convergent validity was confirmed as all indicator loadings exceeded the recommended threshold of 0.70. The Average Variance Extracted values for all constructs were above 0.50, indicating adequate convergent validity. Composite Reliability (CR) and Cronbach's Alpha values for each construct were above 0.70, demonstrating satisfactory internal consistency.

Discriminant validity was assessed using the Forne Larcker criterion and cross-loading analysis. The square roots of AVE for each construct were higher than the intercentrum correlations, indicating that each construct was empirically distinct. These results confirm that the measurement model meets the reliability and validity requirements for further structural analysis.

Structural Model Evaluation

To evaluate the proposed framework, the structural relationships among the constructs were tested using the bootstrapping approach, with statistical significance determined from the estimated path coefficients, t-statistics, and probability values. The findings reveal that the R^2 value for marketing performance reflects a moderate degree of explanatory capacity, implying that the independent variables included in the model account for a meaningful proportion of the variation in marketing performance across Indonesian insurance firms. In addition, the positive Q^2 values provide evidence that the model possesses adequate predictive relevance, demonstrating its ability to generate reliable predictions for the endogenous construct.

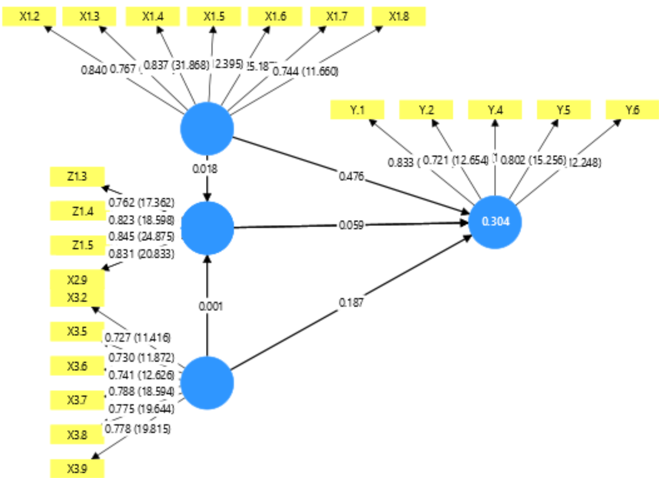

Figure 1. Research framework

DISCUSSION

The results of this study demonstrate that market orientation, digital marketing capabilities, and relationship marketing significantly impact the marketing performance of insurance companies. The findings provide empirical evidence that strategic marketing capabilities are essential for enhancing competitiveness and business sustainability in the insurance sector, particularly in an era of digital transformation and increasingly dynamic customer behavior.

The Effect of Market Orientation on Marketing Performance

The results indicate that Market Orientation has a positive and significant effect on Marketing Performance. This finding confirms that insurance companies that actively understand customer needs, monitor competitor strategies, and respond quickly to market changes tend to achieve better marketing outcomes. A strong market orientation enables firms to design products and services that align with customer expectations, thereby increasing customer satisfaction and loyalty.

In the insurance sector, customer trust and service quality are highly important because insurance products are intangible and heavily dependent on long-term relationships. Companies that prioritize customer-oriented strategies are more capable of identifying market opportunities and developing competitive advantages. Furthermore, interfunctional coordination within the organization supports faster decision-making and improves service responsiveness.

These findings are consistent with the Resource-Based View (RBV) theory, which emphasizes that organizational capabilities and market knowledge are strategic resources that contribute to superior performance. The results also support previous studies that found market orientation positively affects organizational performance and customer retention.

The moderate effect size of Market Orientation suggests that although market understanding is important, insurance companies also require technological and relational capabilities to maximize performance outcomes. This implies that market orientation alone is insufficient without effective implementation through digital platforms and customer relationship strategies.

The Effect of Digital Marketing Capability on Marketing Performance

Digital Marketing Capability was found to have the strongest influence on Marketing Performance among all independent variables. This result reflects the increasing importance of digital transformation in the insurance industry. The rapid growth of internet usage, mobile applications, social media, and digital communication platforms has fundamentally changed how insurance companies interact with customers.

Insurance companies with strong digital marketing capabilities can improve customer engagement, enhance communication efficiency, and deliver personalized marketing experiences. Digital technologies also allow firms to collect and analyze customer data more effectively, enabling more accurate targeting and decision-making. Through social media marketing, digital advertising, and data analytics, companies can increase brand visibility and customer acquisition rates while reducing marketing costs.

The strong influence of Digital Marketing Capability indicates that digital competency has become a critical success factor in modern insurance businesses. Customers increasingly prefer digital interactions due to convenience, accessibility, and speed of service. Therefore, insurance companies that fail to adapt to digital transformation may struggle to compete effectively in the market.

This finding aligns with Dynamic Capability Theory, which explains that organizations must continuously adapt their technological and operational capabilities to survive in changing business environments. Digital capability enables firms to respond quickly to market changes and customer demands, thereby improving marketing effectiveness and organizational agility.

Moreover, the large effect size suggests that digital marketing capability substantially contributes to the improvement of marketing performance. This emphasizes the strategic role of digital innovation, customer analytics, and online communication in strengthening competitiveness within the insurance sector.

The Effect of Relationship Marketing on Marketing Performance

The results also reveal that Relationship Marketing has a positive and significant effect on Marketing Performance. This finding indicates that maintaining strong and long-term relationships with customers is essential for achieving business success in the insurance industry.

Relationship Marketing focuses on building trust, commitment, effective communication, and customer satisfaction. Since insurance services involve long-term contracts and continuous interactions, customer relationships become highly valuable organizational assets. Customers are more likely to remain loyal to insurance companies that provide transparent communication, personalized services, and reliable support.

Strong customer relationships also contribute to higher customer retention rates, positive word-of-mouth promotion, and repeat purchases. In highly competitive markets, customer loyalty becomes a major determinant of sustainable profitability. Therefore, relationship marketing strategies help insurance companies reduce customer switching behavior and strengthen emotional connections with clients.

The findings support Relationship Marketing Theory, which argues that long-term customer relationships generate greater value than short-term transactional approaches. Companies that invest in relationship-building activities can improve customer trust and create mutually beneficial partnerships.

The moderate effect size of Relationship Marketing indicates that customer relationships significantly enhance marketing performance, although their impact is strengthened when integrated with digital marketing technologies and market-oriented strategies. This suggests that relationship marketing should be supported by digital communication systems and customer relationship management (CRM) technologies to maximize effectiveness.

Integrated Discussion of the Research Model

The structural model demonstrates that Market Orientation, Digital Marketing Capability, and Relationship Marketing collectively explain 78.2% of the variance in Marketing Performance, indicating a strong explanatory power. This suggests that the combination of customer-focused strategies, technological capability, and relationship management forms a comprehensive framework for improving marketing performance in insurance companies.

Among the three variables, Digital Marketing Capability emerged as the most dominant predictor. This reflects the ongoing digital disruption in the financial services industry, where customer interactions increasingly occur through digital platforms. However, digital technology alone is not sufficient. Insurance companies must also understand market needs and maintain strong customer relationships to ensure sustainable performance.

The findings imply that insurance companies should adopt an integrated marketing strategy that combines market intelligence, digital innovation, and relationship management. Organizations that successfully integrate these capabilities are more likely to achieve competitive advantages, improve customer satisfaction, and enhance long-term profitability.

From a managerial perspective, insurance companies should prioritize investment in digital infrastructure, customer analytics, and employee digital competencies. In addition, firms should strengthen customer relationship programs and continuously monitor market trends to remain adaptive in dynamic business environments.

Overall, this study contributes to the marketing and insurance literature by demonstrating the strategic importance of combining market orientation, digital marketing capability, and relationship marketing to improve organizational marketing performance in the digital era.

The results demonstrate that Digital Marketing Capability is the strongest predictor of Marketing Performance in insurance companies. This reflects the growing importance of digital transformation in the insurance industry, especially in customer acquisition and engagement.

Market Orientation also contributes positively to Marketing Performance. Insurance companies that continuously monitor customer needs and competitor strategies are more likely to adapt effectively to market changes.

Relationship Marketing significantly improves Marketing Performance by strengthening customer trust, communication, and loyalty. In the insurance sector, maintaining long-term relationships is essential because customer retention directly influences profitability and sustainability.

CONCLUSION AND MANAGERIAL IMPLICATIONS

Conclusion

This study examines the influence of market orientation, digital marketing capability, and relationship marketing on marketing performance in the Indonesian insurance industry using a quantitative SEM-PLS approach. The findings provide empirical evidence that all three strategic dimensions positively and significantly affect marketing performance.

Digital marketing capability is identified as the most influential factor, highlighting the strategic importance of digital transformation in insurance marketing. Market orientation and relationship marketing also play critical roles in enhancing customer-focused strategies and long-term performance.

By addressing the limited empirical evidence in emerging market insurance contexts, this study contributes to the marketing strategy literature and provides a comprehensive framework for understanding marketing performance drivers in the insurance industry.

Managerial Implications

From a managerial perspective, the findings offer several practical implications for insurance companies:

1. Strengthening Digital Marketing Capabilities
   Insurance firms should invest in digital platforms, social media engagement, and customer data analytics to improve market reach and communication effectiveness.
2. Enhancing Market Orientation
   Managers should foster a customer-centric culture by continuously monitoring customer needs, competitor strategies, and cross-functional coordination within the organization.
3. Developing Relationship Marketing Strategies
   Building trust through transparent communication, personalized services, and consistent customer engagement is essential to increase customer retention and policy renewals.
4. Policy and Regulatory Support
   Regulators may use these findings to support initiatives aimed at improving insurance literacy and encouraging digital innovation in the insurance sector.

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