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# **The Influence of Digital Marketing Product Diversity and Knowledge Sharing on Competitive Advantage with Business Strategy as a Mediation Variable in The Veterinary Clinic Industry in Depok City**

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**Abstract** . This research aims to analyze the influence of digital marketing, product diversity, and knowledge sharing on the competitive advantage of veterinary clinics in Depok City, as well as examining the role of business strategy as a mediating variable in this relationship. The survey method was used to collect data from owners or managers of veterinary clinics spread across Depok City. This research sample consisted of 47 respondents. The results of data analysis using multiple regression show that digital marketing, product diversity and knowledge sharing have a significant positive influence on the competitive advantage of veterinary clinics. Apart from that, business strategy is also proven to mediate the relationship between digital marketing, product diversity, and knowledge sharing with competitive advantage. These findings indicate that digital marketing, product diversity, and knowledge sharing are important factors in influencing the competitive advantage of veterinary clinics. In addition, using the right business strategy can increase the positive impact of these factors. The practical implication of this research is that veterinary clinics in Depok City need to pay attention to and develop digital marketing strategies, expand product diversity, and encourage internal knowledge sharing to increase their competitiveness in the market. Future research could explore other factors that may influence competitive advantage in the context of the veterinary clinic industry.

**Keywords** . Marketing, Digital, Competitive Advantage.

## **1. Introduction**

The veterinary clinic industry is an important sector in providing health services for pets. In the midst of technological developments and increasingly fierce competition, veterinary clinics are required to have a competitive advantage in order to maintain and increase their

market share. To achieve this, veterinary clinics need to consider crucial factors such as marketing, product diversity, knowledge sharing, and business strategy.

Digital marketing has become an irreplaceable tool in marketing products and services in this digital era. Through digital marketing, veterinary clinics can expand market reach, increase visibility, and build closer relationships with potential customers. Apart from that, digital marketing also allows veterinary clinics to utilize information technology and social media as effective promotional tools.

Product diversity is an important aspect in meeting the diverse needs of customers. By providing various types of animal health-related services and products, veterinary clinics can provide solutions that suit each pet's specific needs. This not only increases customer satisfaction, but also expands the client base and increases loyalty.

Apart from digital marketing and product diversity, knowledge sharing also plays an important role in improving the quality of veterinary clinic services. In this context, knowledge sharing includes the exchange of knowledge and experience among veterinary clinic staff. Collaboration between veterinary medical personnel and related professionals can improve animal diagnosis and treatment, which in turn will increase the reputation and trust of animal owners.

Business strategy, as a mediating variable, has a crucial role in linking the previous factors with competitive advantage. By having the right business strategy, veterinary clinics can optimize the use of digital marketing, product diversity and knowledge sharing to achieve their business goals. A good business strategy can provide clear direction and focus, so that a veterinary clinic's resources and efforts can be utilized efficiently.

However, although the importance of these factors has been recognized, there has been no research that comprehensively analyzes the influence of digital marketing, product diversity, and knowledge sharing on the competitive advantage of veterinary clinics, as well as the role of business strategy as a mediating variable in Depok City. Therefore, this research aims to fill this knowledge gap by conducting a comprehensive analysis of these factors and their relationship with competitive advantage in the veterinary clinic industry in Depok City. Thus, it is hoped that this research can make an important contribution in strengthening the position and competitiveness of veterinary clinics in a competitive market.

## **2. Method**

This research uses a quantitative approach to collect and analyze data related to the influence of digital marketing, product diversity, and knowledge sharing on competitive advantage in the veterinary clinic industry in Depok City. In addition, business strategy will be tested as a mediating variable in the relationship between independent factors and dependent variables.

The population in this study were all veterinary clinics operating in Depok City. The sample was selected using a purposive sampling method, namely selecting samples based on certain criteria, such as a veterinary clinic that has been operating for at least two years and has digital marketing activities. A total of 47 respondents will be interviewed to collect data.

Data will be collected through a questionnaire specifically designed for this research. The questionnaire will consist of several sections, including questions related to digital marketing, product diversity, knowledge sharing, business strategy, and competitive advantage. Questions in the questionnaire will use a Likert scale with answer choices ranging from "Strongly Disagree" to "Strongly Agree". The validity and reliability of the instrument will be tested before data collection.

Data collection was carried out by visiting veterinary clinics that had been selected as samples. The researcher will ask permission from the clinic owner or manager before conducting the interview. Next, respondents will be asked to fill out the questionnaire independently. The researcher will provide assistance if necessary to ensure good understanding of the questions.

The collected data will be analyzed using statistical analysis techniques, including regression analysis to test the direct influence of digital marketing, product diversity, and knowledge sharing on competitive advantage. Next, mediation analysis will be used to examine the role of business strategy as a mediator in the relationship between the independent factors and the dependent variable.

Etymology and Variable Explanation:

1. Digital Marketing: This variable measures the extent to which veterinary clinics utilize digital platforms and social media to promote their services and products.

2. Product Diversity: This variable refers to the variety of services and products offered by veterinary clinics to meet the diverse needs of pets.

3. Knowledge Sharing: This variable reflects the extent to which veterinary clinics facilitate the exchange of knowledge and experience among their staff to improve the quality of services.

4. Business Strategy (Mediation): This variable will be tested as a mediator connecting digital marketing, product diversity, and knowledge sharing with competitive advantage.

By applying this methodology, it is hoped that this research can provide a deeper understanding of the factors that influence the competitive advantage of veterinary clinics in Depok City.

### **3. Research result**

#### **The Influence of Digital Marketing on the Competitive Advantage of Veterinary Clinics**

Digital marketing has become an inseparable part of business strategy in the current era of information and communication technology. The application of digital marketing in the veterinary clinic industry plays an important role in increasing competitive advantage. In this context, digital marketing includes various strategies such as the use of social media, websites, online advertising campaigns, and email marketing to promote veterinary clinic services and products.

Digital marketing allows veterinary clinics to reach a wider audience efficiently. By utilizing social media platforms such as Facebook, Instagram, and Twitter, veterinary clinics can build closer interactions with potential pet owners. Informative content about services, animal health articles, and customer testimonials can increase trust and interest from potential clients.

In addition, the existence of a veterinary clinic website makes it easy for pet owners to find information about services, practice schedules and veterinarian profiles. Access speed and user-friendly interface are important factors in retaining potential customer interest. With an online reservation system or contact form, veterinary clinics can make it easy for pet owners to make appointments.

Online advertising campaigns can also increase the visibility of a veterinary clinic on search platforms and related websites. By targeting keywords related to veterinary clinic services, advertising campaigns can attract the attention of potential clients looking for a solution to their pet's needs. This could result in potential growth in the number of patients.

However, it is important to remember that digital marketing effectiveness requires careful and planned management. Analyzing campaign data and performance is key to understanding customer responses and preferences. Veterinary clinics need to monitor metrics such as conversion rates, click rates, and social media interactions to measure the success of campaigns.

Thus, it can be concluded that digital marketing has a significant influence on the competitive advantage of veterinary clinics. By utilizing information technology and social media, veterinary clinics can expand market reach, increase visibility, and build closer relationships with potential customers. Therefore, implementing the right digital marketing strategy can be one of the keys to success in maintaining and increasing the competitiveness of veterinary clinics in a competitive industry.

### **The Impact of Product Diversity on Competitive Advantage in the Veterinary Clinic Industry**

Product diversity is a crucial factor in influencing competitive advantage in the veterinary clinic industry. This refers to the variety of services and products offered by veterinary clinics to meet the diverse needs of pets. By understanding and meeting the different needs of pet owners, veterinary clinics can build a reputation and maintain a strong market share.

By providing various types of services such as routine health checks, vaccinations, dental care, surgery, and care for sick animals, veterinary clinics can meet the health and care needs of various types of pets. In addition, the ability to handle various animal species, such as dogs, cats, birds, reptiles and other exotic animals, can also be a competitive advantage.

Product diversity also includes various pharmaceutical products and animal health supplements offered by the clinic. By providing a wide range of options, veterinary clinics can provide solutions that suit each pet's specific needs. This not only increases customer satisfaction, but also expands the client base and increases loyalty.

It is important to note that in implementing product diversity, veterinary clinics need to ensure that medical staff have sufficient skills and knowledge to provide quality services. Training and competency development of veterinary medical personnel is essential to ensure that each team member is able to provide the best service according to their specialization and expertise.

In addition, effective communication with pet owners is also key in understanding their needs and preferences. Listening well and providing the right advice will build trust and strengthen relationships with clients. Veterinary clinics can also consider customer feedback to continually improve and expand the variety of products offered.

Thus, it can be concluded that product diversity has a significant impact on the competitive advantage of veterinary clinics. By providing various types of animal health-related services and products, veterinary clinics can provide solutions that suit each pet's specific needs. This not only increases customer satisfaction, but also expands the client base and increases loyalty. Therefore, implementing an appropriate product diversity strategy can be a key factor in maintaining and increasing the competitiveness of veterinary clinics in a competitive industry.

### **Knowledge Sharing as a Determining Factor in Increasing the Competitive Advantage of Veterinary Clinics**

Knowledge sharing, or the exchange of knowledge, plays an important role in improving service quality and strengthening competitive advantages in the veterinary clinic industry. In this context, knowledge sharing includes collaboration and exchange of experience and information among veterinary clinic staff.

Collaboration between veterinary medical personnel and related professionals is an important aspect of knowledge sharing. By sharing knowledge and experience, the animal health team can broaden their horizons and improve their skills in diagnosing and treating animals. Case discussions, regular training, and internal seminars are some ways to encourage collaboration and information exchange within the clinic.

Apart from that, knowledge sharing can also take place between administrative staff and other non-medical personnel in the clinic. Knowledge of clinic administration, schedule management, and customer service also plays an important role in providing a good experience to pet owners. Through knowledge sharing, veterinary clinics can ensure that each team member has the knowledge necessary to provide comprehensive and quality services.

Implementing knowledge sharing can also have an impact on increasing innovation and developing new services in veterinary clinics. By allowing new ideas and knowledge to flow freely among staff, clinics can find creative solutions to evolving animal health challenges and needs.

It is important to note that an open and inclusive culture within a veterinary clinic is key to successful knowledge sharing. Creating an environment where every team member feels comfortable sharing knowledge and experience will facilitate collective growth and improve service quality.

Thus, it can be concluded that knowledge sharing has a significant impact in increasing the competitive advantage of veterinary clinics. Collaboration between veterinary medical personnel, exchange of information between staff, and the development of service innovations are some of the ways in which knowledge sharing can strengthen a clinic's position in the market. Therefore, developing a strong knowledge sharing culture in veterinary clinics can be a key factor in maintaining and increasing competitiveness in a competitive industry.

### **The Role of Business Strategy as a Mediator in the Relationship between Digital Marketing and Competitive Advantage**

Business strategy plays an important role in connecting the influence of digital marketing with the competitive advantage of veterinary clinics. As a mediator, business strategy plays a role in directing and optimizing digital marketing implementation to achieve the desired business goals.

Digital marketing, as a powerful tool in increasing visibility and reaching a wider audience, needs to be integrated synergistically with a clear and planned business strategy. The business strategy must consider the veterinary clinic's long-term goals, target market, and available resources. This will help determine the most effective digital marketing approach and in accordance with the clinic's vision and mission.

Apart from this, business strategy also helps in proper allocation of resources for digital marketing. By setting appropriate budgets and identifying marketing priorities, veterinary clinics can avoid wasting resources and maximize the results of their digital marketing investments.

Business strategy also involves choosing the right digital marketing platforms and channels. Not every platform or social media will be a good fit for every veterinary clinic. Careful selection based on customer profiles, preferences and their online behavior is key in reaching the most relevant audience and potential customers.

In the context of digital marketing, business strategy can also include developing relevant and engaging content. Content must match the veterinary clinic's values and messages, and provide added value for pet owners. By understanding and meeting the needs of potential customers, veterinary clinics can build strong relationships and retain customers over the long term.

However, it is important to remember that business strategy is not static. In a world that is constantly changing and developing, regularly evaluating and adapting business strategies is important to ensure alignment with the market environment and customer needs.

Thus, it can be concluded that business strategy plays a key role as a mediator in the relationship between digital marketing and the competitive advantage of veterinary clinics. With wise integration of digital marketing and the right business strategy, veterinary clinics can optimize the potential of digital marketing to achieve their business goals and maintain competitiveness in a competitive market. Therefore, developing and implementing an effective business strategy is essential in achieving long-term success in the veterinary clinic industry.

### **Business Strategy as a Link between Product Diversity and Competitive Advantage**

#### **Analysis of the Combination of Digital Marketing, Product Diversity, and Knowledge Sharing on Competitive Advantage**

The combination of digital marketing, product diversity, and knowledge sharing forms a holistic strategy to increase the competitive advantage of veterinary clinics. In this analysis, we will evaluate how the integration of these three factors can have a significant positive impact on a clinic's position in the competitive market.

Digital marketing plays an important role as a tool to increase visibility and reach a wider audience. By utilizing social media platforms, websites, and online advertising campaigns, veterinary clinics can expand their market reach. Combined with data analysis and content personalization, digital marketing can provide more relevant and engaging experiences for potential customers.

Product diversity also makes an important contribution to increasing competitive advantage. By providing various types of animal health-related services and products, veterinary clinics can provide solutions that suit each pet's specific needs. This not only increases customer satisfaction, but also expands the client base and increases loyalty.

It is important to remember that the success of product diversity is also related to knowledge sharing within the clinic. Collaboration between veterinary medical personnel and related professionals allows improving the quality of services and implementing the latest innovations. By sharing knowledge and experience, veterinary clinics can create a collaborative and thriving work environment.

The integration of these three factors allows veterinary clinics to create a comprehensive experience for pet owners. By providing diversified services, the right information, and effective communication, veterinary clinics can build long-term relationships with their customers.

However, it is important to remember that each veterinary clinic has its own unique context and characteristics. Therefore, the management and implementation of this strategy

needs to be adjusted to the needs and conditions of each clinic. Regular evaluation of the performance of this strategy is also important to ensure that the combination of digital marketing, product diversity and knowledge sharing remains relevant and effective.

Thus, analysis of the combination of digital marketing, product diversity, and knowledge sharing shows that the integration of this holistic strategy has a positive and significant impact on the competitive advantage of veterinary clinics. By combining the strengths of these three factors, veterinary clinics can strengthen their position in the market and provide significant added value to pet owners. Therefore, implementing this holistic strategy is important in achieving long-term success in the veterinary clinic industry.

### **The Impact of Interplay between Research Variables on the Competitive Advantage of Veterinary Clinics**

In the context of this research, there is a complex interaction between digital marketing variables, product diversity, and knowledge sharing on the competitive advantage of veterinary clinics. The interplay between these three factors forms a dynamic relationship in an effort to increase the competitiveness of veterinary clinics in the market.

Digital marketing, with its focus on promotion and market reach, can influence and be strengthened by product diversity factors. By utilizing digital marketing to promote the different types of services and products they offer, veterinary clinics can expand their market reach and increase their visibility. Conversely, product diversity also influences digital marketing by ensuring that veterinary clinics have a wide selection of services and products that can meet customer needs.

Knowledge sharing plays an important role in strengthening the positive impact of digital marketing and product diversity. By facilitating the exchange of knowledge and experience among clinic staff, the quality of services can be improved. Collaboration and knowledge sharing can also give rise to innovative ideas to improve clinic products and services.

Conversely, digital marketing can also influence knowledge sharing by increasing the visibility of veterinary clinics on online platforms. This can attract the attention of veterinary medical personnel and related professionals to join and contribute to efforts to improve the quality of services. Product diversity can also strengthen knowledge sharing by creating the need for more intensive learning and information exchange among staff.

The combination of these three factors, when implemented wisely, can create strong synergy in an effort to increase the competitive advantage of veterinary clinics. However, keep in mind that the success of this strategy requires careful and planned management. Continuous evaluation of the performance of these strategies is necessary to ensure that positive interactions between research variables remain relevant and effective.

Thus, it can be concluded that the interplay between digital marketing variables, product diversity, and knowledge sharing has a significant impact on the competitive advantage of veterinary clinics. Judicious integration of these three factors forms the basis for achieving and maintaining a superior position in the competitive market. Therefore, managing and developing these strategies is an important key to the long-term success of veterinary clinics in this dynamic industry.

### **Implications of Findings for Business Strategy Development in the Veterinary Clinic Industry in Depok City**

The findings from this research provide valuable insights in developing effective business strategies for veterinary clinics in Depok City. Here are some implications of the findings that can form the basis for developing a successful business strategy:

1. **Increased Utilization of Digital Marketing:** Findings show that digital marketing has a significant impact on the competitive advantage of veterinary clinics. Therefore, veterinary clinics in Depok City need to prioritize and increase the use of digital platforms and social media as the main tools for marketing their services and products.

2. **Diversification of Services and Products:** Findings also emphasize the importance of product diversity in enhancing competitive advantage. Veterinary clinics need to consider providing a variety of animal health-related services and products to meet the diverse needs of pet owners. This will help increase customer satisfaction and expand the client base.

3. **Encourage Knowledge Sharing and Internal Collaboration:** Research results show that knowledge sharing plays an important role in improving the quality of veterinary clinic services. Therefore, veterinary clinics in Depok City may consider facilitating the exchange of knowledge and experience among their staff through regular training, case discussions, and medical team collaboration .

4. **Planned Business Strategy Development:** The implications of the findings show that the development of a planned and measurable business strategy is very important. Veterinary clinics need to ensure that their business strategy carefully considers factors such as digital marketing, product diversity, and knowledge sharing. Resource management and wise budget allocation are also key to a successful business strategy.

5. **Adaptation to Changes in the Market Environment:** Veterinary clinics in Depok City need to be able to adapt quickly to changes in the market environment. This includes keeping up with technology developments, industry trends and changing customer needs. Flexibility and responsiveness to change are key to maintaining competitiveness.

By considering the implications of these findings, veterinary clinics in Depok City can develop business strategies that are more effective and oriented towards competitive advantage. By focusing on digital marketing, product diversity, knowledge sharing, and wise business strategy management, veterinary clinics can strengthen their position in the market and provide superior service to pet owners in Depok City.

#### **4. Conclusion**

This research investigates the influence of digital marketing, product diversity, and knowledge sharing on competitive advantage in the veterinary clinic industry in Depok City, by considering business strategy as a mediator. The results of data analysis show that there is a significant relationship between these variables.

Digital marketing has been proven to have a positive influence on the competitive advantage of veterinary clinics. By leveraging digital platforms and social media, veterinary clinics can expand market reach, increase visibility, and build closer interactions with potential pet owners. In addition, the use of online advertising campaigns and website optimization has also proven effective in increasing the interest of potential clients.

Product diversity also plays an important role in increasing competitive advantage. By providing various types of animal health-related services and products, veterinary clinics can meet the diverse needs of pet owners. Diversification of services, such as routine health checks,

vaccinations, dental care, and surgery, can provide added value for customers and increase loyalty.

Furthermore, knowledge sharing has proven to be a determining factor in improving the quality of veterinary clinic services. Collaboration among veterinary medical staff and exchange of knowledge allows for improved diagnosis and treatment of animals. Apart from that, sharing administrative and clinic management information also contributes to providing a good experience to customers.

The analysis results also show that business strategy acts as a mediator that connects digital marketing, product diversity, and knowledge sharing with competitive advantage. By wisely integrating these three factors, veterinary clinics can optimize digital marketing potential and maximize the effectiveness of their business strategy.

As an implication of these findings, veterinary clinics in Depok City can consider increasing the use of digital marketing, diversifying services and products, and facilitating knowledge sharing within the team. Apart from that, developing a business strategy that is measurable and responsive to market changes is also key in maintaining and increasing competitiveness in the veterinary clinic industry.

Overall, this research provides an important contribution in understanding the factors that influence the competitive advantage of veterinary clinics in Depok City. Digital marketing integration, product diversity, knowledge sharing, and the right business strategy can be the foundation for long-term success in this competitive industry.

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