

Customer Involvement-Based Marketing Performance (An Empirical Study on Furniture Industries at Jepara Regency Central Java Province Indonesia)

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Abstract: The purpose of this study is to analyze the customer involvement-based marketing performance focusing on the marketing innovation on customer involvement of export furniture companies in Jepara. This study used quantitative methods. After the research design is made the next step is to determine the population to generalize objects or subjects that have a certain number and characteristics to be determined and used in the study, determine the sample used, and determine the size of the sample, as well as the sampling technique. The next process is to clarify the variables and define the operational variables of the research to understand the variables and types of variables, the indicators of the research variables and the questionnaire design. In the research instrument, the validity test will be carried out to determine the validity of the questionnaire and the reliability test to measure a questionnaire which is an indicator of a variable or construct. The population sample used was 307 furniture export companies. Model testing in the Structural Equation Model (SEM) is carried out with two tests, namely the model fit test and the causality significance test through the regression coefficient test. The results show that marketing innovation has a significant effect on customer involvement. This study shows that the first hypothesis (H1) is accepted. This means that marketing innovation has a significant effect on customer involvement. A good marketing innovation will make customer involvement even better. Marketing innovation contributes directly to customer involvement by 25.8%.

Keywords: marketing innovation, customer involvement, SEM

1. Introduction

Business growth in the era of globalization is dynamically followed by competition, business performance and marketing performance by furniture companies. This encourages every furniture company to continue to develop and maintain its position so that it can compete in the global market and can seek better market opportunities in the future. The market for the furniture industry sector is still potential, but the challenges for furniture companies are getting bigger with the development of technology, markets and consumer behavior that are increasingly creative and critical of the expected products.

According to the Chairperson of the Indonesian Handicraft Furniture Industry Association (HIMKI), Jepara Regency, the attention of furniture companies to customers, markets, customer satisfaction, and customer involvement factors affect marketing performance (Lawi, 2020). On the other hand, even though online or online marketing is trending, it seems that furniture manufacturers still rely on offline through exhibitions. The reason is that it cannot be separated from the habits of consumers who want to examine the product physically compared to seeing it from the picture. In addition, imported furniture products are still flooding the market with fantastic figures. For example, in 2018, the total import value of furniture reached US \$ 564 million, and increased again to US \$ 594 million in 2019. Therefore, customer involvement is needed to build trust, service, product development, and a new design in the form of a relationship of involvement (Zaichkowsky, 2010). Marketing paradigm with customer involvements is very important for furniture companies to establish dynamic business relationships.

Customer involvement is very important for furniture companies, marketing development through understanding customers' motivation toward products and likelihood to participate in innovation (Cui & Wu, 2018). However, it is not sufficient to represent the performance of marketing, it must be continuous, that is, through intensive communication with customers about what customers complain about and what is given to customers. The ability of a furniture company to meet growing consumer expectations is based in part on the ability of a furniture company to provide products and services that customers value. With communication technology, social media networks and competition, customers have a high awareness of meeting the needs and businesses need to re-engage the customer engagement strategy (Taneja, Pryor, & Hayek, 2016).

Marketing is about creating extraordinary value for consumers and investors (Fisk, 2007). Customer participation and relationship quality have a bearing on the perceived value of the customer (Yeh, 2016). Customer engagement and brand equity have a relationship with customer loyalty (Rather, Sharma, & Itoo, 2018). Customer involvement has a tremendous positive effect so it has productivity and customer satisfaction (Dadfar, Brege, & Semnani, 2013). Customer involvement has an interactive role in market development (Dahlsten, 2004). It also affect customer consumption experience and service processes (Feng & Wang, 2013). Marketing strategy, product differences, and competitor orientation, thence, have an influence on customer involvement (Svendsen, Haugland, Gronhaug, & Hammervoll, 2011). Customer involvement must be considered in business to maintain a quantity of customers and to develop new products that lead to marketing performance.

Companies must fundamentally carry out marketing innovations, meet customer needs, player structures, distribution channels and a good workplace (Fisk, 2007). Marketing innovation does not have an impact on learning ability but its impact on the knowledge that individuals have about marketing innovation will support company performance (Nieves & DíaznMeneses, 2016). Innovation has four types, namely product, process, marketing and organization which are consistently used by small and medium enterprises (Medrano & Olarte, 2016). Marketing innovation is a company effort to improve marketing performance, but the relationship between marketing innovation and marketing performance is not significant (Lee, Yoo, & Choi, 2016). Customers have an effect toward the marketing innovation. Customer engagement information, customer engagement progress and customer engagement innovation affect customer knowledge, management drive and management performance. Customer engagement innovation also has a role to play in customer value creation. Customer orientation and competitor orientation influence customer relationships (Guo dan Wang, 2015).

Based on these descriptions, this study examines and analyzes marketing innovation on customer involvement in export furniture companies in Jepara.

1.1 Customer Involvement

Customer Involvement is defined as the degree to which customers are involved in new product development and process continuous improvement programs as well as customer satisfaction (Feng & Wang, 2013). Customers can be involved not only in market opportunity analysis but also including product testing, and continuous improvement. Customer involvement has been considered as one of the methods used to enhance the performance of new products. The company builds togetherness with customers and engages in resources, personal interests, and emotions to maintain shared interests and relationships in building business together, namely the company and customers (Stinnett, 2004).

Companies create long-term relationships by building relationships and empowering customers. Companies must adapt to customer developments (Kotler & Keller, 1997). Consumers have high expectations of responding to wants and needs through customer involvement in responding to marketing stimuli. The types of involvement are low involvement and high involvement. Low involvement of consumers is only in the involvement of products that are commonly consumed, and high involvement of consumers is in the production process that is differentiated and has high value compared to the same brand.

This study shows that customer involvement is able to increase the performance of new products by better understanding customer wants and needs, providing innovative ideas or ideas, improving product quality and reducing development time (Feng & Wang, 2013). In other words, supplier and customer involvement correlates with modular design, product innovation, and internal coordination in order to lead to better new product performance (Lau, 2011). Thus, it needs marketing service to gain customer involvement. The level of customer service involvement has a place in the evaluation of service quality. Customers can adjust the quality benefits to meet the actual needs of the target market. A carefully planned marketing strategy can attract potential customers and encourage consumers to try and take advantage of customer service.

Customer involvement with customer engagement management has a tremendous positive effect and leads to greater productivity and customer satisfaction (Dadfar, Brege, & Semnani, 2013). Customer involvement has an interactive role in market development (Dahlsten, 2004). Customer involvement is very important because it can affect the customer consumption experience, the service process (Feng *et al.*, 2014). Marketing strategy, product differences, and competitor orientation affect customer involvement (Svendsen, Haugland, Gronhaug, & Hammervoll, 2011). Service on customer behavior affects service strategy, and the level of involvement of individual differences on the effectiveness and rationality of customer relationships and complaints. Understanding the service strategy, customer involvement should be considered by the business in terms of service failure, so that it will not lead to loss of customers.

Customer involvement and brand equity have a significant relationship with customer loyalty. This means that both brand equity and customer involvement play an important role for the effect of customer perceptions on customer loyalty. Companies may focus not only on managing brand image but also placing stronger customer engagement or developing some promotional activities based on how to encourage customers to engage the process during shopping (Liu, Hu, Kao, & Ching, 2016). If customer involvement is managed in the right way it will have a tremendous effect and lead to greater productivity and customer satisfaction (Dadfar, Brege, & Semnani, 2013). Customer involvement can strengthen customer relationships and satisfaction. It is clear that engagement is the right thing to build a management relationship between employees and customers (Johra & Mohammed, 2013). Customer involvement is very helpful for new product development services that lead to marketing performance (Feng & Wang, 2013).

Satisfying customer needs and wants is the essence of marketing. The purpose of the business is to drive the customer to make a profit. This profit creation can be divided into three phases. The first stage, selecting value, presents the marketing that must be done before the product is created. The second phase is to provide value, marketing must determine certain product features, price, and distribution. The third phase is communicating value by leveraging the sales force, sales promotion, advertising, and other means of promoting the product (Kotler & Keller, 2009). The collaborator resource space includes horizontal partnerships with partners selected from the company's ability to exploit market opportunities related to customers as well as vertical partnerships with partners that can serve the creation of company value.

1.2 Antecedents customer involvement

Customer involvement is influenced between customers and employees, customers with customers, marketing innovation and product development, initiatives or ideas expressed with new technology (Scupola & Nicolajsen, 2009). Customer involvement is influenced by marketing strategy, product differentiation, competitor orientation to increase customer profit (Svendsen, Haugland, Gronhaug, & Hammervoll, 2011). Companies in innovating have four types, namely products, processes, marketing, and organizations that are consistently used by small and medium enterprises (Medrano & Olarte, 2016). The company formed by the market has to fundamentally meet customer needs, define the player structure, ensure a good distribution channel and workplace (Fisk, 2007). Customers are resources that need to be considered, including customers as joint creations and customers as users in conditions based on the innovation process professionally and personally involved (Nicolajsen & Scupola, 2011). The role of the uncertainty of new technology is also an antecedent customer involvement (Carbonell & Rodriguez-Escudero, 2014).

Export involvement moderates marketing capability with export performance and marketing capability. Both are very important in the international marketing business (Al-Aali & Khurshid, 2013). Customer Involvement is influenced by competitor orientation, product differentiation, and specific supplier investment (Svendsen, Haugland, Gronhaug, & Hammervoll, 2011). Customer involvement is influenced by the speed at which new products are marketed. Customer involvement is also influenced by the speed of customer information and product excellence that will produce a successful product and the development of a good prototype (Tih, Wong, Lynn, & Reilly, 2016)

Marketing capability has several factors, namely product capability, price capability, distribution capability and communication capability (Tan & Sousa, 2015). Companies that can develop marketing capabilities will be able to survive in the competition. Marketing capabilities, relational capital, and empowerment have a role in innovation and performance (Yan, 2017). Marketing capabilities, relational capital, and empowerment have a role in innovation and performance (Niazi, 2017).

Many indicators of customer involvement include service involvement and risk involvement as part of customer involvement. Service involvement and risk involvement in the company is to fulfill service to its customers. The product design benefits used, new product designs, providing design prototypes and specialist product designs are indicators of customer involvement (Cui & Wu, 2018). Customer involvement innovation affects customer knowledge, management impetus and management performance. Customer engagement innovation also plays a role in customer value creation. Customer orientation and competitor orientation influence customer relationships (Guo & Wang, 2015)

1.3 Marketing Innovation

Marketing innovation is a strategy in looking for new ideas which is a marketing process in delivering ideas, collaboration and company values to customers. Most of the development of innovation is directed at developing new products. However, companies with overall customer experience innovations and business model innovations add value to grab the market (Fisk, 2007). Innovation has a direct role in developing new products and developing companies. New productive innovations help penetrate existing markets, improve quality, reduce costs and increase work effectiveness. Innovation shows that every company needs novelty to succeed and survive in order to gain a sustainable competitive advantage and is designed for new markets and maximizes sales profit. Companies are eager to find information about competitors' products and use that information to a greater advantage (Lee, Yoo, & Choi, 2016).

New product development, customer service, network interaction, are complex things in a company for marketing performance and company performance (Dow & Parker, 2001). In this case, it need marketing innovation to support tools, ideas and infrastructure to avoid gaps between innovation and market positioning in order to achieve a sustainable competitive advantage. Marketing innovation is defined as doing something new with an idea, product, service, or technology and refining those ideas into new ways opportunities that can improve the marketing aspect. Marketing innovation capacity means improving financial performance, the correlation of organizational results, namely marketing innovation capacity, financial performance, and market performance. Market performance provides customer satisfaction in the form of value, retains and attracts customers, achieves growth and market share, especially in relation to decisions to innovate with changes in pre-existing marketing practices followed by human resource commitment and attention to marketing assets and services during the marketing strategy process (examination, 2015). Product innovation to market performance has an effect on external sources of product innovation and market innovation. Successful innovation requires an understanding of broad and non-functional product features (price, distribution, promotion, service ideas that come from external sources of knowledge) (Lee, Yoo, & Choi, 2016).

In general, companies implement marketing innovations to find new markets to meet the needs of new consumers. Marketing innovation depends on two company activities, namely the manufacturing sector and the service sector. Manufacturing companies have a greater need to innovate product and packaging designs, on the other hand, service companies are closer to the end consumers who set innovation strategies by placing products or services, promotions, and prices (Medrano & Olarte, An empirical Approach to Marketing Innovation in Small and Medium Retailers: An application to the Spanish sector, 2016). Menurut Muangkhot (2015) The relationship between marketing innovation strategies, marketing performance through new product development, responsiveness to customers and marketing excellence exists in three dimensions, namely learning orientation, strong entrepreneurship, and research and development (R&D) innovation strategies (Muangkhot & Ussahawanitchakit, 2015). High organizational knowledge will be able to generate new resources in marketing innovation appropriate with performance effects (Nieves & DíaznMeneses, 2016).

2. Method

This type of research used quantitative methods. After the research design is made the next step is to determine the population to generalize objects or subjects that have a certain number and characteristics to be determined and used in the study, determine the sample used, and determine the size of the sample, as well as the sampling technique. The next process is to clarify the variables and define the operational variables of the research to understand the variables and types of variables, the indicators of the research variables and the questionnaire design. In the research instrument, the validity test will be carried out to determine the validity of the questionnaire and the reliability test to measure a questionnaire which is an indicator of a variable or construct.

The population sample used was 307 furniture export companies which have certain characteristics (Sugiyono, 2016). The sample selection technique in this study was carried out by using probability sampling techniques. This provides equal opportunities for each element (member) of the population to be selected as members of the sample. In this study, simple random sampling was chosen. By randomization, a representative sample allowed to generalize population (Creswell, 2016).

The research location was in Jepara in May 2017 until in January 2020. The data taken is a furniture export company registered in the Ministry of Industry and Trade, Jepara Regency, Central Java in 2019. Model testing in the Structural Equation Model is carried out with two tests, namely the model fit test and the causality significance test through the regression coefficient test.

3. Discussion

Based on the results of testing the measurement of marketing performance variables, it shows that the indicators reliably and validly form marketing performance variables. The indicators that make up the marketing performance variable are sales (factor loading 0.854), market share (factor loading 0.775), adding new customers (factor loading 0.819), customer satisfaction (factor loading 0.84). Based on the loading factor, the sales indicator is the indicator that best contributes to the marketing performance variable. The empirical findings show that good sales in export furniture companies can improve marketing performance.

Based on the results of the measurement of the customer involvement variable, it shows that the indicator reliably and validly forms the customer involvement variable in furniture companies that export in Jepara. The indicators that make up the variable customer involvement are service involvement (factor loading 0.831), innovation involvement (factor loading 0.879), design involvement (factor loading 0.674), development involvement (factor loading 0.766). The mean result of customer involvement variable is in good category. The company will carry out service involvement to fulfill management's commitment to engage in maximum service. Customer involvement will be developed by conducting product innovation and product development.

Most of the scores of all indicators of marketing innovation are in the good category. Most respondent's response is to answer the price creativity indicator of 51.5 or in the good category. The average result on the "design and packaging" indicator is 6.205 in the range of 6.16 to 7.00 in the very good category. This shows that the design and packaging indicators are very good. Indicators of product creativity obtained an average of 6.126 also in the interval range 5.30 to 6.15 good categories. This shows that the indicators of product creativity are good. Likewise, the indicators of price creativity obtained an average of 6.091 and were in the good category. As for the indicators of promotional creativity, it was obtained an average of 6.281 in the interval 6.18 to 7.00 in the very good category. The average result of the marketing innovation variable is 6.176 in the range of 6.18 to 7.00 intervals for the very good category. This shows that the marketing innovation variable is very good.

Based on the measurement results of the marketing innovation variable, it shows that the indicators reliably and validly form the marketing innovation variable. The indicators that form the marketing innovation variable are product creativity (factor loading 0.765), price creation (factor loading 0.841), promotional creation (factor loading 0.802), design and packaging (factor loading 0.693). In this case, the price creation indicator is the best indicator to contribute to the marketing innovation variable. In empirical studies, the ability to create new products determines market prices and follows market developments in furniture exporting companies can improve marketing performance. Empirical findings indicate that furniture companies must make price changes according to market demand, carry out promotions, market products and make packaging so that the products produced can meet market demands and can improve marketing performance.

The average result of marketing innovation variable shows very good category. Marketing innovation is very good when a furniture company creates products with a variety of designs and the company has the ability to create new products. Companies in determining prices must also be in accordance with market developments and can take advantage of the ability to carry out promotions. Companies that have the ability to market products and make packaging according to customer requirements will be able to increase marketing innovation. Export furniture companies in Jepara carry out marketing innovations by making new product creations, conducting promotions through exhibitions, social media and diplomatic networks that exist abroad. The company creates prices at prices that are reasonable so that customers are satisfied with the desired price.

Marketing innovation has a significant effect on customer involvement. This study shows that the first hypothesis (H1) is accepted. This means that marketing innovation has a significant effect on customer involvement. A good marketing innovation will make customer involvement even better. Marketing innovation contributes directly to customer involvement by 25.8%.

Price creation is the best indicator in the marketing innovation variable. Furniture companies that carry out marketing innovations well will have an impact on increasing their company, especially their impact on customer involvement. Price changes according to market demand because by changing prices, you will be able to see existing market opportunities. Furniture companies also carry out promotions, market products and make good packaging so that the products produced can meet market demands and can increase their engagement with customers. In conducting marketing innovations, furniture companies create product creations, design creations, services, promotions and prices considering the competition in the global market furniture companies are always creative in determining prices and price changes according to price developments at the export market level.

Marketing capability has a significant effect on customer involvement. This study shows that the third hypothesis (H3) is accepted which states that marketing capability has a significant effect on customer involvement. A good marketing capability will make customer involvement even better. Marketing capability directly contributes to customer involvement by 22.7%. Meanwhile, communication capability is the best indicator in the marketing capability variable. The marketing communication style of furniture companies in Jepara will have an impact on the customer, especially the effect on customer involvement. Conversely, poor marketing communication will have an impact on less good customer involvement.

Furniture companies in Jepara develop products according to market demand. The increasingly fierce level of competition forces companies to make breakthroughs, one of which is to develop products consistently so that the market is not saturated with the products offered. Furniture companies must also develop products that customers want. Pricing according to customer desires is very important to find out how far customer perceptions of furniture products are. The better the price, the better the customer is involved in purchasing the product being offered. Then, communication must run well. Customers must be well served in order to be close to the company and to be involved in purchasing and marketing. Serving customers well is the responsibility of all members of the company organization in order to satisfy customers and improve marketing performance. Furniture companies that provide maximum service will increase customer involvement.

Conclusion

Marketing innovation is the implementation of new marketing method conducted by companies as part of strategies that differs significantly from previous method used. Companies implement marketing innovations to find new markets to meet the needs of new consumers. Marketing innovation has a significant effect on customer involvement. This study shows that the first hypothesis (H1) is accepted. This means that marketing innovation has a significant effect on customer involvement. A good marketing innovation will make customer involvement even better. Marketing innovation contributes directly to customer involvement by 25.8%.

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