

Improving MSME Marketing Performance through Marketing Strategy

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ABSTRACT

This study analyzes the impact of marketing strategy on marketing performance among Furniture SMEs in Tahunan District, Jepara Regency. The research utilizes probability sampling to collect data from 100 furniture entrepreneurs. The study examines marketing strategy as the independent variable (X) and marketing performance as the dependent variable (Y). The findings demonstrate that marketing strategy has a positive and significant influence on marketing performance in the studied furniture SMEs. The Coefficient of Determination (R²) of 80.4% indicates that marketing strategy accounts for a substantial portion of marketing performance variation, while the remaining 19.6% is attributed to variables outside the study's scope. This research provides valuable insights for furniture SME owners and managers in developing effective marketing strategies. The strong correlation between marketing strategy and performance suggests that strategic marketing approaches are crucial for success in the furniture industry sector of Tahunan District.

Keywords: Marketing Strategy, Marketing Performance, Furniture SMEs, Jepara Regency

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INTRODUCTION

The number of small and medium enterprises is substantial for all economic sectors. During the global economic crisis, only small and medium entrepreneurs were able to survive (Ashiru et al., 2022). As a result, the number of small and medium enterprises far exceeds the number of large businesses, particularly micro and small enterprises (MSEs) (Gerke et al., 2023). Micro and small businesses have a strong presence in both urban and rural areas.

Generally, small industries (SMEs) represent one of the government's expected alternatives for solving economic problems. Therefore, SMEs are considered capable of surviving and anticipating economic downturns caused by inflation and various other factors (Angel et al., 2023). Similarly, the small and medium furniture industry in Jepara serves not only to address economic challenges but also functions as an economic pillar to meet daily needs.

Every company has a goal to achieve growth and ensure its long-term survival. One of the small and medium enterprises (SMEs) in Jepara City operates in the furniture sector. Furniture, or furniture crafts, is a product category that falls under household necessities, making it not a rare commodity but rather an essential item needed by society (Kyrddoda et al., 2023). Companies need strategies to survive in a dynamic environment with high levels of competition (Kaya,

2022). This also applies to small and medium enterprises that face increasingly intense competition day by day.

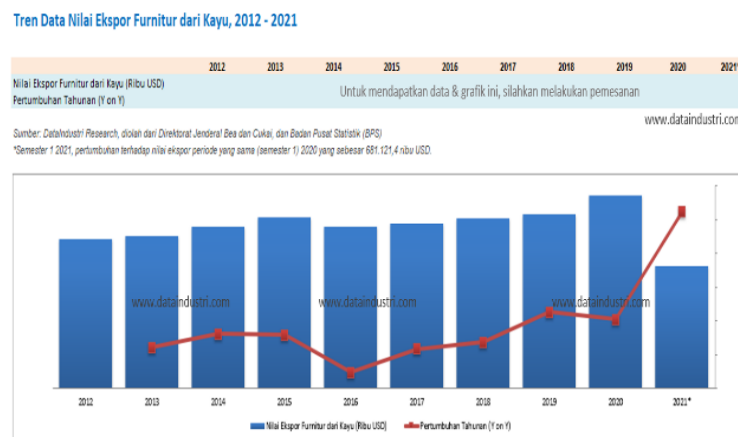
Rapid environmental changes, increasingly open market mechanisms, competitive pressures, and market dominance are challenges that must be addressed through a market-oriented approach. To enhance and win competition, companies must develop strategies oriented toward managerial processes in developing and maintaining their market position (Ballerini et al., 2023). This involves alignment between business objectives, skills, resources, market challenge changes, and ultimately marketing performance (Simms et al., 2022). This condition represents the strategic approach taken by SMEs to maintain their market existence.

Small and Medium Enterprises (SMEs) in furniture are craft industry businesses that process raw materials such as wood, rattan, or other materials into finished products in the form of furniture. That is why these SMEs have higher added value and better benefits (Kilay et al., 2022; Mitze & Makkonen, 2023). Based on their raw materials, furniture can be made from wood, metal, plastic, rattan, and other materials (Markovic et al., 2021). Indonesia has become one of the world's leading furniture producers with abundant availability of diverse raw materials (Calabrese et al., 2024; Noorlitaria et al., 2023). Wooden furniture production is highly dominant, accounting for approximately 80% of total production, while rattan and bamboo make up 11%.

Indonesia has vast potential to develop the furniture industry. This is because Indonesia has abundant raw materials for furniture and skilled human resources (Priyono, 2022). In addition, diverse local cultures can also influence the variety of furniture product craftsmanship (Defever et al., 2020). The annual increase in global furniture demand makes the furniture craft industry highly potential to contribute to national economic growth through export earnings.

According to the Ministry of Industry's records, the export value of furniture products (HS 9401-9403) in 2021 reached USD 2.5 billion, increasing by 7.6% from 2020 which reached USD 1.77 billion. The largest export destinations for Indonesian furniture in 2021 included the United States, Japan, the Netherlands, Belgium, and Germany. Once the vaccine is discovered, which is expected by the end of this year, HIMKI (Indonesian Furniture and Craft Industry Association) predicts that in 2021 and beyond, the furniture and wood crafts market will return to normal as in the previous year's period (Prameswari, 2023). Based on this data, the Indonesian Government is currently working to boost the furniture sector's competitiveness through various policies.

The growth data of the furniture industry in Indonesia as shown on dataindustri.com in Figure 1 indicates fluctuating conditions from 2012 to 2021. Here is the graph of furniture industry growth data :



Gambar 1. Trend Data Growth of the Furniture Industry in Indonesia 2012-2021(Dan et al., 2021).

Based on the furniture export data graph above, there was a steady increase in export values from 2016 to 2019. However, in 2020, the furniture industry had to experience the impact of the Covid-19 pandemic in Indonesia (Dwivedi et al., 2022). However, in 2021, it rose again dramatically. The furniture industry plays an important role in improving the performance of the manufacturing sector and the national economy (Oligarki et al., 2022). This is reflected in the achievement of national furniture product export value which increased by 33% compared to the previous year.

The highest furniture producers is found in the regions of Jepara, Pasuruan, Klaten, Surakarta, Cirebon, Gresik, Sidoarjo, Sukoharjo, and Jabodetabek. In Jepara Regency, which is a production center for wooden furniture, they are capable of producing 3.9 million pieces of furniture with a production value of Rp 1.9 billion, involving 3,946 business units. Based on total labor absorption, the furniture SME sector employs up to 72 thousand workers (Review et al., 2023). Data from the Department of Industry and Trade of Central Java Province during 2018-2021 shows an increase in the number of furniture companies engaged in export trade, as shown in Table 1 below:

Table 1. Furniture Export Sales Data in Jepara Regency

Year	Number of furniture companies	Export Value (US \$)
2018	386	179.033.428,80
2019	394	186.854.397,15
2020	390	176.802.427,11
2021	396	181.464.382,15

Source: BPS (Statistics Indonesia) Data of Jepara Regency (2018-2021)

Based on Table 1, furniture sales in Jepara Regency have experienced ups and downs over the years. Therefore, when furniture sales decline, special attention is needed, if this situation is left unaddressed, the furniture industry in Jepara Regency will not be able to survive for long (Jepara, 2021). Here is the data on the number of Furniture SMEs in Jepara Regency:

Table 2. Number of Furniture SMEs in Jepara Regency

No	Sub District	Number of SMEs Furniture
1	Batealit	34
2	Donorojo	1
3	Jepara	405
4	Kalinyamatan	10
5	Kedung	113
6	Mlonggo	118
7	Nalumsari	54
8	Pecangaan	269
9	Tahunan	2.938
10	Welahan	4
Total		3.946

Source: BPS (Statistics Indonesia) Data of Jepara Regency 2022

Based on Table 2 above, it can be seen that Tahunan District has the highest number of Furniture SMEs in Jepara Regency with 2,938 SMEs. This indicates that Tahunan District is the center of the furniture industry in Jepara Regency and is the most popular among the Tahunan community.

The intense competitive pressure directly or indirectly affects the company's marketing performance. Similarly, with market players becoming increasingly aggressive in capturing market share, the furniture industry in Tahunan District sees the need to implement marketing concepts (Mcdonald et al., 2021). Marketing relates to a company's ability to plan and implement concepts of product, price, promotion, and distribution of both goods and services, while entrepreneurial orientation is viewed as an art of seeing the challenges and opportunities being faced (Curtis, 2021). This is viewed as a factor that influences the company's efforts to improve its marketing performance.

Improving marketing performance is a marketing strategy to increase sales of products that are experiencing a decline. Therefore, to maintain business processes in the furniture industry in Tahunan District to remain sustainable, marketing performance analysis is required (Biemans, 2023). So that the company's business can provide sustainable benefits to customers, the company will be able to achieve long-term business success (Wu et al., 2024). These beneficial values need to be maintained so that the company's performance can continue to improve sustainably.

For furniture SMEs in the Tahunan District, it is essential to have a marketing strategy that becomes a business culture to continuously obtain information about customer needs, both current and potential needs that may arise. However, based on the researcher's observations, furniture SMEs in the Tahunan District have not yet maximized their marketing strategies, resulting in suboptimal marketing performance (Malshe et al., 2022). Therefore, the increase in sales of furniture craft products in this area is still very limited and requires greater attention (Gandhudi et al., 2023; Liu et al., 2024). On the other hand, furniture craft products are currently in high demand by consumers (Mero et al., 2023; Rahmalia, 2021). That is why a well-structured marketing strategy is needed from furniture SMEs to enhance optimal marketing performance, thereby facilitating an increase in sales.

An appropriate marketing strategy can enhance consumer appeal, as the information provided effectively reaches the consumers. Thus, marketing strategies have a significant positive influence on marketing performance (Papadopoulou et al., 2023). Marketing strategies must also be complemented by innovation and the quality of the products themselves, aiming to add value so that marketing can proceed effectively and optimally (Venciute et al., 2023). Conversely, if the strategy is not supported by additional value factors such as quality and innovation, likely the strategy employed will not perform as expected.

LITERATURE REVIEW

Based on several previous studies, the author has identified a gap in the variable of Marketing Strategy concerning Marketing Performance in furniture SMEs in the Tahunan District, as illustrated in Table 3 below:

Table 1. *Literature Review*

Title, Name (Year)	Result
Pengaruh inovasi Produk, Keunggulan Bersaing, dan Strategi Pemasaran Terhadap Kinerja Pemasaran (Ningrum et al., 2020)	The marketing strategy has a positive influence on marketing performance when analyzed individually.
Pengaruh Inovasi Produk, Strategi Pemasaran, Dan Orientasi Kewirausahaan Terhadap Kinerja Pemasaran Hotel Syariah Di Masa Pandemi Covid -19 Dengan Keunggulan Bersaing Sebagai Variabel Intervening (PRASETIYO, 2021)(Prasetyo, 2021)	The marketing strategy has no influence on marketing performance.

Based on the background explanation, as well as the presentation of data and literature review from previous research findings, the author has chosen to address the research topic regarding "The Influence of Marketing Strategy on Marketing Performance in Furniture SMEs in the Tahunan District."

Research Hypothesis

Marketing strategy is an activity commonly undertaken by companies to communicate messages about their products to consumers (Kesadaran & Pelanggan, 2018). This relates to how the produced products can be recognized and sold in the market environment, thereby achieving the initial objectives of the company.

Based on the research by (Ningrum et al., 2020), which indicates a significant positive influence of marketing strategy on marketing performance, the second hypothesis is formulated as follows:

H1: The marketing strategy has a significant positive effect on the marketing performance of furniture SMEs in the Tahunan District of Jepara Regency.

Research Hypothesis

According to (Sugiyono, 2016), a good framework of thought will theoretically explain the relationships between the variables to be studied. Based on the formulation of the research hypothesis, the theoretical framework of the study is illustrated as follows:

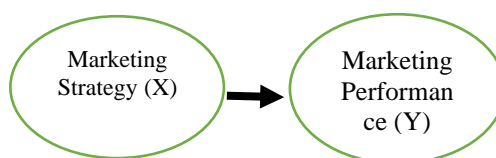


Figure 2. Theoretical Framework of the Research

RESEARCH METHOD

This research employs both quantitative and qualitative research methods. The objective of this study is to analyze the influence of Marketing Strategy on marketing performance. The research is conducted in the Tahunan District of Jepara Regency.

Population and Sample

The population of this study consists of furniture SMEs in the Tahunan District. According to the latest data from Badan Pusat Statistik (BPS) Jepara, there are 2,938 furniture companies in the Tahunan District. The sample for this study is a subset of the quantity and characteristics possessed by the population. The number of samples taken is equal to the population of furniture SMEs in the Tahunan District. The sample in this study uses Slovin's formula (Hamdi 2019). The following is Slovin's formula:

$$n = \frac{N}{1+N(e)^2}$$

Description:

n : The required sample size

N : Population size

e : Sampling error rate = 10% = (0.1)

$$n = \frac{N}{1+N(10\%)^2}$$

$$n = \frac{2.938}{1 + 2.938(10\%)^2}$$

$$n = \frac{2.938}{1 + 2.938(0,01)}$$

$$n = \frac{2.938}{1 + 29,38}$$

$$n = \frac{2.938}{30,38}$$

$$n = 96,7 = 100$$

Based on the results from the formula above, to ensure that the sample better represents the population, a total of 96.7 respondents will be used, rounded up to 100 respondents.

Data Analysis Method

The data analysis method used in this study is simple regression analysis. Simple linear regression is employed by the researcher as a measure to determine the relationship between two variables. The formula for simple linear regression is as follows:

$$Y = a + b_1 X_1 + e$$

Description:

Y : Dependent Variable (Marketing Performance)

a : Constant

B1: Regression Coefficient

X1: Marketing Strategy

e : error term

Coefficient of Determination

The coefficient of determination (R^2) measures the extent to which an independent variable impacts a dependent variable. It provides insight into how well the independent variable (Marketing Strategy) explains the variation in the dependent variable (Marketing Performance). The value of the coefficient of determination can be obtained from the SPSS output, specifically in the model summary under the adjusted R square column.

RESULTS

Tahunan District is an area that is part of Jepara Regency. This region is one of the centers for SMEs in Jepara, primarily due to the large number of furniture entrepreneurs located in Tahunan.

Simple Linear Regression Analysis

Simple linear regression analysis is used as a tool to determine the extent of the influence of the Marketing Strategy variable on Marketing Performance. Therefore, based on the equation for simple linear regression, it is as follows:

$$Y = 3.631 + 0,108 + e$$

The results of the calculations in the simple linear regression analysis can be seen in Table 4.

Table 4. Results of Simple Linear Regression

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.631	.604		6.016	.000
Marketing Strategy	.108	.031	.256	3.515	.001

Source: Primary Data (processed data) 2023

Furthermore, the regression coefficients of each variable can be explained as follows:

$a = 3.631$, the constant value indicates that if the independent variable, Marketing Strategy, has a value of 0 (zero), then Marketing Performance will be 3.631.

$\beta_1 = 0.108$, the Marketing Strategy variable has a positive value and indicates a direct relationship with Marketing Performance, assuming that other variables remain constant. This suggests that as the Marketing Strategy increases, Marketing Performance will also increase by 0.108.

Coefficient of Determination

The Coefficient of Determination (R^2) measures the extent to which the independent variable, Marketing Strategy, impacts the dependent variable, Marketing Performance. After conducting the simple linear regression test, the output obtained is shown in Table 5.

Table 5. Results of the Coefficient of Determination

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.897 ^a	.804	.798	.482	2.391

Source: SPSS Output 2023

Based on the results from SPSS 26, the R Square value is 0.804 (80.4%). This indicates that the variable being studied (Marketing Strategy) has an influence on Marketing Performance of 80.4%, while the remaining 19.6% is influenced by variables not included in this study.

DISCUSSION

The Influence Of Marketing Strategy On Marketing Performance according to (khaidir et al., 2023), marketing strategy is defined as the approach taken by a company to create customer value and establish a mutually beneficial relationship with consumers. Marketing strategy is the method by which a company communicates its messages or delivers its products to the public in order to achieve its objectives (terhadap et al., 2021).

The research findings align with those of (Ningrum et al., 2020) and (Manajemen, 2022) which indicate a significant positive influence of marketing strategy on marketing performance. This implies that the resources owned by the company can enhance marketing performance. With the entrepreneurial behavior exhibited by these resources, such as proactive behavior in addressing existing issues, companies can find solutions to challenges, leading to improved and significantly enhanced performance.

CONCLUTION

This study was conducted to determine the influence of marketing strategy on the marketing performance of furniture SMEs in the Tahunan District of Jepara Regency. Based on the results of the simple linear regression analysis, the conclusions are as follows:

The Marketing Strategy variable has a positive relationship, as indicated by a regression coefficient of 0.108. The calculated t value (3.515) is greater than the t table value (1.661), with a significance value of 0.001, which is less than 0.05; therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. It can be concluded that the Marketing Strategy variable has an effect on Marketing Performance. This means that the better the marketing strategy implemented, the greater the improvement in marketing performance.

Meanwhile, based on the Coefficient of Determination (R-Squared) test, it can be concluded that the marketing strategy collectively has a significant influence on marketing performance of 80.4%, while the remaining 19.6% is influenced by variables not included in this study.

SUGGESTION

Based on the research findings that indicate weaknesses, the researcher provides recommendations, particularly in the following areas:

For the marketing strategy variable, which has a positive and significant influence, the researcher recommends maintaining and enhancing the marketing strategy to facilitate more effective coordination within the marketing team, making it easier to achieve targets.

Future research is expected to utilize all SMEs in Jepara Regency as the sample, in order to obtain accurate results and to add or replace independent variables beyond marketing strategy. Examples of such variables include product innovation, competitive advantage, and others, so that the overall factors influencing marketing performance can be identified.

CREDIT

Nurul Huda : Conceptualization, Data curation, Formal analysis, Project administration, Supervision.

M. Rifqy Roosdhani : Investigation, Methodology, Resources.

Samsul Arifin : Methodology, Software, Validation.

Nurul Komariyatin : Visualization, Writing – original draft.

Ali : Writing – review & editing.

Hamdi Sarimaryoni : Validation, Writing – review & editing.

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