

The Influence Digital Marketing and Market Orientation on Marketing Performance Moderated by Competitive Advantage

Lia Agustina*, Prasetyo Hadi, Jubaedah, & Iwan Kresna Setiadi

Universitas Pembangunan Nasional "Veteran" Jakarta, Jakarta, Indonesia

Abstract

The phenomenon in this research is the decline in the number of marriage registrations at Ministry of Religious Affairs/KUA. According to data from the Indonesian Ministry of Religion in the last three years, the marriage rate in Indonesia has decreased drastically. Around two million marriages will decrease by 2024. Meanwhile, according to the 2018 in the Central Statistics Agency (BPS) report, the creative economy subsector contributes greatly to the national economy, with a contribution of 7.44% to Gross Domestic Product (GDP), one of the MSMEs in the creative economy subsector namely MSME EO. With the decline in the number of KUA registrations, MSMEs in the marriage sector are experiencing market saturation. Therefore, marketing performance (variable y) is required, including competitive advantage (variable z) as moderation and (variable x) namely digital marketing and market orientation. This research used quantitative and saturated sampling techniques. The population involved 101 MSME actors in the field of Event Organizer (EO) in DKI Jakarta. Employing SMART PLS 4.0, the results of this research indicate that digital marketing and market orientation have a significant influence on EO marketing performance in DKI Jakarta. However, competitive advantage cannot moderate digital marketing and market orientation.

Keywords: digital marketing, market orientation, competitive advantage, marketing performance, MSMEs in DKI Jakarta

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1. Introduction

According to the World Bank, MSMEs as the driving force of the Indonesian economy are projected to increasing to reach 83.3 million perpetrators in 2034. Creativity and skills owned by perpetrator of MSMEs provide positive impact for income of the country. Based on data collected by the Ministry of Cooperatives and SMEs in 2021, there are around 64.2 million small and medium enterprises (MSMEs) in Indonesia. MSMEs have a significant contribution of 61.07%, or IDR 8,573.89 trillion to the country's Gross Domestic Product (GDP). One of the contributions of MSMEs in the Indonesian economy is to absorb labour, where MSMEs can absorb up to 97% of the existing workforce and raise investment, where MSMEs can raise up to 60.4% of total investment. According to a 2018 report by the Central Statistics Agency (BPS), the creative economy subsector contributes greatly to the national economy, with a contribution of 7.44% to Gross Domestic Product (GDP), 14.28% to the workforce, and 13.77% to exports, according to the Coordinating Ministry for Economic Affairs of the Republic of Indonesia. Thus, MSMEs become an important pillar of the Indonesian state. However, there is a phenomenon, namely the decline in the number of marriage registrations at the KUA. According to data from the Indonesian Ministry of Religious Affairs in the last three years, the number of marriages in Indonesia has decreased dramatically. About two million marriages decreased in 2024 with the decline in the number of KUA registrants, MSMEs with the marriage sector are experiencing market saturation.

In the context of the declining number of marriage registrants at the KUA, the number of EOs is still decreasing. If the demand for wedding services declines (predicted from the declining number of wedding registrants at the KUA), but the supply of services from EOs remains high, then the market for wedding services may become saturated or oversupplied. In this situation, EOs will face the onset of market saturation. Market saturation occurs when the demand for a product or service has reached a point where most possible consumers have already purchased or used the product. At this point, growth in sales of that product becomes slow or even stagnant as the majority of the target

* Corresponding author.

E-mail address: lia2024844@gmail.com

market has been satisfied. Tougher competition as it has to compete for business from an increasingly smaller number of marriage registrants. So, every industry player must perform better than their competitors. Thus, competitive advantage, which differentiates an enterprise from its competitors and gives it an edge in the market. With a significant competitive advantage, MSMEs can attract customers, maintain market share, and achieve long-term success amidst intense competition.

In the article, the word of Data explains that Google has connected more than nine billion users with the business units they need. More than one billion users search for business contacts through Google. Although a large number of MSMEs have been documented and potentially listed on Google Maps, there are also a large number whose precise location coordinates have not been determined or perhaps MSMEs do not use Google Maps technology to support their business, thus implying that they may not be listed on Google Maps. Therefore, the actual competition among MSMEs could be higher than what is visible on Google Maps because there are businesses that exist but are not recorded on online mapping services, meaning there is more competition. According to data from the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop and UKM), the number of MSME players operating online continues to increase, although there are still some that are not. Currently, 13.7 million out of 64 million MSME players across the country have operated digitally or online. Many MSME players are reluctant to learn about technology or digital marketing. This shows that there is a considerable gap between MSMEs that have gone digital and those that have not.

MSMEs that have a competitive advantage, understand market orientation, and utilize digital marketing are expected to successfully carry out the strategy of their business and increase revenue and the number of customers (marketing performance). The concept called marketing performance is used to measure how well a product or service is doing in the market. Every company wants to know how its products are doing in the market, as this will show how well their business is doing in the business competition. By understanding marketing performance, small and medium-sized businesses (MSMEs) have the ability to evaluate how the strategies and orientations used in achieving marketing goals and overall business success. Based on the explanation above, the authors suggest investigating competitive advantage to moderate the effect of market orientation and digital marketing factors on the marketing performance variables of MSMEs organizing events in DKI Jakarta.

2. Literature Review

2.1. Marketing Performance

Marketing performance is an evaluation of the results of marketing efforts carried out by a company or organization. Through monitoring performance marketing, MSMEs are able to identify the effective strategies to increase their sales and revenue. In line with the explanation above, good marketing performance shows that marketing implemented by the company is successful in achieving the desired goals and providing added value to the company (Hasyim et al., 2022). Meanwhile, according to Kotler & Keller (2016), marketing performance is an understanding of the financial and non-financial returns to business and society from marketing activities and programs. According to the researchers, marketing performance is a kind of effort to measure performance levels including sales turnover, number of customers, profits, and sales growth (Rahmad Hudapi Purba et al., 2022). Besides, according to Efrata et al. (2019), performance marketing is a measure of the effectiveness and efficiency of a company's marketing activities in achieving its marketing objectives.

2.2. Competitive Advantage

Competitive advantage is a factor or characteristic that distinguishes a company from its competitors in the market that allows the company to achieve a better position and maintain sustainable growth. Competitive advantage allows organizations to allocate costs and operating results that supports their positioning techniques in the market, thus creating a significant advantage over their competitors (El-Masry, 2021). In line with the definition, other sources define competitive advantage as the ability of a business to be better than its competitors to attract and retain customers (Tajeddini et al., 2023). Another source suggests competitive advantage is the achievement of superior performance by using organizational resources and capabilities. This means the ability to create a superior competitive position and better value for customers based on greater assets and capabilities, which implies low cost, differentiation, and centralization capabilities (Samantha & Almalik, 2019). Another source stated that competitive advantage comes from the value of the company provided to customers, where customers usually prefer to buy goods with greater value than they expect or want (Yuza et al., 2023). Porter in the Pratono et al. (2019) also mentioned that competitive advantage is the company's ability to operate better than its competitors known as competitive advantage.

2.3. Digital Marketing

Digital marketing is a marketing practice utilizing digital platforms and media to achieve marketing goals. Digital marketing is very important for MSMEs as it can help them reach a wider audience, expand market share, and strengthen connection customer. Digital marketing defined as ability company to carry out series strategy, specifically coordinated and related with digital, or in other words, utilizing digital resources is used to achieve competitive advantage (Muhammad & Indarwati, 2023). Complementing the notion of digital marketing, social media, which is part of digital marketing, has significantly expanded the communication channels between companies and consumers, enriching marketing strategies and serving as an important channel for the transformation from traditional to digital marketing (Luo et al., 2024). Not much different, another source defines digital marketing as interactive marketing of products and services through digital technology with the aim of reaching and retaining the largest customer segment, this includes the use of advanced digital technology to form innovative marketing channels that enable continuous communication with customers and identify and meet their needs effectively and efficiently (Khalayleh & Al-Hawary, 2022). In contrast to Munir et al. (2023), digital marketing is a strategy to promote goods, services, or brands through digital media and internet technology. This covers a variety of channels and methods, such as mobile apps, email, search engines, websites, and social media to reach target audience.

2.4. Market Orientation

Market orientation is a strategic approach in which a company focuses on understanding the needs and wants of customers. Market orientation is defined as rational behaviour to achieve desired goals in accordance with expected conditions, it involves competitor-focused orientation and the ability to apply knowledge, skills, and coordination of internal resources to market-related business needs and marketing orientation can identify the necessary conditions and basis for business development as marketing capabilities and needs-oriented marketing strategies as business opportunities and challenges (Jamaludin et al., 2021). Another source states that market orientation is the company's focus on understanding the needs and desires of customers to create value for them. Market-oriented companies will prioritise this understanding in product development, promotional strategies, and other marketing-related decisions (Suwandana, 2023). According to the same source, customer orientation, competitor orientation, and interdepartmental functional coordination are indicators of market orientation or market orientation (Suwandana, 2023). Market orientation can also be defined as a business culture in which the organisation is committed to being creative in creating superior value for customers. This is important in increasing global competition and changing customer needs, where marketing realises that they must always be close to their market (Nofriza et al., 2022). Market orientation involves gathering information about customers and competitors and disseminating this information throughout the organization to gain competitive advantage and improve business performance (Hijrianda et al., 2022).

3. Research Methods

This research used quantitative method. The population in this study consisted of MSME actors operating in the Event Organizer (EO) sector in DKI Jakarta. According to Sugiyono (2014), this research used a saturated sample, which means the entire population used as sample. For sampling, this research uses non-probability sampling techniques, which means that all members of the population are small. Saturated samples, or samples that are already maximum, is an amount that will not change the representation (Basmar, 2020). The questionnaire in this study was distributed to 101 respondents via Google Form to respondents.

4. Results and Discussion

Result to research on marketing performance, competitive advantage, digital marketing, market orientation, the results are obtained shown on Table 1.

Based on the table 1, it can be seen in the original sample that the digital marketing variable on marketing performance produces a value of 0.214, meaning that digital marketing has a positive influence on marketing performance. The results of testing the service quality variable on purchasing decisions produce that the t count of 2.103 is greater than the t table of 1.983 and has a significant value of 0.035 below 0.05. This shows that digital marketing has a significant influence on marketing performance. The results of testing the service quality variable on customer satisfaction show that the t count of 2.754 is greater than the t table of 1.983 and has a significant value of 0.006 below 0.05, which shows that market orientation has a significant influence on marketing performance. Digital marketing on marketing performance through competitive advantage as a moderation produces an original sample figure of 0.041, meaning that there is no influence from digital marketing on marketing performance through

competitive advantage. Then, the results of testing the digital marketing variable on marketing performance through competitive advantage produced that the t count of 0.420 was smaller than the t table of 1.983 and had a significant value of 0.675 above 0.05, meaning that digital marketing had an insignificant effect on marketing performance through competitive advantage. Market orientation on marketing performance through competitive advantage produced an original sample value of 0.022, meaning that there was no effect of market orientation on marketing performance through competitive advantage. Then, the results of testing the market orientation variable on marketing performance through competitive advantage produced that the t count of 0.243 was smaller than the t table of 1.983 and had a significant value of 0.808 above 0.05, meaning that market orientation had an insignificant effect on marketing performance through competitive advantage.

Table 1. Hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (O/STDEV)	P Value
X1 → Y	0.214	0.196	0.102	2.103	0.035
X2 → Y	0.313	0.324	0.114	2.754	0.006
Z x X1 → Y	0.041	0.049	0.098	0.420	0.675
Z x X2 → Y	0,022	0,007	0,091	0.243	0.808

4.1. The Influence of Digital Marketing on Marketing Performance

According to the calculation and analysis of hypothesis testing with SmartPLS 4.0, there is a positive correlation between digital marketing and marketing performance. This is indicated by the original sample value of 0.214, or the magnitude of the correlation of 21.4%. These numbers indicate the first contributor in this study. In addition, the value of t-statistic shows that t-count 2.163 is greater than t-table 1.983, which indicates the influence of digital marketing on marketing performance. The significance level (p-value) is 0.035 below 0.05, which indicates that this effect is significant. These figures indicate that digital marketing can influence marketing performance. The results in this study indicate a positive correlation of 21.40% between digital marketing and marketing performance, meaning that if EOs in DKI Jakarta improve their digital marketing optimally, marketing performance will also increase. Based on the results of the description analysis for the highest mean value, there is a questionnaire indicator, which states "we create useful content on social media to get the high engagement". This is evidenced by the existence of testimonial posts and informative posts on EO social media in DKI Jakarta. This is also in line with previous research, namely according to (Octavia Isroissholikhah, 2022) by sharing content; inspiring contents, entertains, or provides information that can unite followers with their business accounts related to the positive and significant influence results in proving digital marketing as one of the factors affecting EO marketing performance in DKI Jakarta.

4.2. The Influence of Market Orientation on Marketing Performance

Based on the calculations and hypothesis analysis conducted with SmartPLS 4.0, the results indicate that the market orientation variable has a positive correlation with marketing performance. This is indicated by the initial sample value of 0.313, or the magnitude of the relationship of 31.30% that this variable becomes the second contributor in this study. In addition, the statistical t-value shows that the t-count of 2.754 is greater than the t-table of 1.983, indicating that market orientation affects marketing performance, with a significant significance level (p value) of $0.006 < 0.05$. One of the conclusions of this study is that market orientation affects how well marketing performance is. The results in this study indicate a positive relationship of 31.30% between market orientation and marketing performance, meaning that if EO in DKI Jakarta increases market orientation optimally, marketing performance will also increase. This is also in line with research conducted by Albert William et al. (2023) that the higher the influence of market orientation, the higher the marketing performance.

4.3. No Influence of Digital Marketing on Marketing Performance with Competitive Advantage as a Moderator Variable

The results of hypothesis testing related to the effect of digital marketing on marketing performance with competitive advantage as moderation prove that competitive advantage does not succeed in moderating the effect of digital marketing on EO marketing performance in DKI Jakarta. This is indicated by the results of the t-statistics analysis that obtained t-count of 0.420 smaller than t-table of 1.983. Besides, it has a significant value of 0.675 above 0.05, meaning that digital marketing has no influence or is insignificant to marketing performance through competitive

advantage. Thus, it is concluded that competitive advantage does not succeed in moderating digital marketing on marketing performance. This is due to several factors, namely the existence of field conditions in 2017 research from Amalia (2017) that the EO world will not be completely perfectly competitive, collaboration with other EOs and vendors will also definitely occur. Therefore, competition will usually only occur in price issues. This is the client's full authority to choose according to his/her budget. In addition, in online news reported by IdeBiz in March 2024, it was stated that with the scale getting bigger every year, and EOs face pressure to provide a better experience to clients. In order to achieve this, collaboration is the main key, so competing becomes ineffective (Idebiz, 2024).

4.4. No Influence of Market Orientation on Marketing Performance with Competitive Advantage as a Moderator Variable

The results of this hypothesis show that competitive advantage does not succeed in moderating the effect of market orientation on marketing performance. This is indicated by the original sample value of 0.022, meaning that there is no influence from market orientation on marketing performance through competitive advantage. Then, the results of testing the market orientation variable on marketing performance through competitive advantage show that t-count 0.243 is smaller than t-table 1.983 and has a significant value of 0.808 above 0.05, meaning that market orientation has no effect or is not significant on marketing performance through competitive advantage. This is in line with previous research, namely according to (Daengs dg et al., 2022) that market orientation variables have no significant effect on moderating marketing performance. In addition, in some industries, competitive advantage may determine marketing performance, while market orientation may be more important in other industries. The mismatch between industry, competitive advantage, and market orientation could explain why the effect is not significant. For example, in research conducted Nofriza et al. (2022) in the women's boutique clothing industry that market orientation variables have a significant influence on moderating marketing performance. Therefore, industry differences are also factor of influence for moderation.

5. Conclusion

From the analysis conducted on EO MSMEs in DKI Jakarta regarding marketing performance, competitive advantage, digital marketing, and market orientation, these can be concluded that: first, digital marketing has a significant influence on the marketing performance of EOs in DKI Jakarta, meaning that EOs can quickly get feedback from their audience and adjust their marketing strategies according to customer needs and preferences. Second, market orientation also has a significant influence on the marketing performance of EOs in DKI Jakarta, meaning that EOs in DKI Jakarta demonstrate that a strong focus on customers and markets is key to achieving business goals. This includes the ability to understand and meet customer needs, be responsive to market changes, and offer personalized and relevant experiences. Third, digital marketing on marketing performance with moderation of competitive advantage in EO in DKI Jakarta has no significant influence. This indicates that competition may be very tight, and many other EOs also use digital marketing. If all competitors use similar digital marketing strategies, the competitive advantage of a particular EO may not be enough to make a significant difference. Fourth, market orientation on marketing performance with moderation of competitive advantage in EO in DKI Jakarta has no significant effect. This shows that even though EO has a market orientation, the implementation of its strategy is not effective. This could be due to a lack of deep understanding of customer needs and preferences, or a lack of responsiveness to market changes.

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