
A NEW PARADIGM: SMES MARKETING PERFORMANCE IMPROVEMENT MODEL

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Abstract: This research aims to create a marketing performance improvement model that could help SME actors, particularly in the culinary field, so that they can have strategic steps that would help them run and develop their businesses. This research utilizes qualitative analysis which also employs a case study approach. The sample used in this research consists of 25 businesspersons in the culinary field. The data collection method is in the form of interviews. This research resulted in a marketing performance improvement model which consists of 8 strategic steps which encompass customer relations marketing, innovation, and e-commerce for SME actors. This model could serve as a basis for SME actors to continue improving their marketing performances, competitiveness, and their ability to maintain their businesses. For further research, an examination of the resulting model and its effects on SME actors is advised. Furthermore, research can be continued by examining SMEs in other fields.

Keywords: customer relationship marketing, innovation, e-commerce, marketing performance, SMEs

INTRODUCTION

The phenomenon of change from *production-oriented* into *customer oriented* or *market oriented* business, has caused most businesses to see consumers as one of the most important company assets shown through the improvements in customer relationship quality. Customer relations is highly important for the company; if the needs of the customers are fulfilled, then customer satisfaction would be achieved which would also improve marketing performance as a result.

Based on data by the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, the trend for starting MSMEs has been steadily growing in Indonesia. From 2012 to 2017, the number of MSMEs grew as much as 7,716,712 units. As the capital of Riau Province, Pekanbaru has seen a significant development in terms of MSME activities. According to the Department of Industry and Commerce, in 2018 there were around 1000 MSMEs that existed there, and that the culinary industry was flourishing (Anon 2019). With such a significant growth for MSMEs in Pekanbaru, strategic planning will be crucial for business actors so that they could still effectively participate and compete in the market.

The culinary business sector is the most attractive sector for micro, small and medium businesses. This field is considered promising because of the simple fact that everyone needs food every day. The culinary business does not solely rely on the taste of food; it is also important to pay attention to the implementation of marketing strategies given the very high level of competition in the culinary sector (Zuari, et al 2013). The right development and marketing strategy needs to be developed so that MSMEs can improve their marketing performance.

Marketing performance is a factor that is often used to measure the impact of strategies adopted by a company. Marketing performance should be measured by looking at marketing activities that emphasizes the marketing activities and competition more clearly, such as sales unit size, customer growth, and customer turnover rates (Ferdinand 2000).

The culinary industry is a collaboration of products and services in a balanced composition, therefore it is important to establish maximum long-term relationships in culinary marketing efforts and to increase customer growth. (Suci 2017). Customer relationship marketing is a business model with the primary goal of identifying, anticipating, and understanding customer needs, as well as those who have the potential to become customers by gathering information about customers, sales, marketing effectiveness, and market trends (Gary 2013). By building relationships with customers, businesses can maximize their marketing and can maintain and increase customer growth along with their market share. This of course will have an effect on increasing sales productivity and company profits. Study results (Methasari, et al 2018) show that customer relationship marketing which includes entrepreneurial orientation, social capital and relationship quality has a positive and significant effect on improving marketing performance. However, results obtained from different research (Tawas and Djodjobo 2014) states that customer relationship marketing through entrepreneurial orientation has a positive but less significant effect in improving marketing performance. This is because the application of customer relationship marketing has not been maximally carried out. Business actors do not really understand how to effectively improve customer relationship marketing.

In addition to building customer relationship marketing, to be able to ensure each product produced is able to compete and survive, businesses must also innovate

continuously starting from input, process and output. The uniqueness of the product and the way of marketing as a result of continuous innovation will bring greater competition. Business actors who succeed in creating competitive advantage and improving marketing performance are companies that are able to create innovation and creativity through an effective and planned innovation process (Drucker 1999). Study results (Karinda, et al 2018) prove that innovation has a positive and significant effect on improving marketing performance, the better and planned the innovation carried out, the better the marketing performance of SMEs.

The survival and continuation of a company depends on how fast and responsive the company is to the existing dynamics. (Karinda et al. 2018) The development of information technology requires everyone to begin to master and follow existing developments. With the development of technology, businesses must also adjust to existing developments. One effort that can be done is to start increasing sales by using new marketing channels, one of which is through the usage of *e-commerce*. The use of *e-commerce* is expected to be wider so as to facilitate all consumers from all over the world. Utilization of *e-commerce* is also a form of service innovation efforts from small and medium business owners to their consumers or customers. (Saputra and Adnan 2017)

E-commerce is an electronic transaction which revolves around the sale or purchase of goods or services between households, individuals, government and other public or private organizations, which is carried out through networks through computers. (Pradana 2016) *E-commerce* can bring the same opportunities for businesses ranging from micro, small and medium businesses. The most significant function of e-commerce is the ability to reach many users quickly and with cost effective use regardless of differences in their geographical location. (Pradana 2016)

Study results (Farida, et al 2017) show that *e-commerce* had a positive and significant effect on improving marketing performance but different results were obtained in other studies, (Hardilawati, et al 2019) and (Prihadi and Susilawati 2018), which stated that *e-commerce* had no significant effect towards improving marketing performance.

Based on the description above, this study aims to be able to create a model of marketing performance improvement that can help SMEs, especially in the culinary

field, to be able to have strategic steps so that existing businesses can continue to be run and developed. In addition, the model created can be a guide for SMEs to be able to compete and determine business positions and improve their marketing performance.

RESEARCH METHOD

This study utilizes qualitative analysis which implements a case study approach. Case studies are a series of scientific activities that are carried out intensively, in detail and in-depth about a program, event, and activity, both at the level of individuals, groups, institutions and organizations to gain in-depth knowledge about the event (Rahardjo 2017). Case Studies are conducted in a natural, holistic and in-depth setting. Natural means that data collection is done in the context of real life events. Holistic means obtaining data in a comprehensive and comprehensive manner (Rahardjo 2017).

This study employs primary data with an exploratory approach. Information was collected through interviews involving culinary business owners in the city of Pekanbaru. The sample selection uses a purposive sampling method with the criteria of being the owner of a culinary SME in Pekanbaru, already running a business for at least 2 years and willing to conduct interviews and provide in-depth information. Additionally, information is collected by visiting offline and online stores and making observations to gain additional information in case there are some findings that are contradictory or not very clear. The use of data and information from various sources such as in this case study is proven to increase the validity of research.

After conducting interviews and conducting in-depth observations, data analysis will be carried out in relation to the theory, the results of previous studies and the opinions of experts. Furthermore, transferability or research findings will be abstracted into a concept or theory. From the results of the qualitative analysis conducted, a marketing performance improvement model for SMEs can be formulated which can be used by SMEs in the preparation of strategies and implementation in improving marketing performance.

RESULTS

Opportunities and Challenges of SMEs

SMEs in the city of Pekanbaru, especially in the culinary field, are developing very rapidly. This can be seen as an opportunity or challenge. With the continued

increase in the number of SMEs that exist, it can help the government in reducing the number of unemployed, creating new jobs and increase various types of creative businesses in Pekanbaru. This strong SME growth can also be utilized for new business actors to be able to learn from existing businesses related to the business strategies undertaken. Besides that, for the community, with competition among business people, it will benefit the community because they tend to do promotions that benefit the consumers.

Besides the increase in opportunities, challenges are also expected for SMEs. The high growth in the number of culinary business actors also causes tighter competition which raises concerns for them. From the interviews, SMEs felt a significant decrease in their sales, loss of customers and decreased business productivity.

Customer Relationship Marketing

Marketing is a continuous, intact system. It is not only a process of selling goods, but it also involves activities ranging from product design to establishing customer relationships after product sales. Interaction with consumers after they buy a product is one of the strategies to be able to retain customers, because looking for new customers incurs a higher cost than maintaining existing customers (Kotler, Philip and Armstrong 2012).

SMEs are considered to be more reliable in establishing customer relationships because closer relationships with consumers are generally encouraged along with direct interactions. Business actors mention that although the main factor for consumers to buy their products is because of the taste of the food or drinks that they make, interactions with consumers are also important, because listening to special requests from consumers is also one way to make consumers loyal to the business. But the results of the case studies obtained from the interviews obtained from all respondents stated that there are several obstacles in customer relationship marketing, namely:

1. Limited Number of Employees

Seven respondents stated that the limited number of employees in SMEs caused sub-optimal services, especially when business conditions were busy. This is also a factor that causes obstacles in establishing relationships with customers.

2. Lack of understanding in consumer tastes

Six respondents stated that each consumer has different tastes, and it is quite difficult to be able to understand and serve all the desires of consumers. The different characters of consumers is also one of the factors that makes it difficult to reach all consumers. Business actors should determine the target consumers to be served.

3. Fear of taking risks

The changing environment and market conditions requires businesses to be able to make improvements to the way they interact with customers. Nine respondents stated that most business people do not dare to take risks and choose to maintain the old ways to establish customer relations.

4. Customer service is still not optimal

Pekanbaru City, where majority of people are Malay, is famous for its familial nature and people with excellent manners. A total of fourteen respondents agreed that in terms of consumption, consumers not only pay attention to the matter of taste, but service and communication can also be one of the factors that make consumers in the Malay area loyal to a business. Some respondents stated that even though the food made was delicious, if there was a mistake with communication or service, customers would also rethink any decision to come again. Of course this can be input for businesses to further maximize service to create a good customer relationship.

Innovation

The increasing number of culinary SMEs in Pekanbaru, is requiring businesses to think more creatively and make improvements or innovations in their businesses. The innovations made start from the input, process and output. Based on the results of the interview, as many as eighteen respondents stated that the process of improvement or innovation starts from *controlling* menus that lack potential, then based on references from consumers, businesses create new innovations on existing menus, taking into account the market developments that occur. In addition, fifteen respondents stated that the characteristic of cooking is also one of the innovations that can be done so that there is a differentiation with other similar businesses. In the process of production, innovation also needs to be done by maintaining the quality of production and adding creativity and new things in the production process, to attract attraction to their businesses. Six respondents stated that they do *live cooking*, or a place to cook that can

be directly seen by consumers, so that it can better convince consumers of the quality of the products produced and be an attraction.

Innovations are also made in terms of promotion and communication. Twenty-three respondents stated observing similar business competitors about how they promote their products, what their competitors do in introducing their products to consumers. Then they do a new marketing strategy by promoting through social media, finding information about competitors' shortcomings and making adjustments to their business. In addition, there were two respondents who stated differently, that the output innovation was carried out while maintaining existing flavors and innovating based on observations of their competitors.

E-Commerce

E-Commerce is an online sales system that is strongly trending among businesses. The development of information technology is a factor that drives the creation of online business. Online creative and innovative businesses that utilize the most prominent Information and Communication Technology today are Gojek and Grabbike. And in terms of culinary use GoFood and GrabFood (septanto 2016). GoFood and GrabFood develop one type of e-commerce, namely *Business to Customer* which is done by *personal online booking*. *E-commerce* is here to provide convenience to businesses ranging from small to large scale. To increase sales and increase market share, businesses must increase their sales channels and follow market developments. Selling online has become essential. Twenty-three business operators stated that it was necessary to sell online using *e-commerce*. According to them, the increasingly fierce competition and the number of new businesses that arise by only selling through *e-commerce* and marketing through social media, actually have a pretty good profit even though they do not have a place to sell offline.

A different view was stated by two small business actors who said that the use of *e-commerce* services need to be adjusted to the products sold, meaning that not all products from culinary SMEs were suitable for marketing through the usage of *e-commerce* services. Like hot food or hot drinks, customers will prefer to come directly to an offline store rather than buy with an e-commerce application.

There are advantages of *e-commerce* based on the results of interviews with culinary entrepreneurs. The advantages of *e-commerce* services that businesses feel are the ability reach more markets; *e-commerce* services such as GoFood provide daily reports that can help them in bookkeeping their businesses. Besides that, people are familiar with *e-commerce* services, and it is shifting into the main choice for them to shop. Seven respondents said this was an opportunity for them to be able to increase their sales, while also considering the fact that *e-commerce* services can also be a promotional media for their businesses.

Marketing Performance

Marketing performance is not only measured by the profits generated, but also the success of marketing strategies. Based on the results of interviews, twenty-one people stated that in the city of Pekanbaru, product promotion by the method of giving discounts is still an effective way of attracting consumers in small businesses; while in medium businesses, in addition to price discounts, the strategy of making food and beverage packages is considered successful in attracting customers and increasing sales.

Besides marketing strategies, fifteen people stated that in order to generate customer growth, businesses use social media and sales through *e-commerce* to reach more customers. Additionally, maintaining the comfort of the place also needs to be considered because based on observation, customers do not only think of taste and quality; comfort and good service are also factors consumers consider when making a repeat purchase. Customers who are satisfied with the services provided will usually bring new customers and come back to the shop again, so there will be an increase in sales and profits.

DISCUSSION

Looking at the increasing contribution of small businesses to the economy, research on marketing in small businesses is increasingly important to do (Duncan, 2000 in (Manek 2013) Marketing performance is a concept to measure the market achievements of a product, where each company has an interest in knowing the market achievements of the products. In the theory of Cravens (1996) in (Manek 2013) indicators of performance measurement are satisfaction, loyalty, market share and

profitability. In research conducted by (Arif and Widodo 2011) which examines marketing performance models, it is found that marketing performance is an indicator which is often used to measure the impact of the strategies carried out by the company. Good marketing strategies will produce good marketing performance. The indicators of marketing performance used are increased sales volume, increased sales growth and good financial performance.

The results of the study concluded that customer relationship marketing is one of the strategies that play a role in improving marketing performance, influencing indicators in the form of customer relationship quality, entrepreneurial orientation and social capital. Customer relationship marketing has a positive impact in improving the marketing performance of SMEs. To address the obstacles faced by SMEs in Pekanbaru in customer relationship marketing, significant improvements need to be made so that it can be optimally carried out. Haris and Piercy in (Manek 2013) revealed that increasing performance and increasing company competitiveness can be done through the development of organizational culture that is focused on understanding market needs, wants and market demands that are market oriented (market-oriented culture). This is in line with the results of this study which proves that business actors still do not really understand the tastes of consumers, they still need to improve maximum service by conducting an appropriate analysis in calculating HR needs. For this reason, the first thing that a businessperson needs to do is to identify the tastes of consumers and then to do a market-oriented strategy. The results of this study are in line with the results of research from (Adijati Utaminingsih 2016) which proves that the existence of better customer relationship marketing can have an effect on improving marketing performance in Small and Medium Enterprises (SMEs).

Innovation is also a variable that greatly influences marketing performance improvement. The results of the study show that innovation can be done by analyzing the weaknesses of competitors and seeing the advantages of one's own business to make way for improvements to the product and creativity in production which would lead to innovation in terms of marketing methods and communication to improve marketing performance. This is in line with the theory from (Robbins 2010) that innovation is a process of changing creative ideas into useful products or work methods. Whereas (Kasali 2010) defines innovation as the ability to see things in new ways and sometimes

out of the ordinary. So, improvements or innovations made from the start of input, process to output in a business can support or influence the performance of companies in SMEs. The results of this study are in line with research (Anon 2015) and (Karinda et al. 2018) stating that product innovation has a positive influence on marketing performance; businesses must be able to adapt by creating new thoughts or ideas on the products offered. This means that the survival of SMEs depends on how quickly and responsively they can face the dynamism of business conditions. the better the ability to adapt and innovate, the better their marketing performance.

The development of existing technology causes SMEs to expand sales through *e-commerce*. *E-commerce* plays a role in expanding SME relationships or business networks. Yulimar in (Sarastyarini and Yadnyana 2018). *E-commerce* can help to boost market share, increase sales and increase profits significantly. The results of this study conclude that *e-commerce* is an effective new way for businesses to improve marketing performance. This is in line with the results of research from (Sarastyarini and Yadnyana 2018) which states that the increasing development of *e-commerce* in SMEs would also cause the performance of companies in SMEs to further develop. This is also in accordance with the results of research (Lesmono 2015) which proves that the use of *e-commerce* in business transactions has caused reactions from consumers, namely in the form of acceptance and rejection. The successful implementation of *e-commerce* is very dependent on the acceptance of consumers and business actors as *e-commerce* users. This means that the more effective the work of business actors, the better the performance of SMEs in developing their businesses. This proves that the use of *e-commerce* can be an option for SMEs to be able to develop and expand the reach of businesses.

Based on the findings of this research, a model of marketing performance improvement for SMEs can be formulated as the following: (Image 1)

The above model explains the 8 stages of analysis that can be used by SMEs to be able to analyze and use the model to help improve their marketing performance. The stages are in the form of identifying consumer tastes, analyzing business advantages, analyzing the weaknesses of similar competitors, then SMEs determine the characteristics of the business, making innovations that begin before starting to produce

goods to innovations in developing marketing strategies. The next step is accurate communication and network expansion with sales through *e-commerce* or online sales applications. The final stage is to build ongoing relationships with customers.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of the analysis, it can be concluded that there are 8 strategic steps that can be used by culinary SMEs to improve their marketing performance, namely:

1. Identification of Consumer Tastes

The initial stage that needs to be done by businesses is to conduct surveys related to consumer tastes; what is desired and needed by consumers. At this stage, business actors can write down findings in the field regarding consumer tastes. The product made must be based on surveys or field observations to ensure that the business that is made is fixed and has a good sale value.

2. Business Advantage Analysis

After conducting surveys and observations about what consumers want, the next step is for business actors to formulate business advantages of chosen business, how the business that is run can be sure to run well. Business actors write a list of business advantages in the existing model.

3. Analysis of Weaknesses of Similar Competitors

After analyzing business advantages, business actors write down the weaknesses of similar competitors or other business actors based on observation. This is important to do because business actors can later make improvements in their businesses based on weaknesses found in those similar competitors.

4. Set the Distinctive Characteristics of Business

After reviewing the analysis of business advantages and seeing the weaknesses of competitors, the business actor must determine the distinctive characteristics of the business being run, provide an explanation in a working paper about the advantages of the SME that can be set as the characteristics to be highlighted.

5. Make an Input-Process-Output Innovation

After having business characteristics and selling as expected, to improve marketing performance, business actors need to innovate in the form of inputs, processes and outputs. Input innovation in the form of thinking about ideas that can be done for business development, writing down what you want to improve, what innovations are desired and expected from business actors. Then the business actors write down what process can be done in achieving the desired targets and expectations, think of creative and innovative ways of carrying out the sales process and improving the production process. Output innovation is related to innovation in terms of marketing, the company's latest strategy to be able to increase profits, sales volume and market share.

6. Perform Accurate Communication

In running a business, even though the products made are very good, communicating the product becomes very important. Good communication that is right on target will be able to provide good customer value as well. At this stage the business actor writes down what communication can be done to attract customers. The communication is adjusted to the market segmentation of the business actors.

7. Expand Network by Selling through E-Commerce

In the digital age, business people can adjust to the times. Business actors can develop networks to expand market share. In this stage, business actors write *e-commerce* or online sales services or applications that are possible. Choose *e-commerce* services that are profitable and not burdensome to business people.

8. Build Sustainable Relationships with Customers.

The last stage that can be done by business actors is conducting ongoing relationships with customers. Business actors can work out several ways that can be done to be able to establish good relationships with customers. Business actors write down anything that can be done to be able to maintain good relations with customers.

Recommendations

There are several recommendations that can be given to any further research, namely 1). For the next research it is recommended to test the marketing performance improvement model for SMEs. 2). For the next research, testing can be done not only focusing on the culinary SMEs, but also in other fields that would provide additional research objects. 3) the researcher can then add other variables that can support the

improvement of SME marketing performance. 4). It is also necessary to test how micro businesses can improve their marketing performance.

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FIGURE



Figure 1. Implication of Marketing Performance Improvement Model for SMEs