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Market Sensing Capability and Customer Relationship Management on Marketing Performance: Role E-Marketing Strategy

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Abstract

This study aims to investigate the effect of market sensing capability (MSC), customer relationship management (CRM) and Electronic-marketing strategy (e-MS) on marketing performance (MP). This study tries to solve the gap between market sensing capability and marketing performance. Respondents of this study were 192 owners or leaders of Muslim fashion SMEs in Central Java. A hierarchical regression analysis was used for data analysis. The results showed that market sensing capability and customer relationship management have a significant effect on e-marketing strategy and marketing performance. Furthermore, e-marketing strategy can mediate the relationship between market sensing capability and customer relationship management with marketing performance.

Keywords—Market Sensing Capability; Customer Relationship Management; e-Marketing Strategy; Marketing Performance

Abstrak

Tujuan penelitian ini ingin meneliti pengaruh *market sensing capability* (MSC), *customer relationship management* (CRM) dan *e-marketing strategy* terhadap kinerja pemasaran. Penelitian ini mencoba memecahkan perbedaan hasil penelitian antara *market sensing capability* dengan kinerja pemasaran. Responden dalam penelitian ini pemilik atau pimpinan UMKM busana muslim sebanyak 192 orang. Regresi linier berganda digunakan untuk menganalisis data. Hasil penelitian menunjukkan *market sensing capability* dan *customer relationship management* berpengaruh signifikan terhadap *e-marketing strategy* dan kinerja pemasaran. Selanjutnya *e-marketing strategy* memediasi hubungan antara *market sensing capability* dan *customer relationship management* dengan kinerja pemasaran.

Kata Kunci—Market Sensing Capability; Customer Relationship Management; e-Marketing Strategy; Marketing Performance

I. INTRODUCTION

The study of the relationship between market sensing capability and marketing performance has attracted the attention of previous researchers such as (Atuahene-gima & Ko, 2001; Weera wardena, 2003; Vorhies & Morgan, 2005; Foley & Fahy, 2009), and market sensing capability is considered to be one of the determinants of marketing performance (Tseng & Lee, 2014; Ahmed & Hasaballah, 2017). Market sensing Capability is the process of understanding market changes, where the information obtained will be used to make decisions (Day, 1994b). Companies that have market sensing capability will be able to respond to customer needs quickly so that the company's performance will be better (Weera wardena, 2003). Thus, a company that can understand customers, competitors, and changes in the business environment shows that the company can understand market changes (Morgan et al., 2012). Organizations that understand rapid market changes will act more proactively and formulate the right strategy (Day, 1994; Martinette & Obenchain-leeson, 2012).

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Customer relationship management (CRM) is developed by integrating human resources, business processes, market orientation with ICT to build, maintain and improve customer relationships which enable a company to access, store and utilize customer data (Khodakarami & Chan, 2014). The application of the CRM system to the company has a big role in integrating sales and marketing that the company will undertake (Moutaz et al, 2017). A good CRM will make it easier for companies to educate customers regarding the products produced to suit customer needs and to build sustainable relationships.

The fashion industry is growing so fast that SMEs must be able to adapt to the changing environment. The fashion industry tends to survive in the short term because it is dominated by elements of style (Christopher et al., 2004). Furthermore, fashion production will be carried out as long as the goods are still booming in the market because they are quickly imitated by competitors (Jones et al., 2006 ; Lea-greenwood et al., 2010), and the speed largely determines the company's success in responding to fashion trends and the ability to provide products (Lea-greenwood et al., 2010).

In the era of information technology, marketing strategies are developed by utilizing digital platforms to understand customer needs and build closeness. Therefore, customer relationship management and market sensing capability are continuously developed by utilizing an e-marketing strategy to respond quickly to customer needs and improve marketing performance. Roderick et al (2013), stated that e-marketing is the use of information technology related to customer relationship management, sales activities, analysis, and planning. E-marketing strategy covers broader aspects not only advertising products using the internet but as a marketing strategy that can strengthen customer relationships with the company.

Studies on the relationship between market sensing capability and marketing performance have been carried out by many previous researchers, but there are still contradictions in the research results. Researchers should understand the characteristics and strategies of the relationship to solve the differences in research results. Previous studies have shown that good market sensing capability can improve marketing performance (Tseng & Lee, 2014; Mulyana, et al., 2020) and can increase company profitability (Morgan, et al., 2009; Osakwe et al., 2016). Another study shows different results, market sensing capability does not affect marketing performance (Ardayan, 2016; Ibrahim et al., 2017). Furthermore, the effect resulting from market sensing capability on marketing performance is relatively weak (Lindholm et al, 2008).

This study aims to examine the effect of market sensing capability and customer relationship management on e-marketing strategy and its impact on marketing performance. The research results are expected to solve the differences in previous research and contribute to the development of relationship marketing theory. In addition, it also contributes ideas for Muslim fashion SMEs in sensing the market and managing customer relationships.

II. LITERATURE REVIEW

A. *MSC and E-Marketing Strategy*

A company that can sense the market will make it easier to implement strategies. The results of research by Morgan, (2012) reveal that market sensing capability affects the implementation of marketing strategies. According to Foley & Fahy, (2004), market sensing capability helps in creating a market orientation. Market sensing capability is related to the ability to identify, recognize, understand the target market so that it is ready to serve the company's market segments (Mason, 2012). Studies show that company activities that are directed at market orientation have an effect on e-marketing as a marketing strategy (Tsiotsou & Vlachopoulou, 2011). The existence of social media marketing has a relationship with shopping desires and decisions through e-commerce sites (Maria et al., 2020; Priansa & Suryawardani, 2020). Furthermore, market sensing capability has a positive impact on the ability to manage technology (Wilden & Gudergan, 2014), this shows that market sensing capability will encourage the adoption of an e-marketing strategy in marketing activities. Therefore, companies that can understand customer needs and market changes in the era of information technology will encourage the application of online-based strategies. Sensitivity in seeing the opportunities and challenges that occur in the market in the digital era will encourage the use of an e-marketing strategy to respond quickly to customer needs.

H1: Market sensing capability has a significant effect on e-marketing strategy

B. *CRM and E-Marketing Strategy*

CRM in an organization will make it easier to communicate with customers so that the organization can easily understand customer needs. Morgan, (2012) states that CRM influences the implementation of marketing

strategies, while Clark, (2015) explains that CRM through social media contributes to marketing activities such as e-marketing. (Ramadhayanti, 2019) found that the availability of adequate e-commerce infrastructure influences purchasing decisions. The use of technology in CRM has a positive influence on marketing capabilities and supports marketing mix activities and marketing strategies (Chang et al, 2010). Moutaz et al, (2017) stated that CRM is a relationship activity that focuses on establishing, maintaining, increasing long-term relationships with customers, to facilitate sales to customers. CRM can be seen from a strategic perspective that places more emphasis on strategic design for managing relationships and marketing tactics by utilizing information technology, while the technology perspective uses more information technology (IT) systems to manage relationships with customers (Santouridis & Tsachtani, 2015). According to Rababah (2011), CRM is described as a customer-oriented organizational culture where strategies are made to acquire, improve and maintain customers through information technology applications to provide benefits to the organization and customers. The closeness of building relationships with customers will make it easier for organizations to choose the right social media as a marketing strategy to create long-term relationships.

H2: CRM has a significant effect on the e-marketing strategy

C. *MSC and Marketing Performance*

Slotegraaf, (2007) explains empirically that company performance can be improved through market sensing capability. Furthermore, market sensing capability is part of learning (Day, 2002), while a better organizational learning process will affect organizational performance (F. Ahmed, 2018). Companies that can learn about customer needs, strategic information, and competitor tactics and understand market trends will be able to meet customer needs quickly and have an impact on marketing performance (Mulyana, et al., 2020). Therefore, companies that have a culture of learning about changing customer needs, understanding competitor strategies, and conducting internal coordination will be able to act more quickly to meet customer needs. The speed in responding to meet customer needs has the potential to increase marketing performance.

H3: Market sensing capability has a significant effect on marketing performance

D. *CRM and Marketing Performance*

Soliman, (2011) states that there is a positive relationship between CRM and marketing performance. Furthermore, CRM by utilizing the internet can improve marketing performance through good communication with customers (Sunny & Abolaji, 2016). According to Soliman, (2011), CRM is an activity directed at main customers, organizational efficiency, and understanding customer needs with the aim of increasing the effectiveness of organizational decisions related to customers so that it has an impact on improving marketing performance. According to Mulyana et al. (2020), marketing performance can be improved if the company can identify customers attractively, build a dialogue with customers, focus on long-term customer needs, maintain customer loyalty, and always improve the quality of relationships. Therefore, implementing an effective CRM will make it easier to manage relationships with customers so that long-term marketing relationships are built and have the potential to improve marketing performance.

H4: CRM has a significant effect on marketing performance

E. *E-Marketing Strategy and Marketing Performance*

The success of an organization can be determined by the marketing strategy and the ability to execute the chosen marketing strategy option decisions (Varadarajan, 2010). The use of marketing strategies with technology, especially social media, can have a positive effect on company performance (Dilhan 2014). The facts show that the application of information technology as a marketing strategy, in this case, the e-marketing strategy, will make it easier for you to achieve optimal marketing performance (Morgan, 2012). Studies show that effective e-marketing can improve company performance (Olakekan Asikhia, 2009; Wang, 2020). Likewise, SMEs that implement e-marketing in business activities can improve marketing performance (Eid & El-Gohary, 2013). Therefore, the use of information technology can reach a wider range of customers efficiently. The choice of the right e-marketing strategy will provide easy access for customers through the internet network, making it easier to serve customers and build harmonious relationships with customers. The right e-marketing strategy will encourage increased marketing performance, which is reflected in customer growth, market share growth, and sales growth.

H5: E-Marketing strategy has a significant effect on marketing performance

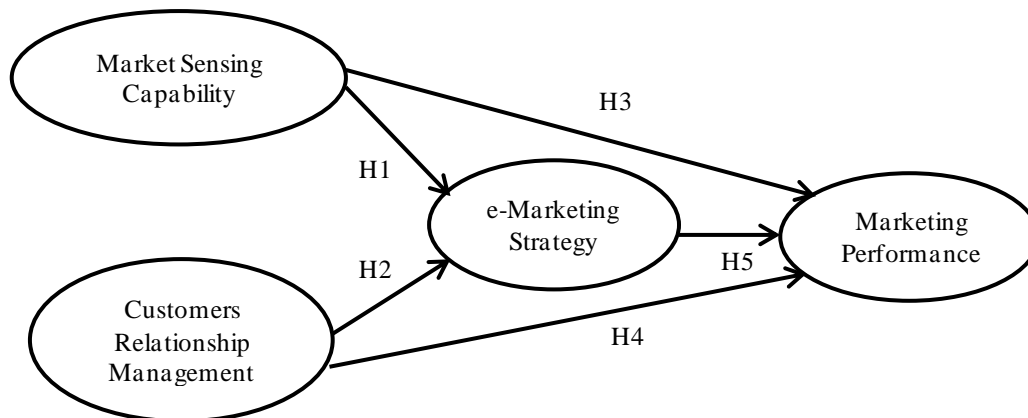


Figure 1: Conceptual Framework

III. RESEARCH METHODOLOGY

A. Sample and Data Collection Technique

The object of this research is the owner of Muslim fashion SMEs in Central Java. Respondents involved are leaders or owners of Muslim fashion SMEs who have at least three years of experience in managing. Data were collected by distributing questionnaires and in-depth interviews with the leaders or owners of Muslim fashion SMEs. Interviews were conducted to gather information to obtain accurate data and respondents could easily understand the questionnaires that were distributed. Researchers distributed 270 questionnaires and returned 220 questionnaires. There were 220 returned questionnaires and selected to obtain questionnaires that met the requirements, only 192 respondents (71.1%) that met the criteria. In table 1, it shows respondents characteristic:

Table 1. Sample Characteristic (N=192)

Respondents	Characteristic	Frequency	Percent
Gender	Male	156	81,70
	Female	36	18,30
Age	16 – 25 years of age	37	19,27
	26 – 35 years of age	46	23,95
	36 – 45 years of age	79	41,14
	>45 years of age	30	16,62
Education level	Elementary School	4	2,08
	Junior High School	23	11,97
	Senior High School	97	50,52
	Undergraduate	65	33,85
Business experiences	3 – 7 years	34	17,70
	8 – 12 years	45	23,43
	13 – 17 years	57	29,68
	18 – 22 years	29	15,10
	>22 years	27	14,04

B. Measurement

Measurement of constructs in this study used a scale of 1 to 10, score (1) = strongly disagree and score (10) = strongly agree (Hair et al, 2010). Market sensing capability is measured through four indicators adopted by (Dias, 2015; Morgan, 2012), namely studying customer needs, responding to competitor tactics and strategies, identifying market trends, learning about the market environment. Customer relationship management is measured

through four indicators adopted by Morgan (2012), namely; targeting and identifying customers, building dialogue, maintaining loyalty, and maintaining relationships. E-Marketing strategy is measured through four indicators adopted by (Adner et al., 2014; Gretzel, Yuan, & Fesenmaier, 2000), namely; attractive customers to applications, generate user interest and participation, store consumer data, study market information with the internet. Marketing performance is measured through four indicators adopted by (Soliman, 2011; Osakwe, Chovancova, & Ogbonna, 2016), namely; sales growth, market share growth, profit growth, and an increase in sales volume.

C. Validity and Reliability Test

The validity test is needed to measure the feasibility of indicators of a variable, and the indicators described through the questionnaire are expected to measure what the researcher expects. The provisions that can be used as a reference are if the calculated R-value is greater than the r-table or the p-value < 0.05 , the instrument is valid (Hair, 2010). Likewise, the reliability test is carried out to measure and ensure the stability of respondents' answers over time (Cooper & Schindler, 2003). In table 2, it shows that all indicators used in this study are valid, proven that p-value is < 0.05 , and then the reliability test results of all constructs are reliable, proven that all Cronbach's Alpha values are > 0.6 .

Table 2. Validity and Reliability Test

Variables and indicators	Corrected Item-Total Correlation	r-table	p-value	Cronbach's Alpha
Market Sensing Capability				0,867
Observing customer needs	0.838	0,147	0.000	
Look for competitor tactics and strategies	0.856	0,147	0.000	
Identify and understand market trends	0.872	0,147	0.000	
Learn about the market environment	0.817	0,147	0.000	
Customer Relationship Management				0,833
Target and identify customers	0.827	0,147	0.000	
Interact with customers	0.837	0,147	0.000	
Maintain loyalty	0.805	0,147	0.000	
Maintain a relationship	0.799	0,147	0.000	
E-Marketing Strategy				0,821
Attract customers to the application	0.813	0,147	0.000	
Generate customer interest and participation	0.834	0,147	0.000	
Storing customer data	0.824	0,147	0.000	
Seeking market information via the internet	0.764	0,147	0.000	
Marketing Performance				0,878
Sales growth	0.871	0,147	0.000	
Profit growth	0.892	0,147	0.000	
Market share growth	0.855	0,147	0.000	
Increase in sales volume	0.815	0,147	0.000	

IV. RESULT AND DISCUSSION

In table 3, in stage 1 multiple linear regression, the Adjusted R Square value is 0.335 with sig. F = 0.000 < 0.05 and stage 2 multiple linear regression, the value of Adjusted R Square is 0.376 with sig. F = 0.000 < 0.05 so that the two multiple linear regressions are fit. Multiple linear regression analysis stage 1 is used to examine the

effect of market sensing capability and customer relationship capability on e-marketing strategy. In table 3, the test of the effect of market sensing capability on e-marketing strategy shows the results of the t-value of 6.664 > t-table 1.972 and p-value < 0.05, so it can be concluded that H1 is accepted. Furthermore, the test of the effect of customer relationship management on e-marketing strategy shows the results of the t-value of 2.790 > t-table 1.972 and p-value < 0.05, so it can be concluded that H2 is accepted.

Table 3. Multiple Linear Regression Results with the dependent variables of e-MS and MP

Independent variable	Regression Model 1			Regression Model 2		
	beta	t-count	p-value	beta	t-count	p-value
Market Sensing Capability	0,469	6,664	0,000	0,267	3,469	0,001
Customer Relationship Management	0,196	2,790	0,006	0,169	2,396	0,018
E-Marketing Strategy				0,305	4,267	0,000
Adjusted R Square	0,355			0,376		
sig. F	0,000			0,000		

Multiple linear regression analysis in stage 2 is used to examine the effect of market sensing capability, customer relationship management, and e-marketing strategy on marketing performance. The test results of the effect of market sensing capability on marketing performance obtained the t-value of 3.469 > t-table 1.972 and p-value 0.001 < 0.05, so it can be concluded that H3 is accepted. The effect of customer relationship management on marketing performance, the t-value is 2.396 > 1.972 and the p-value is < 0.05 so that H4 is accepted. Furthermore, the test results of the effect of e-marketing strategy on marketing performance show the value of t-count 4.267 > t-table 1.972 and p-value < 0.05, so it can be concluded that H5 is accepted.

Table 4. Sobel Test

Relationship Among Variables	Sobel test	p-value
MSC → EMS → MP	3,604	0,000
CRM → EMS → MP	2,331	0,000

The Sobel test is used to test the effect of market sensing capability and customer relationship management on marketing performance with e-marketing strategy as an intervening variable. Table 4 shows the results of testing the effect of market sensing capability on marketing performance with e-marketing strategy as a mediating variable. Sobel test results with a value of 3.604 > 1.972 and p-value < 0.05. This shows that the e-marketing strategy variable mediates the relationship between market sensing capability and marketing performance. Furthermore, to test the effect of customer relationship management on marketing performance with e-marketing strategy, the Sobel test value is 2.331 > 1.972 and the p-value is below 0.05. This shows that the e-marketing strategy variable mediates the relationship between customer relationship management and marketing performance.

Market sensing capability has a big role in implementing an e-marketing strategy. The results of this study are in line with the opinion of Morgan (2012), that market sensing capability affects the implementation of marketing strategies. Likewise, marketing activities directed at market orientation will affect e-marketing as a marketing strategy (Tsotsou & Vlachopoulou, 2011). The ability to understand customer needs, observe competitor strategies and tactics, identify market trends, and always learn about environmental changes in the digital era will direct SMEs to develop digital-based marketing strategies. The ability to observe the development of Muslim fashion models through electronic media will make it easier to meet customer needs and desires. Market sensing capability through digital platforms such as social media will guide SMEs to develop e-marketing strategies to respond quickly to customer needs. An e-marketing-based marketing strategy by utilizing social media is seen as being able to reach customers with broad and efficient coverage.

Customer relationship management has a significant effect on e-marketing strategy. The results of this study are in line with the opinion of Clark, (2015), that customer relationship management through social media can contribute to e-marketing-based marketing activities. CRM is a strategy for obtaining, improving, and maintaining relationships with customers through information technology applications (Rababah, 2011). The ability to identify customers, build relationships and dialogue with customers and retain customers in the long term in the digital era is needed. Market sensing capability in the digital era will encourage Muslim fashion SMEs to implement an e-

marketing strategy so that they can respond to customer needs quickly. Building good relationships with customers through digital platforms such as social media can reach customers effectively and efficiently on a wide scale and achieve targets.

Market sensing capability has a significant effect on marketing performance. The results of this study are in line with the opinion of Lin & Wu, (2014), that market sensing capability is one of the dynamic capabilities that can affect marketing performance.

The organization's ability to learn about customer needs, information on strategies and competitor tactics, and understand market trends will be able to meet customer needs quickly and have an impact on marketing performance (Mulyana, et al., 2020). Companies that can identify customers correctly, build dialogue with customers and maintain customers in the long term in the digital era will be able to respond to customer needs quickly. Fast-changing customer needs and wants to require a fast response through digital platforms to meet customer needs and have an impact on marketing performance.

Customer relationship management has a significant influence on marketing performance. The results of this study are in line with the opinion of Soliman, (2011) that there is a positive relationship between customer relationship management and marketing performance. In line with the opinion that effective market sensing capability can improve marketing performance (Mulyana et al., 2020). Companies that can identify customers correctly, carry out a dialogue with customers well and build long-term relationships in the digital era will benefit greatly. The use of social media as a marketing strategy will be easier to apply to reach customers. Customer relationship management through an effective and efficient manner can encourage increased marketing performance. Social media as a forum for MSMEs to convey information through live chat to live streaming related to Muslim clothing products. Through the digital platform, customers can access all the information needed to purchase so that it has an impact on marketing performance.

E-marketing strategy has a significant effect on marketing performance. The results of this study are in line with the opinion by Eid & El-Gohary (2013) that SMEs that have e-marketing can improve marketing performance. This is also supported by the opinion that effective e-marketing can improve company performance (Olakekan Asikhia, 2009; Fatima Wang, 2020). Marketing strategies through digital platforms that are easily accessible and reliable will be able to attract customers to enter applications to find information and improve purchasing decisions. The implementation of the right e-marketing strategy will make it easier to serve customers, respond quickly to customer complaints and maintain harmonious relationships. A digital-based marketing strategy will make it easier for companies to serve customers by offering products and services without having to visit in person. The ease in offering Muslim fashion products through social media will attract customers to buy products so that it has an impact on improving marketing performance.

E-Marketing strategy mediates the relationship between market sensing capability and marketing performance. The company's ability to identify customers correctly, build dialogue with customers and retain customers in the long term in the digital era is expected to respond quickly to customer needs. Market sensing capability in the digital era will encourage companies to develop and implement an e-marketing strategy to respond quickly to customer needs. The ease with which customers can obtain product information through digital platforms will be able to improve purchasing decisions and have an impact on marketing performance.

E-Marketing strategy mediates the relationship between customer relationship management and marketing performance. In the digital era, companies that can build good relationships with customers will be able to identify customer needs, carry out dialogue and build long-term relationships so that they can easily reach customers. Customer relationship management in the digital era will encourage companies to implement an e-marketing strategy with available features so that they can serve customers quickly. Marketing strategies through digital platforms that are easy to access and reliable can attract customers to enter applications to find information on products offered which will increase purchasing decisions and have an impact on marketing performance.

V. CONCLUSION AND RECOMENDATION

Marketing performance can be improved when SMEs have the market sensing capability and implement an e-marketing strategy. The ability to detect and predict market changes will make it easier to design appropriate marketing strategies by utilizing information technology. The implementation of an e-marketing strategy in the digital era will make it easier for companies to respond quickly to customer needs and has the potential to increase marketing performance such as sales growth, expanding market share, increasing revenue, and increasing profits. Likewise, marketing performance can be improved through customer relationship management with the support of an e-marketing strategy.

In the digital era, SMEs can correctly identify customers, carry out a dialogue with customers and build harmonious relationships in the long term through digital platforms. Selection of the right e-marketing strategy with a wide reach can respond to customer needs quickly. The application of an e-marketing strategy by providing easily accessible and reliable features will make it easier for customers to get the expected product information. The ease with which customers can get the product information they need through a digital platform will accelerate purchasing decisions and have an impact on improving marketing performance.

Market sensing capability and customer relationship management in the digital era require the right strategy. The application of an e-marketing strategy through easily accessible and reliable features will make it easier for customers to get the product information they need. The successful implementation of the e-marketing strategy will encourage increased marketing performance. Leaders of Muslim fashion SMEs should take advantage of digital platforms to detect customer needs and build close relationships with customers. This study only takes a limited object, namely Muslim fashion, and has not discussed fashion as a whole. Therefore, future research can be directed by taking a broader fashion object. Besides, it is necessary to add variables to environmental changes, given that fashion trends are developing very rapidly in accordance with market senses.

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