Marketing Strategy Model In Improving Marketing Performance (Case Study Of Central Small Industry Areas Of Central Cibaduyut Footwears)

Keni Kaniawati[1]

1Keni.kaniawati@widyatama.ac.id

Abstract: Marketing performance is very important for a company, namely to measure the company's performance in the market for a product. Marketing performance in the industr i small and medium entrepreneurs Cibaduyut centers footwear Bandung, West Java decreased drastically. To provide alternati f solutions to those problems, it is important to do research to determine the variables that affect performance footwear marketing entrepreneurs in Cibaduyut, West Java. This study aims to analyze a marketing strategy model that can be implemented in marketing performance in the small and medium-sized industrial business area of footwear entrepreneurs in the center of Cibaduyut, Bandung, Indonesia.The analysis used is descriptive analysis to variab el qualitative da n analysis of the verification as a measure of hypothesis by using test statisti k for things that have causality. The analytical tool used is Sturktural Equation Models) with the unit of analysis a d ne footwear entrepreneur Cibaduyut centers. The number of samples was 270 r respondents . The results of the study concluded that segmenting, targeting, positioning and digital marketing have an influence on the marketing performance of the Cibaduyut center footwear entrepreneur. But the influence of digital marketing on marketing performance has a negative effect. This is the finding of this study.

Keyword: Marketing Strategy , Segmenting, Targeting, Positioning and Marketing Performance

1. Introduction

The potential for the footwear industry and trade in Indonesia has been able to provide employment opportunities for the supply of footwear products on the other. The footwear business has also developed a strong business spirit which in turn is expected to become a strong entrepreneur in the future capable of becoming a leading business at the regional, national and international levels. Considering the role of the footwear business in contributing to the structure of the Indonesian economy, an integrated handling is needed through continuous and sustainable empowerment of business development. Therefore, stimulant efforts to develop business productivity, develop strong small and medium enterprises, support capital and good market access. Thus, it is hoped that it can further encourage the development of a better business. However, to achieve the ideal level, classic problems that often arise such as: low skills, lack of capital, narrow market access, growing market appetites and other problems are always a factor of weakness and at the same time an obstacle to the development of small to medium sized footwear .

To a certain extent, the government has tried to build every business that develops in this country, although with limited funds but based on a priority scale it becomes a policy choice. All efforts are expected to be a trigger for industrial development in Indonesia, especially the footwear industry. If the footwear industry develops, there will be many industrialists associated with the footwear business.

Cibaduyut shoe sales have decreased due to distributors following the general market trend, where the general public prefers shoes with foreign brands that sound more stylish and more famous so they are not out of date. And imported shoes are cheaper and have more various shapes and styles compared to shoes made in Cibaduyut. So that distributors reduce orders for the manufacture of shoe footwear in Cibaduyut. From the existing phenomena, it can be concluded that the Cibaduyut footwear industrial center has not had an optimal marketing strategy so that the marketing performance of the Cibaduyut center footwear entrepreneur has not been effective and comprehensive.

2. Literature Review

According to Dayle in Sudaryono (2016: 41), marketing is a management process that seeks to maximize profits (returns) for shareholders by establishing relationships with major customers (valued customers) and creating a competitive advantage. According to Melydrum in Sudaryono (2016: 41), marketing is a business process that seeks to align the human, financial and physical resources of the organization with the needs and desires of

customers in the context of a competitive strategy. Meanwhile, according to Kolter and Armstrong, translated by Fandy Tjiptono (2016), he states that:

Marketing strategy is a fundamental tool designed to achieve company goals by developing a sustainable competitive advantage through the entered market and the marketing programs used to serve that target market".

According to Fandy Tjiptono (2015: 170) marketing strategies focus on marketing variables including market strategy (segmenting, targeting, positioning) and marketing mix strategies. Segmenting is the process of dividing the market into smaller parts based on characteristics that have value. Through market segmentation, marketing activities can be carried out according to plan and obtain maximum results in providing satisfaction to consumers. Targeting is the act of assessing the interests and interests of various market segments, then determining which market segment you will target as your target market. The target market is understood as the group selected by a business to serve as potential customers by targeting and segmenting. There are four strategies you can choose from in targeting including an undifferentiated targeting strategy, a differentiated targeting strategy, a concentrated targeting strategy, and a custom targeting strategy.
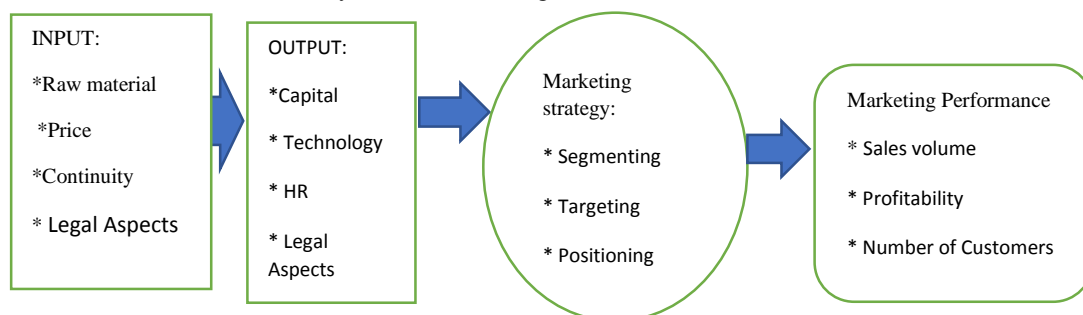
The undifferentiated targeting strategy explains that this strategy is aimed at large markets with similar needs. Therefore, there will only be one type of marketing applied to serve all types of markets. The company only gets the opportunity to optimize mass production, distribution and advertising to get the best image from the majority of consumers. Differentiated targeting strategy explains that the company produces various products with different characteristics. Of course, every consumer wants a wide variety of products, so you have to try to offer several types of products according to market demand. Concentrated targeting strategy, the company only focuses on offering certain types of products in one segment that is considered to have the most market opportunities. The custom targeting strategy is aimed at an individual consumer approach. Positioning or product placement is an attempt to position the product in the face of competition. The development of this marketing strategy aims to influence how a particular market segment values products and services when compared to market competition. Meanwhile, in determining the market position we must show that the product can be differentiated from its competitors.

The main focus of a marketing strategy is to allocate and coordinate marketing resources and activities effectively to achieve company goals in certain market products (Walker, Boyd and Larreche, 2001: 12). The marketing strategy chosen must be able to optimally empower internal resources or strengths in responding to external threats and opportunities. This is reasonable because marketing is a function that directly determines sales and activities that have a broad scope because it includes not only internal activities but also external companies (Sucherly, 1996: 13; Galatti et al., 2019). Best (2000: 359) asserts that marketing strategies directly affect consumers and sales results. This sales result is an important dimension of marketing performance.

Marketing performance is a concept for measuring company performance in the market for a product. Every company has an interest in knowing performance as a reflection of the success of its business in market competition. According to Morgan and Piercy (2010: 196), a quality strategy can lead to customer acceptance of quality levels, market improvement and performance. This is supported by the opinion of Song, et al., (2000: 499) that in order to achieve good marketing performance in a competitive environment, what companies must do is to design a sustainable competitive advantage. Then they emphasized that the ability to develop and create product advantages was identified as the main determinant of achieving the company's expected performance. In particular, how to treat customers as partners or partners of the company (Narus and Anderson, 1996: 116; Webster. 2000: 1).

Marketing performance is part of company performance, according to Kotler and Keller (2016: 665), which reveals that marketing effectiveness for the performance of each division in the company is based on sales growth, market share and profitability. The reason is that high performing divisions have good marketing leadership and poor performers have poor marketing leadership.

The framework modeled in this study can be seen in Figure 2.1 as follows:

INPUT:

*Raw material

*Price

*Continuity

* Legal Aspects

OUTPUT:

*Capital

* Technology

* HR

* Legal Aspects

Marketing strategy:

* Segmenting

* Targeting

* Positioning

Marketing Performance

* Sales volume

* Profitability

* Number of Customers

In Figure 2.1, it is explained as follows: the marketing performance of the Cibadutyut center footwear entrepreneur has decreased both in sales volume, number of customers and profitability. Therefore, to improve the marketing performance of the Cibaduyut center footwear entrepreneur, they must improve their marketing strategies in developing their product market input (including quality raw materials, affordable prices in accordance with consumer power, product continuity and compliance with legal aspects) and output (technology capital, qualified capital resources and legal aspects).

3. Research Methodology

This research uses descriptive and verification. Descriptive research is research that aims to obtain a description of marketing strategies and customer marketing performance. While verification research is to test the truth of a hypothesis carried out through data collection in the field, where in this study examining the effect of service marketing strategies on the marketing performance of footwear entrepreneurs in Cibaduyut Center, Bandung, West Java. Given the descriptive nature of this research and verification, the research methods used are descriptive survey and explanatory survey methods. The type of investigation in this research is causalitas, which is to test the causal relationship between the independent variables and the dependent variable. The unit of analysis in this study is the footwear entrepreneurs at the Cibaduyut Center, Bandung City, West Java. The test tool for analyzing the verification test uses path analysis, Structural Equation Model (SEM) for the following reasons: (1) Between independent variables has a correlation relationship supported by a valid theory, (2) Path analysis) sufficiently representative to test the hypothesis proposed for cross-sectional data, and (3) By using path analysis, it can measure the direct and indirect effects between the independent variables on the intervening variable or the dependent variable.

Based on literature review and a framework of thought, the hypotheses in this study are as follows: There is an effect of marketing strategy (targeting, segmenting, positioning) on marketing performance.

4. IV. Results and Discussion

Data has the highest position, because data is a description of the variables studied and serves as a means of proving the hypothesis. Therefore, this section describes the results of testing the validity and reliability of data collection instruments to prove that the research results have the required level of validity and reliability.

Table 4.1. Recapitulation of Instrument Validity and Reliability Test Results

Variable	Item	Validity			Reliability		
		r critical	r table	Information	α	Critical Points	Information
Marketing strategy	1	0.852	0.361	Valid	0.957	0.70	Reliable
	2	0.775	0.361	Valid			
	3	0.729	0.361	Valid			
	4	0.738	0.361	Valid			
	5	0.723	0.361	Valid			
	6	0.676	0.361	Valid			
	7	0.776	0.361	Valid			
	8	0.822	0.361	Valid			
	9	0.741	0.361	Valid			

	10	0.674	0.361	Valid			
	11	0.795	0.361	Valid			
	12	0.908	0.361	Valid			
	13	0.924	0.361	Valid			
	14	0.930	0.361	Valid			
	15	0.930	0.361	Valid			
Marketing Performance	16	0.941	0.361	Valid	0.976	0.70	Reliable
	17	0.925	0.361	Valid			
	18	0.810	0.361	Valid			
	19	0.885	0.361	Valid			
	20	0.803	0.361	Valid			
	21	0.940	0.361	Valid			
	22	0.924	0.361	Valid			
	23	0.920	0.361	Valid			
	24	0.783	0.361	Valid			
	25	0.948	0.361	Valid			
	26	0.946	0.361	Valid			
	27	0.931	0.361	Valid			
	28	0.781	0.361	Valid			
	29	0.790	0.361	Valid			
	30	0.842	0.361	Valid			

Source: Results of the researcher's primary data (2020)

The number of respondents who were sampled to test the validity and reliability of the instrument was 30 people, so that with a significance level of 5%, the rtabel value of the Product Moment correlation critical point table is 0.361. Based on the recapitulation of the results of the validity and reliability of the instruments presented in the table above, it can be seen that all statement items show valid results, where the value of the validity coefficient of each statement item is greater than the r-table value of 0.361. Likewise with the reliability test results that show reliable results across all factors tested, where all the reliability coefficient values obtained are greater than the critical point of 0.70. Thus the research instrument has good validity and reliability and can be used for further analysis

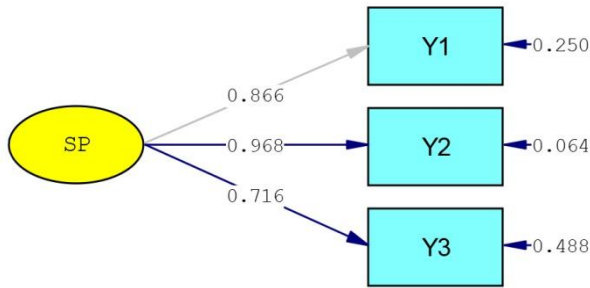Measurement of Marketing Strategy Constructions (Y)

Figure 4.1
Diagram of Estimated Value of Standardized Loading Factor for Measurement of Marketing Strategy Constructions

Based on the estimation results of the standardized loading factor value presented in the picture above, it can be seen that all observed variables in the Marketing Strategy construct have a standard factor load value greater than 0.50. Thus it can be concluded that the Marketing Strategy construct has a good measurement validity.

Table 4.2
Calculation of Marketing Strategy Constructive Relability Criteria

Konstruk Laten	Indikator	Standardized Loading Factors (SLF)	Sum of SLF	Measurement Errors (ME)	Sum of ME	Construct Reliability	Squared SLF	Sum of Squared SLF	Variance Extracted
Strategi Pemasaran (SP)	Y1	0,866		0,250			0,750		
	Y2	0,968	2,550	0,063	0,800	0,890	0,937	2,200	0,733
	Y3	0,716		0,487			0,513		

Source: Researcher Processed Data (2020)

Based on the table above, it can be seen that the latent variable of Marketing Strategy has a Construct Reliability coefficient value that is greater than the critical value (0.890> 0.60) and has a Variance Extracted coefficient value that is greater than the critical value (0.733> 0.50). This shows that the Marketing Strategy construct has good measurement reliability.

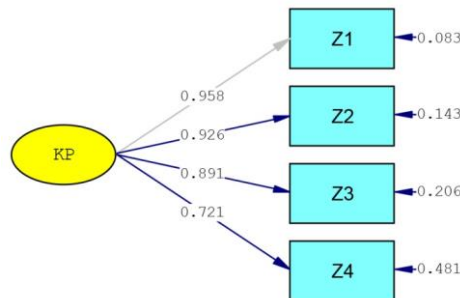**Measurement of Marketing Performance Construct (Y)**

Figure 4.2
Diagram of Estimated Value of Standardized Loading Factor of Marketing Performance Construction Measurement

Based on the estimation results of the standardized loading factor value presented in the picture above, it can be seen that all observed variables in the Marketing Performance construct have a standard factor load value greater than 0.50. Thus it can be concluded that the Marketing Performance construct has good measurement validity.

Table 4.3
Calculation of Marketing Performane Constructive Relability Criteria

Konstruk Laten	Indikator	Standardized Loading Factors (SLF)	Sum of SLF	Measurement Errors (ME)	Sum of ME	Construct Reliability	Squared SLF	Sum of Squared SLF	Variance Extracted
Kinerja Pemasaran (KP)	Z1	0,958		0,082			0,918		
	Z2	0,926	3,496	0,143	0,911	0,931	0,857	3,089	0,772
	Z3	0,891		0,206			0,794		
	Z4	0,721		0,480			0,520		

Source: Data processed by researchers (2019)

Based on the table above, it can be seen that the latent variable of Marketing Performance has a Construct Reliability coefficient value that is greater than the critical value (0.931> 0.60) and has a Variance Extracted coefficient value that is greater than the critical value (0.772> 0.50). This shows that the Marketing Performance construct has good measurement reliability.

Evaluation of the Estimated Results of Structural Equations Parameters

$SP = 0.486*S + 0.000608*T + 0.290*P$, Errorvar.= 0.495 , $R^2 = 0.505$

(0.0707)   (0.0457)   (0.0728)   (0.0912)

6.876   0.0133   3.980   5.425

$KP = 0.896*SP$, Errorvar.= 0.197 , $R^2 = 0.803$

(0.0453)   (0.0566)

19.799   3.474

Based on the table and figure above, it can be seen that in sub structure 1, segmenting ($\xi 1$) affects Marketing Strategy ($\eta 1$) by 0.486, targeting ($\xi 2$) affects Marketing Strategy ($\eta 1$) by 0.001, and positiong ($\xi 3$) affects strategy Marketing ($\eta 1$) of 0.290. Together (simultaneously), segmenting ($\xi 1$), targeting ($\xi 2$), and positioning ($\xi 3$) contributed to the influence of the Marketing Strategy variable ($\eta 1$) by 0.505 or 50.5%, while the remaining 49.5% was influenced by other variables not observed in this study.

In sub structure 2, Marketing Strategy ($\eta 1$) affects Marketing Performance ($\eta 2$) of 0.896 with a coefficient of determination (R^2) 0.803. So it can be concluded that the Marketing Strategy ($\eta 1$) contributed to the Marketing Performance variable ($\eta 2$) of 0.803 or 80.3%, while the remaining 19.7% was influenced by other variables not observed in this study.

Hypothesis: There is an Influence of Marketing Strategy on Marketing Performance.

Test hypothesis:

$H_0 \rightarrow \beta_{21} = 0$: There is no partially significant influence of Marketing Strategy on Marketing Performance;

$H_1 \rightarrow \beta_{21} \neq 0$: There is a partially significant influence of Marketing Strategy on Marketing Performance.

Significance level (α) = 5%.

Test criteria:

Reject H_0 and accept H_1 if - $t_{table} \geq t_{count} \geq t_{table}$; or

Accept H_0 and reject H_1 if - $t_{table} < t_{count} < t_{table}$.

There is a value of t_{count} of 19.799. With $df = n - k - 1 = 270 - 1 - 1 = 268$, then the t_{table} value is obtained from the t distribution table for two parties at the 5% significance level of 1.968. To more easily understand the test criteria, then the value of $t_{arithmetic}$ and the value of t_{table} mapped to the partial curve hypothesis testing as follows.
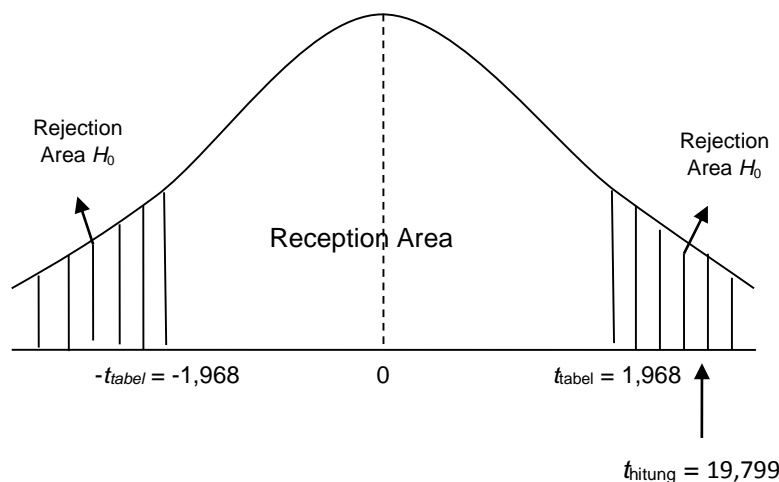

Figure 4. 3
Partial Hypothesis Testing Curves for Hypotheses

Based on test criteria outlined above, it appears that the value of $t_{arithmetic}$ variable Marketing Strategies that are in the region of rejection null hypothesis (1.968 < 19.799). This indicates that H_0 is rejected and H_1 is accepted, meaning that the Marketing Strategy has a partially significant effect on Marketing Performance.

Descriptive and Verification Discussion

This discussion will also explain comprehensively about the relationship between the independent variables and the amount of path coefficient from the independent variable to the dependent variable as well as the magnitude of the direct and indirect influence of each of these variables.

Discussion of Marketing Strategies in Footwear Entrepreneurs in Cibaduyut Center .

The results of descriptive data processing as a whole, the average value of the Marketing Strategy variable is 60 , 50%, where the percentage is between the continum lines 51.02% - 63.27% with the criteria "rather good". The dimensions of the marketing strategy include: marketing mix strategy (*product, price, place* , *promotion)* , *digital marketing* strategy , *segmenting, targeting* and *positioning.* The strategic dimension of the marketing mix is categorized as "quite good" . This can be seen from the Cibaduyut footwear products, both in quality and variety, which are quite creative and unique, however, we must continue to improve creativity and innovation because the size is increasingly competitive, the price of Cibaduyut footwear products. varied considering the raw materials used footwear is quite expensive and difficult to obtain nowadays.

The price of Cibaduyut footwear products , if you use genuine leather, is indeed expensive. Shoe entrepreneurs must be brave and have a competitive advantage in determining the price of their shoe products and being affordable to consumers. One of the efforts carried out by the Cibaduyut footwear entrepreneur to expand the marketing network is by collaborating with distributors. Another strategy that is carried out by the footwear craftsmen in the Cibaduyut Center area is to directly create and distribute brochures as a promotional medium to attract potential consumers. From the results of the descriptive analysis, the application of *segmenting, targeting and positioning* categorized still rather good, because the shoe entrepreneur centers Cibaduyut expected to implement the marketing strategy either *segmenting, targeting and positioning* appropriately . To reach a wider market / consumer, a digital marketing strategy is applied either through social media , Facebook, Instagram, Twitter, blogs or websites, marketplaces, Lazzada, Sophee. easy.

Discussion on Marketing Performance in Small Industry Shoe Entrepreneurs in the Center of Cibaduyut .
The results of descriptive data processing as a whole, the average value of marketing performance variables is 63, 66 %, where the percentage is between the continuum lines of 63.27% - 63.27%. This indicates that the performance of marketing pengus a ha se shoe Ntra Cibaduyut can be quite good. Where the dimensions of marketing performance are measured by four indicators, namely sales volume, growth in the number of customers, profitability and motivation.

Verification Discussion
The verification discussion aims to examine the effect of marketing strategy variables on the marketing performance of footwear entrepreneurs in Cibaduyut Center, which will be explained below as follows:
The Influence of Marketing Strategy on Marketing Performance of the Footwear Entrepreneurs in the Center of Cibaduyut

The Influence of Marketing Strategy on Marketing Performance of the Footwear Entrepreneurs in the Center of Cibaduyut .
Marketing strategy partially contributed 0.896 or 89.6%. Based on test criteria outlined above, it appears that the value of $t_{arithmetic}$ variable Marketing Strategies that are in the region of rejection null hypothesis (1.968 <19.799). This indicates that $H_{0 is}$ rejected and $H_{1 is}$ accepted, meaning that the Marketing Strategy has a partially significant effect on Marketing Performance . The above statement is reinforced by the results of previous studies, according to Karnelis (2015), a marketing strategy has a significant influence terhada p marketing performance. According to M Risal and Muhammad Aqsa (2019) , marketing strategy has a significant influence on marketing strategy.

5.   Conclusion

Based on the results of research on natural marketing strategy models to improve the marketing performance of footwear entrepreneurs in Cibaduyut Center, Bandung City, West Java, as will be described as follows:
1. The marketing strategy implemented by the footwear entrepreneur in Sentra Cibaduyut is at an average value of 4.235, a standard deviation of 0.424. There are several indicators that are lowest or not optimal, namely:
a. Positioning (positioning) of Sentri Cibaduyut footwear products is still low, with an average value of 4,374 so that some things need to be improved to build the best possible perception of shoe products in the eyes of

consumers, make clearer benefits of shoe products, update product attributes, improve product image ., pay attention to competitors that are similar to shoe products.

b. Cibaduyut center footwear entrepreneurs in implementing promotional strategies are still low with an average value of 3.377.

c. The use of the internet network in the promotion of footwear at Sentra Cibaduyut is still low with an average value of 3.687.

2. The marketing performance carried out by the footwear entrepreneur at Sentra Cibaduyut is in the good enough to good category with an average of 4.456, the standard of devotion is 0.407. There are several lowest indicators, namely:

a. The growth in sales of shoes at the center of Cibaduyut's welding factory has fluctuated with an average value of 4.158 so that the expected target has not been achieved. Therefore, efforts must be made to improve product quality, afters sales communication, vigorous promotion and increase customer satisfaction.

b. Customer growth in the footwear business at Sentra Cibaduyut is still volatile with an average value of 4.168.

References

1. Assauri, Sofjan. 2013. *Marketing Management.* Jakarta: PT. Raja Grafindo Persada.
2. Azwar, Syaifuddin. 2007. *Validity and Reliability* , Yogyakarta: Student Library.
3. Arikunto, S. (2008) . *Research Procedure A Practice Approach.* Jakarta: Rineka Cipta.
4. Byrne, Barbara M. (1998). *Structural Equation Modeling with LISREL, PRELIS and SIMPLIS* , Lawrence Erlbaum Associates, Inc.
5. Darmawan. 2013. *Quantitative Research Methods* . Bandung: Youth Rosdakarya.
6. Dayle in Sudaryono (2016: 41), Markwting Management
7. Danang, Sunyoto. 2015. *New Era of Management* , *9th edition, book 2* . Jakarta: Four Salemba
8. Tjiptono, Fandy. 2015. *Management Strategy* , edition III. Yogyakarta: Andi.
9. Follet, Marry Parker in T. Hani Handoko. 2013. *Management* . Yogyakarta: BPFE.
10. Fornel, C. and DF Larcker (1981). *Evaluating Structural Equation Models with Unobserved Variables and Measurement Error* , Journal of Marketing Research, 18, 39-50.
11. Ghazali, Imam. (2005). *Structural Equation Modeling with LISREL 8.54 Program* , Semarang: Diponegoro University Publishing Agency.
12. Galatti, L. R., Marques, R. F., Barros, C. E., Montero Seoane, A., & Rodrigues Paes, R. (2019). Excellence in Women Basketball: Sport Career Development of World Champions and Olympic Medalists Brazilian Athletes. Revista de psicología del deporte, 28(3), 0017-23.
13. Kotler, Philip and Kevin Lane Keller. 2009. *Marketing Management Volume I Edition 13.* Jakarta: Erlangga.
14. Kotler, Philip and Kevin Lane Keller. 2009. *Marketing Management Volume II   Edition 13.* Jakarta: Erlangga.
15. M Risal and Muhammad Aqsa (2019) 'Management journal