

Effectiveness of Digital Marketing and Product Innovation on Marketing Performance with Competitive Advantage as an Intervening Variable in Small Industries

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ABSTRAK

This research aims to improve the marketing performance of rattan SMEs to create advantages for small industries and is expected to be useful for the Cirebon district government so that it can develop the small industrial economy. This type of research uses quantitative descriptive methods and the population in this research is 1,200 people. The type of sample used was 220 people taken as samples using the Slovin formula. This research obtained research instrument method data using questionnaires, then the data was processed using Smart-PLS3. The results of this research show that digital marketing has a positive effect on competitive advantage because value $0.000 < 0.5$ digital marketing has a positive effect on marketing performance $3.09 > 1.96$. Competitive advantage has a positive effect on marketing performance because table is $14.305 > 1.96$.

INTRODUCTION

In the era of Globalization, more and more entrepreneurs are taking advantage of the advantages of digital marketing, along with the increasingly rapid development of technology, more and more customers are using digital marketing which can simplify the purchasing process. According to Hermawan, 2012 in the journal (Sunarto & Apriansyah, 2022) stated that digital marketing is an activity in the marketing field that uses platforms on the internet to reach target customers. Apart from that, digital marketing is defined as marketing products or services via the internet which is called online marketing, e-marketing, web marketing, or e-commerce. It can be concluded that digital marketing is a marketing or trade activity that uses digital technology in the process of buying and selling goods and services in order to increase trade traffic

Efforts to maintain market growth and interest in choosing the products offered require product innovation. Innovation means observing consumers and creating new products to satisfy consumers. Creating product innovations can occupy a strategic position in the market, extend its life cycle, better withstand competitors' attacks and meet market needs (Tomi et al., 2008). According to (Phillip & Kevin, 2007). According to (Tjiptono; 2008) in the book (Ridwan et al., 2021) innovation communication is a prerequisite for every new product and process. Innovation is the practical application of an idea into a new product or process.

The relationship between Innovation and Marketing Performance can be seen, for example, from the results of research conducted by (2013; 56) Manan and Mamat (2011) and Rosli and Sidek (2013) who also support research from Kemp et. Al., (2003) which states that there is a positive relationship between innovation and performance in books (Aksara & Rosmayani, n.d.)

According to data obtained by the Cirebon District Trade and Industry Service, the number of rattan SMEs is as follows:

Table of sales growth for IKM Rattan, Cirebon Regency, West Java, 2020-2022



Source: Dinas perdagangan dan Perindustrian kabupaten Cirebon

Figure 1. Cirebon Regency Rattan Industry Sales Growth

Based on the growth table above, it can be concluded that the sales growth of rattan industry in 2020 was worth 2,495,000. This year sales growth has decreased due to the Covid-19 pandemic according to Shafi et al in the journal (Wardhani & Romas, 2022). This impacts capital and supply chains, as well as impacting product distribution and availability. Restrictions due to Covid-19 are stricter on micro, small and medium enterprises (MSMEs) compared to large and global companies.

Significant growth is estimated to occur in 2021 worth 2,535,000 compared to 2020, this is caused by people's changing habits because online digital transfer is very significant compared to offline marketing for business actors. The role of e-commerce has had a positive impact on small and medium enterprises (SMEs) in Indonesia (Cahya et al., 2021).

Businesses started by local entrepreneurs are becoming more and more diverse, triggering SMEs to choose E-commerce as their marketing. in the journal (Wardhani & Romas, 2022) According to Forbes, internet hits have jumped 50-70% as the coronavirus pandemic puts a quarter of the world's population under lockdown. People are spending more time on digital and social media platforms now more than ever.

In 2022, the growth in sales of rattan SMEs will again decline due to a lack of understanding by SMEs regarding the application of digital marketing and product innovation in Indonesia, which has caused many SMEs to experience failure to adapt in the midst of digital transformation, intense market competition. Therefore, seeing these conditions, there is a need for product innovation to create a competitive advantage so that it can improve marketing performance.

The aim of this research is expected to be useful for the Cirebon Regency Government, especially the topic of digital marketing, product innovation that can improve the marketing performance of the rattan industry so as to create advantages for rattan SMEs in Cirebon Regency to continue to develop and be able to create more innovative products and maximize digital marketing so that is not behind the times because Cirebon Regency is one of the areas where the small rattan industry is developing in the province of Java, which is shown by the Indonesian Embassy's ranking of the growth of rattan SMEs which have the potential to continue to develop.

LITERATURE REVIEW

Digital marketing

Digital Marketing is an activity in the field of marketing using an internet platform to reach target customers. Apart from that, digital marketing is defined as marketing products or services via the internet and is referred to as e-marketing, web marketing and online e-marketing. (Hermawan, 2012) in the journal (Sunarto & Apriansyah, 2022)

According to Heidrick & Struggless (2009:1) in the book (Dan et al., 2021), Digital marketing is the evolution of digital marketing via the internet, cell phones and gaming devices, which offers a new approach to advertising that is less well known but has a big impact. . Then why don't marketers in Asia shift their budgets from traditional marketing such as television, radio and print media to newer technological and more interactive media.

According to Urban (2004) in the book (Dan et al., 2021), digital marketing is utilizing the Internet and information technology to expand and improve traditional marketing capabilities. This definition focuses on all traditional marketing, we can also see that opinions such as “interactive marketing”, “one to one marketing”, and “electronic marketing” are closely related to “digital marketing”.

According to Ridwan Sanjaya & Josua Tarigan (2009) in research (Romadlon et al., n.d.) Digital marketing is a marketing activity that includes building a brand using various web-based media such as blogs, websites, email, AdWords, and social networks. Of course, digital marketing does not only refer to internet marketing.

Product innovation

According to Gilbert 1994 in the book Innovation Management (2009; 43) (Anatan Lina, 2009) Product innovation is successful if the process is planned well and implemented through several planning stages such as research, development,

engineering, manufacturing and rough introduction. Drucker 1945 in research (Utaminingsih, 2016) stated that product innovation is something that has the potential to create people's thoughts and imaginations which ultimately creates customers.

According to Hurley and Hut et al in research (Yusuf, 2022) innovation is a process of company adaptation to create ideas about new products that are obtained from consumers and competitors. Innovation is According to Si Ani 2020 in the journal (Putri & Arif, 2023) Product innovation is the effort of business actors making, craftsmen and the products produced to increase the level and quality of the products produced in order to increase sales value and higher product value both in quality of objects and services.

According to (Yusuf, 2022) business innovation can be carried out to survive, succeed, and continue to develop with the development of the times in facing various kinds of business problems. If innovation is not carried out, the business will not develop and will be less interested because innovation becomes a tool. the key to the success of a business

Based on the statements of the experts above, it can be concluded that product innovation is the most important way for companies to continue adapting to their processes. This is planned and implemented well and through several planning stages such as research and development to create the thoughts and imagination of entrepreneurs so they can create a product with innovation.

Marketing Performance

Ferdinand (2000) in research conducted by (Utaminingsih, 2016) Marketing Performance is something that companies want to achieve in order to become more efficient and effective in increasing market share and profitability.

In research (Abdillah, 2016) Wahyono, 2002: 25 Product Innovation is the dissemination of market information to all components of the market organization with a focus on customer orientation, competitor orientation and coordination between functions. There are two criteria that refer to decision making, namely long-term direction and profitability.

According to (Alrubaiee, 2013: 5) stated in the journal (Amin et al., 2019) Marketing Performance is a measure of the work results achieved from marketing activities in a company. Performance itself is a widely understood concept, but it changes depending on the user's perspective and needs. The company strategy implemented aims to achieve marketing performance such as sales and good sales growth rates.

Competitive advantage

Competitive advantage essentially comes from the value or superiority that the company provides to buyers. Customers generally prefer to buy products that have more value than they want. However, this value is also compared with the asking price.

Purchasing a product occurs when the customer believes the product price matches the value offered (Fatimah & Fadhilah, 2022).

Competitive advantage according to (Zimmerer & Scarborough, 2008) in research (Pudyastuti & Saputra, 2021) is a set of factors that differentiate a small business from its competitors and give it a unique position in the market compared to its competitors.

Meanwhile, according to (Ratna Priyanti, 2015) in research (Naninsih, 2022) competitive advantage is the company's ability to generate economic profits that exceed those desired by market competitors in similar industries. The better the marketing performance, the better the average competitive advantage, better marketing performance means greater competitive advantage.

CONCEPTUAL FRAMWORK

Based on the literature review that has been explained, the following research framework was developed:

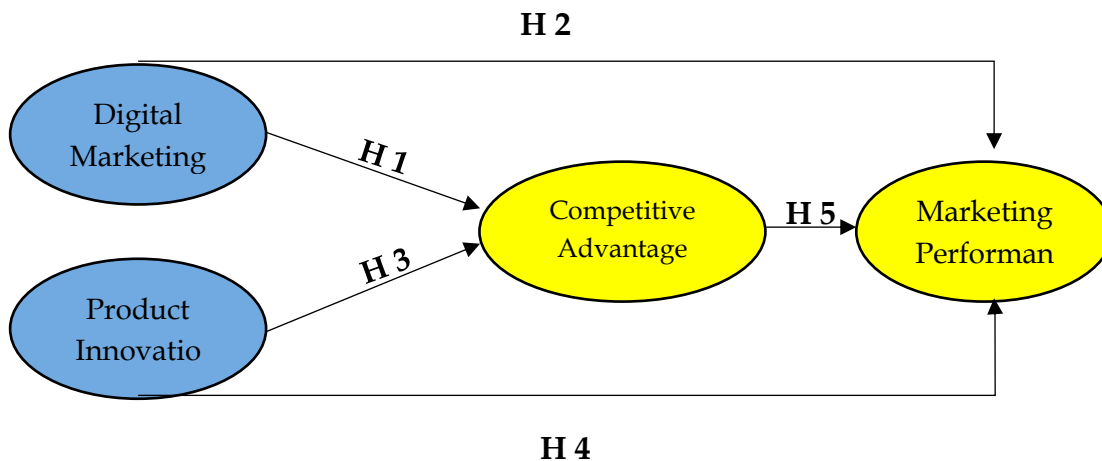


Figure 2. Conceptual Framework

METODOLOGY

This research is research that uses a quantitative type of methodology. According to Sugiyono (2019) Quantitative Research is a method based on positive philosophy. This method is used to research exclusive populations or samples, by collecting data using research instruments, and analyzing quantitative or statistical data with the aim of testing predetermined hypotheses. The sample type in this study used the Slovin formula with 222 people from a population of 1,200 people. If the sample is too small, the study may not be able to reflect the true state of the population. On the other hand, too many samples can waste research costs (Utama, 2016). A sample that is too small can cause the research

not to describe the true population. On the other hand, a sample that is too large can also cause wasted research costs.

This research uses primary and secondary data sources. Primary data was collected through distributing Google Form questionnaires from rattan industry entrepreneurs. Measuring indicators on Google Form uses a Likert scale, a Likert scale means a measuring tool used to assess the behavior, opinions and perceptions of a person or group regarding social reality Sugiyono (2019). Respondents express their level of agreement or disagreement with statements by marking the selected labels, such as a checklist or cross. The questionnaire includes various statements. This research uses secondary data originating from many sources, such as literature, physical or electronic books, previous research journals, and literature remains (Hair et al., 2019). The method used in sampling in this research is purposive sampling. Purposive sampling means a technique for determining samples with certain considerations (Sugiyono, 2017). The author uses a purposive sampling technique because not all samples have the criteria that the author determines. Therefore, the author chose a purposive sampling technique by determining exclusive criteria that must be met by the samples used in this research, at least the criteria that must be met are rattan industry entrepreneurs and using digital marketing in their sales. The software used to test the theoretical model of this research uses Smart-PLS3, with the hypothesis measurement of T-Statistics values greater than 1.96 and P-Values smaller than 0.05.

RESULTS

Data Analysis Results

1. Convergent Validity Test

Table 1. Outer Loading

	Digital Marketing	Inovation	Competitive Advantage	Marketing Performance
DM1	0.566			
DM2	0.884			
DM3	0.746			
DM4	0.592			
DM5	0.655			
DM6	0.882			
DM7	0.738			

DM8	0.903			
IN1		0.852		
IN2		0.841		
IN3		0.846		
IN4		0.823		
IN5		0.569		
IN6		0.857		
KB1			0.777	
KB2			0.681	
KB3			0.685	
KB4			0.812	
KB5			0.782	
KB6			0.786	
KP1				0.760
KP2				0.713
KP3				0.721
KP4				0.585
KP5				0.811

Based on the results of table 1, it can be seen that the outer loading values presented above show that each reflective indicator construct for each variable in the questionnaire has a value above 0.50. The convergent validity of reflective indicators is known from the recommended factor loading value of greater than 0.70 (Ghozali, 2014; Gotz et al., 2010). This shows that the relationship between indicators and variables with factor loadings greater than 0.70 can be included in further analysis. In development research, the loading scale range of 0.50 can still be used but factors with loading values below 0.5 must be eliminated (Chin, 1988).

Table 2 Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Digital Marketing	0.572
Innovation	0.647
Competitive Advantage	0.571
Marketing Performance	0.521

Based on the results of table 2 Average Variance Extracted (AVE) above, it can be seen that all reflective constructs used in this research produced values above 0.5. Specifically, the digital marketing variable has a value of 0.572, the innovation variable has a value of 0.647, the competitive advantage variable has a value of 0.571 and the marketing performance variable has a value of 0.521. AVE measures the amount of variance captured by construct indicators. For reflective constructs, AVE values above 0.5 are considered acceptable (Barati et al., 2019). The condition for the AVE value is more than 0.50 so that the variable can be said to be valid. If it is less than 0.40, then it should be removed from the model.

2. Reliability Test

A construct can be declared reliable if the Cronbach's Alpha value is greater than 0.7. Similar to the Cronbach's Alpha value, the Composite Reliability (Rho c) value is said to be reliable if the value is > 0.7 (Sarstedt et al., 2017)

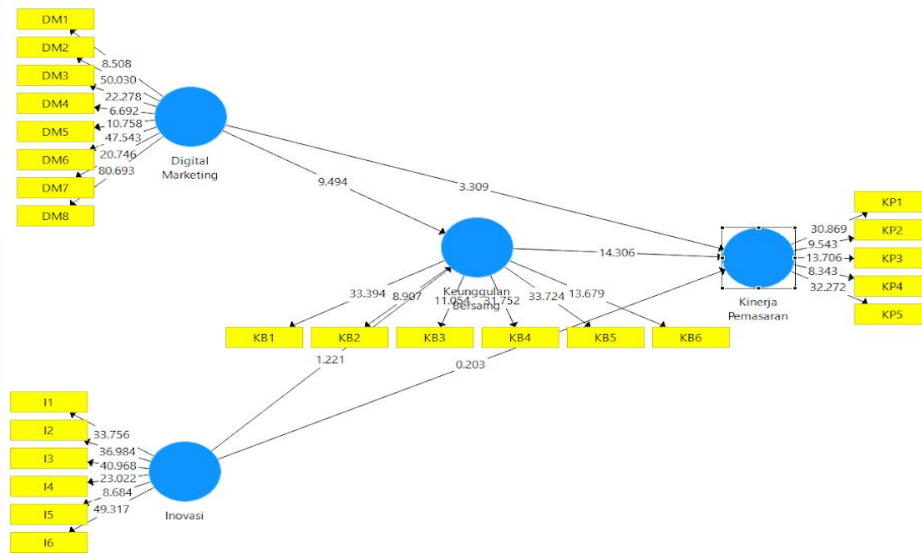
Table 3. Reliability Test

	Cronbach's Alpha	Composite Realibility
Digital Marketing	0.887	0.912
Innovation	0.887	0.915
Competitive Advantage	0.849	0.888
Marketing Performance	0.770	0.843

Based on table 3 above, it shows that the Cronbach's alpha value for all variables exceeds the limit of 0.70, which indicates a high level of internal consistency in measurement. Then the composite reliability value for all variables also exceeds the limit of 0.70, which indicates an adequate level of construct reliability. Then, through the results of construct reliability calculations which include Cronbach's Alpha and Composite Reliability, it can be concluded that all variables meet the specified criteria.

3. Path Coefficient

Figure 1. Path Coefficient



The image above can illustrate how to calculate the t-statistical value, which is used to test the significance between the variables in this research.

4. Significance Test

Table 4. Direct Effect Test Results

Hypothesis	Relationship	Coefficient	T Statistics	P Values	Information
H1	Digital Marketing > Competitive Advantage_	0.852	9.494	0.000	Significant
H2	Digital Marketing > Marketing Performance	0.282	3.309	0.001	Significant
H3	Innovation > Competitive Advantage_	0.111	1.221	0.223	Not significant
H4	Innovation > Marketing Performance	-0.012	0.203	0.840	Not significant

H5	Competitive Advantage Marketing Performance	>	0.714	14.306	0.000	Significant
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Based on (Hair et al., 2014) structural model coefficient analysis was carried out to analyze a hypothesis by analyzing the relationship between variables which have a significant relationship. A relationship is declared to have a significant influence if it has a p-value smaller than 0.05. If the relationship between variables has a p-value greater than 0.05 then it can be said that the relationship does not have a significant influence.

DISCUSSION

Based on the results of tests that have been carried out in research on the Effectiveness of Digital Marketing and Product Innovation on Marketing Performance with Competitive Advantage as an Intervening Variable in Small Industries, it can be explained through the following discussion:

Hypothesis 1: Digital Marketing has a positive and significant effect on competitive advantage

The results of hypothesis research show that the hypothesis has a significant effect. Digital marketing has a positive and significant influence on competitive advantage. This result refers to the T-table value of the influence of digital marketing on competitive advantage of 9.494 which is greater than 1.96, and the p-value of 0.000 which is smaller than 0.05.

Companies achieve competitive advantage when they produce a product with the same quality but they sell it at a relatively lower price than their main competitors, and digital marketing is one way to gain competitive advantage. Digital marketing has a promising future for the long-term survival of goods or services in new technology markets.

The results of this research are in line with previous research conducted by Wibawa et al (2023) that digital marketing is considered very effective in promoting their business products and also has the ability to target young demographics as a competitive advantage. Denga et al (2021) Digital marketing will be the Solution to competitive advantage as many marketers look for creative ways to sell online, reduce lead costs, and look for what's new in digital marketing.

Hypothesis 2: Digital Marketing has a positive and significant effect on marketing performance

The results of this research show that the hypothesis has a significant effect. Digital marketing has a positive and significant influence on marketing performance. This result refers to the T-table value of the influence of digital marketing on marketing performance of 3.309 which is greater than 1.96, and the p-value of 0.001 which is smaller than 0.05.

The emergence of internet technology influences technology-based business activities, including marketing, and has received much scholarly attention due to its significant importance in today's business world. Electronic marketing allows companies to improve their business performance and gain a large customer base due to remote availability. Digitalization focuses the modes of communication and information sharing among company participants and enables improvements in revenue, company performance and the establishment of long-term relationships.

The above statement is in line with previous researchers, namely Nuseir & Aljumah (2020) showing that digital marketing efforts carried out by applications influence marketing performance and that the use of the latest technology allows companies to approach customers remotely by using online advertising, affiliate marketing, email marketing, social media marketing, and search engine optimization on business performance. The direct influence of digital marketing has a significant effect on marketing performance, meaning that the better the digital marketing provided, the higher the marketing performance (Harina & Pahlevi, 2023; Haryanto & Dewi, 2020).

Hypothesis 3: Innovation has no significant effect on competitive advantage

The results of this study indicate that the hypothesis has no significant effect. Innovation does not have a significant effect on competitive advantage. This result refers to the T-table value of the influence of innovation on competitive advantage of 1.221 which is smaller than 1.96, and the p-value of 0.223 which is greater than 0.05.

Weerawardena & Mavondo (2011) in their research stated that a company will be able to win a competitive advantage strategy by focusing on innovation and utilizing a combination of available resources. Capable resources have an influence on innovation-based performance. Companies that have good learning abilities will excel in their marketing process.

However, the statement above is contradictory, the research results state that innovation has no significant effect on competitive advantage. Akob et al (2022) in their research stated that increasing product innovation will create a decrease in competitive advantage, where innovation implemented by entrepreneurs will result in high additional costs.

Hypothesis 4: Innovation has no significant effect on marketing performance

Based on the research results, hypothesis four shows that the hypothesis has no significant effect. Innovation does not have a significant effect on marketing performance. This result refers to the T-table value of the influence of innovation on marketing performance of 0.203 which is smaller than 1.96, and the p-value of 0.840 which is greater than 0.05.

Innovation is related to marketing performance as a mandatory component of competitiveness that includes products, new marketing approaches, and new organizational behavior in business practices. It is assumed that these types of innovation improve the company by initiating capabilities and adopting technological changes

(Aksoy, 2017). However, this program requires expensive costs because it will require new supporting facilities such as facilities for promotion and distribution channels.

This is because in the rattan industry the products are used in the long term so consumers will not purchase furniture products as long as the products they own have not been damaged, so if product innovation is carried out continuously it will result in decreased marketing performance, this statement is in line with research (Amin et al., 2019)

Hypothesis 5: Competitive advantage has a positive and significant effect on marketing performance

Based on the research results, it shows that the hypothesis has a significant effect. Competitive advantage has a positive and significant influence on marketing performance. This result refers to the T-table value of the influence of competitive advantage on marketing performance of 14.306 which is greater than 1.96, and the p-value of 0.000 which is smaller than 0.05.

A company has a competitive advantage if it is able to create economic value that is greater than the marginal value (break even) of competitors in its product market. From strategic management to optimizing marketing and economic performance, the role of internal resources such as the role of personnel in developing and maintaining competitive capabilities is very much needed (Wongsansukcharoen & Thaweepaiboonwong, 2023).

Marketing performance can be improved through competitive advantage where competitive advantage can be created by differentiating the product. Competitive advantage is one of the factors that differentiates a company from competitors and gives the company its own position in the market. These results are in accordance with research conducted (Numat et al., 2022; Safri & Pudjoprastyono, 2023) that competitive advantage has a positive effect on marketing performance.

CONCLUSION AND RECOMMENDATION

This research was conducted to determine the effectiveness of digital marketing and product innovation on marketing performance with competitive advantage as an intervening variable in small industries. With the results obtained based on research through distributing the Google Form Questionnaire and using the Smart-PLS3 data processing software, the following conclusions were obtained:

1. Outer Loading Convergent Validity Test Results: The influence of digital marketing on competitive advantage
2. Average Variance Extracted (Ave) results show that the digital marketing variable has a value of 0.572, the Product Innovation Variable has a value of 0.647, the Competitive Advantage Variable has a value of 0.571 and the Marketing Performance Variable has a value of 0.521. Based on the requirements for the AVE

value captured by the construct indicators, an AVE value above 0.5 is considered acceptable or said to be valid, but if it is less than 0.40 then it should be removed from the model.

3. Reliability test results on the Cronbach's alpha value for all variables exceed the limit of 0.70, which indicates a high level of internal consistency in the measurement. Then the composite reliability value for all variables also exceeds the limit of 0.70, which indicates an adequate level of construct reliability.
4. There is a positive influence of digital marketing on competitive advantage with a T-table value of 9.494.
5. There is a positive influence of digital marketing on marketing performance with a T-Table value of 3.309.
6. The existence of Innovation has no effect on competitive advantage with a T-Table value of 1.221 which is smaller than 1.96 with a P-Value value of 0.223 which is greater than 0.05.
7. The existence of innovation has no effect on marketing performance with a T-table value of 0.203 which is smaller than 1.96 with a P-value of 0.840 which is greater than 0.05.
8. There is a positive influence of competitive advantage on marketing performance with a T-table value of 14.306.

FUTHER STUDY

After conducting this research, based on experience, there are several limitations in this research, namely: respondents who do not follow technological developments so they do not understand the meaning of the questionnaire that we provide, and the research object on digital marketing is too broad and is not focused on just one e-commerce.

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