IMPROVE MARKETING PERFORMANCE THROUGH MARKET SENSING CAPABILITY, DYNAMIC CAPABILITIES, AND NEW PRODUCT DEVELOPMENT

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Abstract

The worsening sales trend of Jepara furniture exporters as a result of substandard marketing performance is the driving force for this research. Currently, a company's ability to improve its marketing performance is very important because it shows how well the company can meet its sales targets in the market. An effective method for identifying problems that impact a company's competitiveness and sustainability is to examine its marketing performance and the factors that influence that marketing performance. This study shows market sensing capabilities, dynamic capabilities, and new product development that can be used by Jepara furniture exporters to improve their marketing performance. This survey involved 60 respondents and used quantitative techniques. Purposive sampling is used in the sampling procedure. The research utilizes multiple linear regression analysis for data examination. Research findings show that market sensing capability, dynamic capabilities, and new product development all influence marketing performance. In this research, expanding market sensing capabilities, dynamic capabilities and new product development are recommended for Jepara furniture export companies. Thus, the furniture export business in Jepara will have better marketing performance.

Keywords: *Market Sensing Capability, Dynamic Capabilities, New Product Development, Marketing Performance, Jepara Furniture Exporters*

Introduction

Indonesia has become one of the major global furniture suppliers due to its superior quality. Its furniture made from wood is highly sought after in the international market. Every province in Indonesia is scattered furniture production areas with a very high concentration of producers. Indonesian furniture products have the largest export market of around 40% from countries in the European Union, followed by the United States at around 29% and around 12% from Japan (Arifin et al., 2022).

Jepara Regency, Central Java Province is a leader in Indonesia's furniture sector. Jepara furniture products are of good quality and unique with their distinctive carving accents so that Jepara Regency is nicknamed the "City of Carving". This carving art is one of the intellectual property of local wisdom that has added value so that many consumers like Jepara furniture products. This industry has succeeded in increasing employment and improving community welfare, especially for residents of Jepara Regency.

An industry that has become an export icon for Indonesia and Central Java is the furniture sector in Jepara. The Jepara Industry and Trade Office noted that the number of exporters in Jepara who ship furniture products abroad is 333 furniture exporters. The majority of furniture products were distributed to various countries, with the largest portion going to the United States (37%). Japan received the second highest proportion (12%), followed by the United Kingdom (8%), the Netherlands (8%), Germany (7%), and France (7%). In addition, smaller quantities of furniture were sent to Italy, Belgium, Spain, Malaysia, and Australia.

Furniture in Jepara Regency is a leading sector. The value of non-oil and gas exports in Jepara Regency, reached USD 177.03 million throughout 2020. This amount decreased compared to the export value in 2019 which was recorded at USD 186.85 million, with wooden

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furniture as the industry that contributed the most. Meanwhile, in terms of the volume of goods exported during 2020, it was even higher because it reached 53.64 million kilograms, while in 2019 the export volume was only 52.37 million kg. The countries that became export destinations in 2020 also decreased because only 92 countries, while in 2019 it reached 112 countries. The decline occurred in 2020 due to the covid pandemic.

The leading sector of Jepara Regency is the furniture industry. According to data from the Jepara Industry and Trade Office, throughout 2020, the value of Jepara Regency's non-oil and gas exports reached USD 177.03 million. Compared to the export value in 2019, this amount decreased by USD 186.85 million with the wooden furniture industry as the industry that made the largest contribution. Meanwhile, throughout 2020, in terms of the volume of goods exported, it was even higher because it reached 53.64 million kg, while in 2019 the export volume was only 52.37 million kg. In 2020, the export destination countries were only 92 countries, this figure decreased compared to 2019 where exports were made to 112 countries. These declines occurred due to the covid-19 pandemic due to large-scale social restrictions so that there was no economic movement in all countries.

Aside from covid-19, the decline in furniture exports in Jepara is also felt to be the result of poor marketing performance. Attaining effective marketing performance is crucial for a company, as it mirrors the business's success in meeting sales objectives within the market. Companies expect marketing performance that is able to increase product sales in accordance with company goals (Hidayatullah et al., 2019) Meanwhile, reduced market share, decreased sales, and deteriorating sales compared to last year are indicators of substandard marketing performance. So this requires the involvement of business actors to improve their marketing performance because the marketing success of a company determines its overall performance, so marketing performance is a crucial component (Komaryatin et al., 2023)

Novelty in this study is the scarcity of research on furniture export marketing performance by considering various factors that can contribute to competitiveness by understanding consumer demand and preference factors, both local and global and this can be explained through the market sensing capability of export furniture companies. It is essential to develop new products that meet market needs and increase demand (Zhou et al., 2023). So it can provide new opportunities for furniture manufacturers to reach and interact with customers (Ratnasingam et al., 2021).

The definition used to measure the performance of a product in the market is marketing performance. Company needs to evaluate the marketing performance of its products, because this factor has a key role in determining the overall success of the company. A frequently used indicator to evaluate the overall effect of business strategy is marketing performance (Olson et al., 2005). The implementation of a marketing strategy leads to outcomes such as elevated sales, acquiring additional clients, and enhancing the company's profitability (Slater & Narver, 1995). Marketing performance indicators used in this study: 1) sales volume, 2) customer growth, and 3) market share.

The enhancement of marketing performance is believed to be influenced by market sensing capability, considered as one of the contributing factors. Enhancing marketing performance is achievable through the cultivation of a robust market sensing capability. This enables the company to promptly respond to market cues, delivering value to consumers more efficiently than its competitors. Without market sensing capability, it will be difficult to improve the success of marketing performance in the company (Wirtz et al., 2014). Market sensing capability in this study is measured through indicators: 1) strategic information about

customers, 2) ability to sense changes in market demand and needs, 3) ability to identify and understand market trends.

It is crucial for companies to understand their market and what consumers want. Managing a company effectively in terms of scheduling production or fulfilling customer desires is a challenge if you do not understand the market (Dentoni et al., 2014). Mulyana et al. (2020) research indicates that market sensing ability is a factor that affects marketing performance success. To improve marketing performance, it is necessary to apply market sensing capability because it will make the company move quickly in providing value to consumers compared to competitors.

According to a study by Sugiyarti & Ardian (2017), market sensing ability is affected by the quality of market entry as an intermediary, and it should be noted that this does not have a direct impact on marketing performance. Continuous market monitoring, identification of opportunities, and understanding of competitor threats are not proven to have a direct impact on marketing performance because market sensing capability is felt to be limited to understanding market conditions, This contrasts with study (Mulyana et al., 2020) that claims marketing performance is impacted by market sensing capabilities.

In addition, dynamic capabilities are essential for improving marketing results. Dynamic capabilities refer to the capacity to generate new types of competitive advantage (Teece et al., 1997). Companies that use high technology are not all able to compete on a global scale and gain competitive advantage. The success of a firm's marketing performance can be influenced by dynamic capabilities, which involve combining, redistributing, and updating the organization's skills (Teece, 2007).

In accordance with the study conducted by Helfat et al. (2009), dynamic capabilities are characterized as an organization's ability to adjust, modify, or diminish its resource base to align with its requirements. By combining, distributing and updating a company's competencies, dynamic capabilities have the potential to influence the success of marketing performance (Teece, 2007). The study of Monteiro et al. (2019) shows that dynamic capabilities have an impact on marketing performance. In contrast, According to Hoque et al. (2022), there is no connection between marketing performance and dynamic capabilities. Dynamic capabilities in this study are measured through indicators: 1) product development, 2) ability to find business relationships, and 3) ability to set prices.

Since new product development is a company's attempt to increase sales by creating new items or improving existing products for the current market, it should also be applied to marketing performance. Companies can expand their product line through new product development which gives them more opportunities to retain consumers.

Innovation capability is another term for new product development (Wang & Ahmed, 2007). This has to do with the business's ability to develop and market new products that satisfy consumer demand and turn a profit (Saragih & Tarigan, 2021). Mahmud et al. (2017), There is a relationship between innovation in product development and marketing performance outcomes. Saragih & Tarigan (2021) contend that new product development does not influence marketing performance. New product development in this study is measured through indicators: 1) developing company orientation for new products, 2) market characteristics adopted for new products, and 3) technological characteristics adopted by new products.

Ultimately, in order to improve the marketing performance of furniture exports, it is imperative to use a comprehensive approach that integrates market sensing capabilities, dynamic capabilities, and continuous development of new products against worldwide

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economic changes. Using these insights, furniture manufacturers can develop new strategies to improve their performance in the global market. The purpose of this study is to investigate and analyze 1) the impact of market sensing capabilities on the marketing performance of furniture exporters in Jepara, 2) the impact of dynamic capabilities on the marketing performance of furniture exporters in Jepara, and 3) the impact of new product development on the marketing performance of furniture exporters in Jepara.

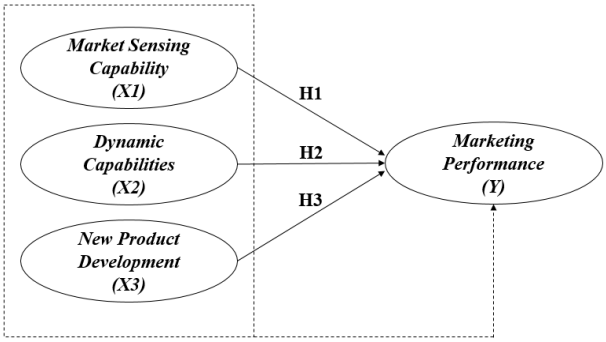

Figure 1. Structural Model Concept

Based on the concept of the existing structural model, The hypothesis in this study is proposed with the following formulation.

H1 : Market Sensing Capability affects Marketing Performance
H2 : Dynamic Capabilities affect Marketing Performance
H3 : New Product Development affect Marketing Performance

Methodology

The quantitative approach used in this research is centered on collecting data or information in the form of physical objects or figures for quantitative research purposes (Sugiyono, 2019). The target of this research is the furniture export business in Jepara. The Ferdinand formula was used to select a sample so that 60 respondents were obtained from 333 furniture exporting companies in Jepara which became the population of this study.

A purposive sampling technique was used in this study. This step was taken by verifying that the respondents taken as samples had at least two years of business experience, as per the predefined standards. Data for the study was gathered using a structured questionnaire containing systematic and well-organized questions. This research utilizes multiple linear regression analysis, using SPSS as supporting software for the research process.

Results and Discussion

Validity Test

If the r table value is greater than the r count value, the question about the validity of the research indicator is considered valid (Ghozali, 2018).

Table 2. Validity Test Results

Variables	Questionnaire Indicator	r_{Count}	r_{table}	Description
Market Sensing Capability (X1)	X1.1	0,742	0,2144	Valid
	X1.2	0,847	0,2144	Valid
	X1.3	0,882	0,2144	Valid

Dynamic Capabilities (X2)	X2.1	0.839	0,2144	Valid
	X2.2	0.919	0,2144	Valid
	X2.3	0.892	0,2144	Valid
New Product Development (X3)	X3.1	0.895	0,2144	Valid
	X3.2	0.886	0,2144	Valid
	X3.3	0.913	0,2144	Valid
Marketing Performance (Y)	Y.1	0.915	0,2144	Valid
	Y.2	0.839	0,2144	Valid
	Y.3	0.940	0,2144	Valid

Each variable incorporated in this study possesses a computed r value surpassing the table value of r (0.2144), as illustrated in the aforementioned table.As a result, all indicators of this study are considered valid.

Reliability Test

A research variable is reliable if the Chronbach Alpha value is greater than 0.60.

Table 3. Reliability Test Results

Variables	Cronbach Alpha	Standard Value	Description
Market Sensing Capability (X1)	0.769	0,60	Reliabel
Dynamic Capabilities (X2)	0.872	0,60	Reliabel
New Product Development (X3)	0.880	0,60	Reliabel
Marketing Performance (Y)	0.903	0,60	Reliabel

The table above reveals that each variable under scrutiny in this study is deemed dependable, as each possesses a Cronbach's alpha coefficient surpassing 0.60.

Classical Assumption Test

1. Normality Test

One way to determine normality can be seen through the normal probability plot

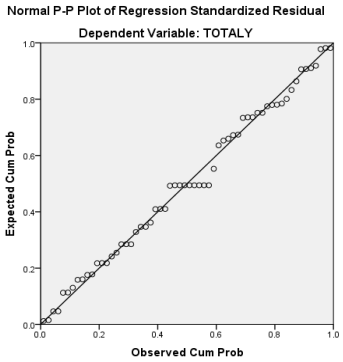

Figure 2. Normal Probability Plot Graph

It can be seen that the dots on the graph above run parallel to the diagonal line. Thus, a condition of normality is obtained by the regression model.

The Kolmogorov-Smirnov statistical test is employed to validate the outcomes of the normality examination. A regression model can be deemed normal if the significant probability (asymp.sig) is greater than 0.05, as suggested by Ghozali (2018).

Table 4. Kolmogorov Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	.97371582
Most Extreme Differences	Absolute	.089
	Positive	.089
	Negative	-.059
Kolmogorov-Smirnov Z		.692
Asymp. Sig. (2-tailed)		.725
a. Test distribution is Normal.		
b. Calculated from data.		

By referring to the previous table, the conclusion can be drawn that the regression model fulfills the assumption of normality, because the significance probability value (asymp.sig.) of 0.725 is higher than 0.05.

2. Multicollinearity Test

The absence of multicollinearity in the regression model can be identified when the Variance Inflation Factor (VIF) value is below 10, and the Tolerance value is greater than 0.1 Ghozali (2018).

Table 5. Multicollinearity Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.790	1.436		1.943	.057		
	TOTALX1	.341	.117	.344	2.916	.005	.703	1.423
	TOTALX2	.215	.077	.284	2.796	.007	.942	1.061
	TOTALX3	.213	.088	.281	2.408	.019	.717	1.395
a. Dependent Variable: TOTALLY								

The presented table indicates the absence of multicollinearity among the independent variables in the regression model. This can be confirmed because each independent variable has a tolerance that exceeds 0.1, and the VIF value is below 10.

3. Heteroscedasticity Test

The presence or absence of heteroscedasticity can be assessed by examining the following graph.

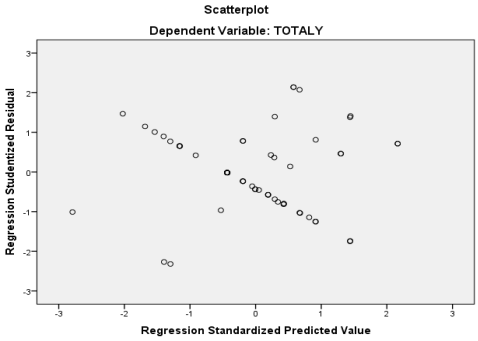

Figure 3. Scatterplot Graph

Vertical data points near zero exhibit vertical movement, as depicted in the above graph. Rather than clustering above or below zero, they form a broad, undulating curve. This occurrence signifies the absence of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

This regression analysis aims to assess the extent of the impact of the independent variables, namely Market Sensing Capability (X1), Dynamic Capabilities (X2), and New Product Development (X3), on the dependent variable, namely Marketing Performance (Y). To show the nature of the relationship between the independent and dependent variables, regression analysis was used. The results of this regression model are shown in the table below.

Table 6. Multiple Linear Regression Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.790	1.436		1.943	.057
	TOTALX1	.341	.117	.344	2.916	.005
	TOTALX2	.215	.077	.284	2.796	.007
	TOTALX3	.213	.088	.281	2.408	.019
a. Dependent Variable: TOTALLY						

Hypothesis Test

1. Simultaneous Significance Test (F Test)

The F-score results are utilized to determine whether the independent variables exert a significant impact dependent variable.

Table 7. F Test Results

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.461	3	15.487	15.504	.000[b]
	Residual	55.939	56	.999		
	Total	102.400	59			
a. Dependent Variable: TOTALLY						
b. Predictors: (Constant), TOTALX3, TOTALX2, TOTALX1						

Examining the preceding table, it is evident that at the significance level of 0.000, which is less than 0.05, the calculated F value is 15.504, surpassing the critical F-table value of 2.77. The indication of this is that the focal variable (marketing performance) is influenced by the independent variables (market sensing capability, dynamic capability, and new product development). Details of the F test results can be found below:

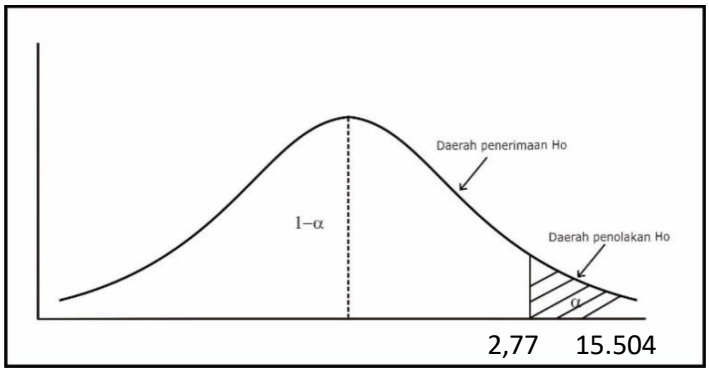

Figure 4. F Test

2. Partial Significance Test (t Test)

The impact of each independent variable on the dependent variable is measured by a t-test. The following section explains the results of the t-test.

Table 8. T Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.790	1.436		1.943	.057
	TOTALX1	.341	.117	.344	2.916	.005
	TOTALX2	.215	.077	.284	2.796	.007
	TOTALX3	.213	.088	.281	2.408	.019
a. Dependent Variable: TOTALLY						

Market Sensing Capability (X1)

H_0 is rejected and H_a is accepted because the calculated t value reaches 2.916, exceeding the t table value of 1.672, with a significance level of 0.005, as documented in the table. Consequently, it can be concluded that market sensing capability influences marketing performance.

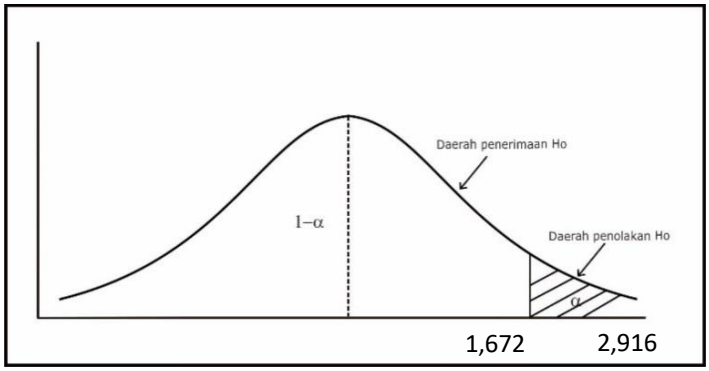

Figure 5. Results of t test (1)

Dynamic Capabilities (X2)

H_0 is rejected and H_a is strengthened because the calculated t value reaches 2.796, exceeding the t table value of 1.672, with a significance level of 0.007, as noted in the table. Consequently, it can be concluded that the variable of dynamic capabilities has an impact on marketing performance.

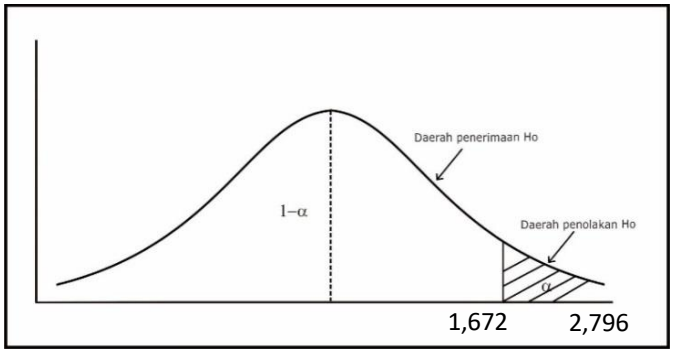

Figure 6. Results of t test (2)

New Product Development (X3)

H_0 is rejected and H_a is supported because the calculated t value reaches 2.408, exceeding the t table value of 1.672, with a significance level of 0.019, as illustrated in the table. Consequently, it can be inferred that the variable of new product development influences marketing performance.

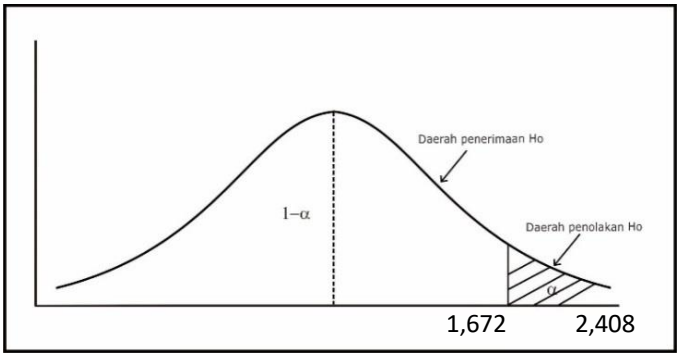

Figure 7. Results of t test (3)

Test Coefficient of Determination (R2)

The results of the coefficient of determination assessment in this study are presented in the attached table.

Table 9. Determination Coefficient Test Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674[a]	.454	.424	.999
a. Predictors: (Constant), TOTALX3, TOTALX2, TOTALX1				
b. Dependent Variable: TOTALLY				

Correlation analysis of factors related to market sensing capabilities, dynamic capabilities, and new product creation on marketing performance variables has an Adjusted R. Square value of 0.424 or 42.4%.

The Effect of Market Sensing Capability on Marketing Performance

Based on the data presented in the table, it can be concluded that H_0 is rejected and H_a is accepted. This decision is based on the fact that the calculated t value, which stands at 2.916, exceeds the t table value of 1.672. In addition, the significance value of 0.005 further supports the conclusion. As a result, we can confidently state that market sensing capabilities do have a significant impact on marketing performance. The test results confirm the acceptance of H_1 which indicates that the marketing success of Jepara Export Company is indeed influenced by market perception capabilities.

The interpretation of the calculated results is as follows: The marketing efficiency of Jepara's exporting companies improves proportionally with the expansion of their market sensing capabilities. This study's conclusions align with those of Mulyana et al. (2020), who observed a correlation between market sensing ability and marketing performance.

The Effect of Dynamic Capabilities on Marketing Performance

Based on the data presented in the table, it can be concluded that H_0 is rejected and H_a is accepted. This decision is based on the t table value which is greater than the critical t value of 1.672 with a significant value of 0.007. Therefore, it can be concluded that there is a significant effect of dynamic capabilities on marketing performance. According to the test results, H_3 is validated, signifying that dynamic capabilities play a role in the marketing success of Jepara export companies.

Drawing insights from the interpreted calculation results, it can be inferred that the marketing performance of Jepara's exporting companies is enhanced with a broader dynamic capacity. This study's outcomes align with the research conducted by Monteiro et al. (2019), which emphasizes the influence of dynamic capabilities on marketing performance.

The Effect of New Product Development on Marketing Performance

Based on the data presented in the table, it can be seen that H_0 is not proven while H_a is supported. This conclusion is drawn from the calculated t value of 2.408 exceeding the critical t value of 1.672 and the significance level recorded at 0.019. This indicates that new product development has a significant impact on marketing performance. Indeed, the test results of Jepara export companies show that marketing performance is affected by new product development and acceptance of H_3.

Given the interpretation of the results, it can be concluded that Jepara's exporting companies achieve greater efficiency in marketing new products when they engage in extensive

new product development. The conclusions drawn in this study align with the research conducted by Mahmud et al. (2017), which highlights the correlation between marketing performance and new product development.

Conclusion

Our research has a clear objective: to improve the marketing performance of furniture exporting companies in Jepara. This will be achieved by placing emphasis on three key factors: market sensing capability, dynamic capability, and new product development. Based on our findings, it is evident that market sensing ability, dynamic capability, and new product development all have a significant impact, both individually and collectively, on marketing performance. Therefore, to maximize their marketing effectiveness, furniture exporting companies in Jepara should adopt a comprehensive approach that integrates market sensing capabilities, dynamic capabilities, and new product development strategies.

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