

Strategy for Improving Marketing Performance of Small Industry through Order-Based Cloning Product Capability

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ABSTRACT

The central concept in improving marketing performance is to intensify organizational learning which is a strategy for small metal industries to improve their marketing performance. It can be conducted by increasing and developing the ability to meet specific and satisfying customer needs by approaching knowledge development, experience, and continuous learning. Order-based product cloning capability developed through the RBV concept, organizational learning theory, organizational capability theory, product strategy theory, and social adaptation theory has the potential to improve marketing performance. The concept of order-based product cloning capability can solve the gap problem between organizational learning and marketing performance. This study aims to investigate the role of Order Based Product Cloning Capability in improving marketing performance. This study is categorized as basic research (basic research or fundamental research or pure research). The goal is the development of a particular science or field of study with a certain degree of "contribution to the body of knowledge" because this research departs from problems in the form of the existence of a research gap from previous researchers (Ferdinand, 2002). The approach used in this study is Positivist (Quantitative). This study focuses on the product cloning capabilities of small metal business owners who are used to improve their marketing performance. The findings suggest that order-based product cloning capability mediates significantly to the relationship between organizational learning and marketing performance.

Keywords: Marketing, Performance, Order Based, Product Cloning, Capability.

INTRODUCTION

Small industry (in this case the case of small metal industry taken in Tegal district) is still fixed on the job order system. Based on the survey obtained information that the small metal industry in Tegal Regency is still managed traditionally and does not have the ability in marketing management, even though they still have the potential to market their products outside of job orders. This indicates that the performance of their organization, especially its marketing performance, did not experience a significant increase (stagnant). They argue that what is important can order so that their business can be sustainable and can support the family.

There is controversy about the results of research on the relationship between organizational learning and marketing performance (research gap). Several studies have produced findings that there is a significant effect of organizational learning on marketing performance (Bhatnagar, 2006; Khandekar & Sharma, 2006; Michna, 2009; Molina & Callahan, 2009; Phromket & Ussahawanitchakit, 2009; Prieto & Revilla, 2006).

While other researchers produced findings that there was no significant effect (Chaston et al., 1999; Jiménez-Jimenez et al., 2008; Liao & Chichuan, 2009).

In general, the uniqueness that exists in the small metal industry in Tegal Regency is the company's capability in making and copying metal products that are exactly the same as the products requested by customers. Therefore, in this discussion, I include a new variable, the capability of order-based product cloning as a mediating variable between organizational learning and marketing performance.

ROLE OF ORGANIZATIONAL LEARNING ON MARKETING PERFORMANCE

Marketing performance is an essential element of company performance in general because the performance of a company can be seen from its marketing performance. Marketing performance is a concept to measure a company's marketing achievements. Every corporation has an interest in understanding its achievements. It represents a mirror of the success of its business in market

competition. Duffield and Whitty (2015) describe the results of implementing corporate strategies, including customer satisfaction, new product success, increased sales, and company profitability. Improving marketing performance is inseparable from organizational learning through experience gained from generation to generation. With organizational learning, the organization will get the experience and knowledge required to anticipate any changes in the business environment.

Prieto and Revilla (2006) through their research prove that there is a positive influence between learning ability and business performance, both financial and non-financial performance (including marketing performance). Likewise, Michna (2009) stated that there is also a significant relationship between organizational learning and business performance. In practice, organizations with higher levels of learning have the possibility of achieving high performance.

Khanderkar and Sharma's (2006) research which shows the role of organizational learning is increasingly important for company performance (financial performance and marketing performance). This study uses three Indian companies on a global scale in the National Capital Region of India. In this study, it was found that through human resource activities, organizational learning positively relates to marketing performance. Likewise, Prieto and Revilla's (2006) research found a positive influence on learning ability on financial performance and non-financial performance (including marketing performance).

Organizational learning can harm organizational performance if it is misused for unsuitable situations (Haleblian & Finkelstein, 1999; Waddell & Pio, 2015). According to Chaston and Eugene (1999), in general, the effect of organizational competence on organizational performance should be seen more specifically; while organizational learning does not relate to organizational performance but relates to organizational capability (competency). Thus, it can be argued that there is controversy over the results of research on the relationship between organizational learning and marketing performance (research gap).

SYNTHESIS PROCESS OF ORDER-BASED CLONING PRODUCTS

As already stated, that the Order-Based Product Cloning Capability variable is a variable that was born from the synthesis of Resource-Based View (RBV) Theory, Marketing Mix Theory, and Social

Adaptation which is a translation of interdependence theory.

The concept of RBV assumes that a company's ability to compete highly depends on the unique resources available within the organization (Wernerfelt, 1984). The RBV concept views that companies are a collection of resources and capabilities (Lockett et al., 2009). In addition, this concept also considers that the organization's competitive ability is a function of the uniqueness and value of the resources and capabilities possessed by the organization. Thus, the company will get organizational capabilities through the utilization of information and knowledge.

In resource-based theory (Lockett et al., 2009), it is stated that information and knowledge are the keys to achieving success. The RBV approach states that companies can achieve sustainable competitive advantage and obtain superior advantages by owning or controlling strategic assets, both tangible and intangible. According to the RBV approach, the company is a collection of strategic and productive resources that are unique, rare, complex, complementary and difficult to emulate by competitors who can be used as elements to maintain their competitive strategy.

The RBV also considers that capability is the primary source to achieve sustainable competitive advantage. The difference in the company's resources and capabilities with competitors is a source of competitive advantage (Oh & Rhee, 2010). Jeroen Kraaijenbrink, et al. (2009) state that the RBV is an approach used by companies in achieving sustainable competitive resources based on resources.

Through the use of the RBV concept, the competitive advantage of small businesses can be created if managers and small business owners can leverage their entrepreneurial competencies as strategic resources. In addition to managers having these capabilities, there is one ability that is commonly possessed by small entrepreneurs, namely the ability to imitate other people's products. Therefore, Mata et al. (1995) concluded that the RBV prioritizes managerial skills and strategy as the most critical resources in sustainable competitive advantage formulated through resource analysis, decision making, and the organization's unique history.

The development of the use of marketing as a strategy by the company is to mix various marketing elements. The elements include products/services offered (products), ease of getting products/services offered (place), promotion or communication to target clients

using various promotional techniques (promotion) and the price charged to the product/service (price). The terms product, place, promotion, and price (4P) came to be widely known as the marketing mix which describes various marketing elements that companies use to satisfy selected market needs and meet specific marketing objectives (Thabit & Raewf, 2018).

Products are important elements in market offerings. Market leaders usually offer high-quality products and services that provide superior customer value. Product is anything that can be offered to the market to satisfy a desire or need, including physical goods, services, experiences, events, places, property, organization, information, and ideas.

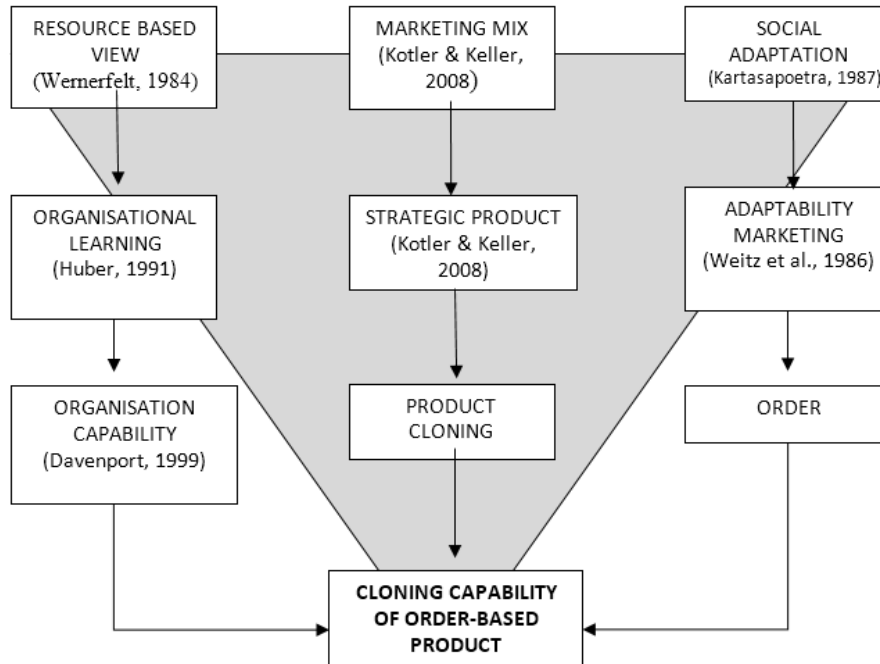


Fig.1:Marketing strategy of order-based cloning product

Sun (2010) argues that product differentiation is a classic marketing strategy to achieve competitive advantage. Product differentiation is the effort of a company to differentiate its products from competing products in a trait that makes it more desirable. Some products are distinguished from competing products by their quality. Product Differentiation concerns: Form, Features, Adjustments, Quality of Performance, Quality of Conformity, Durability, Reliability, Ease of Improvement, Style and Design. Interdependence Theory states that organizational success or failure is highly dependent on the ability of organizations to adapt to environmental forces, such as the level of competition, applicable regulations (Lessio, 2016). The alignment of strategic orientation with the environment will be able to improve organizational performance (Luo, 1999). Based on the description, it can be explained that the business environment is always changing, so companies are always required to adjust the internal conditions to the current environment. Many companies fail because they are unable to adapt to their environment. Companies with a high degree of organizational learning will be

better able to adapt to their environment. Thus organizational learning has an influence. Figure 1 shows the process of marketing strategy using order-based cloning product.

ORGANIZATION LEARNING AS DETERMINANT CAPABILITY OF PRODUCT BASED CLONING

Wang, C.L., and Chugh, H. (2015) found that learning organizations are applications for organizational development and learning. In order to meet the changing demands of consumers, organizations must develop personal or group learning abilities (Liao & Chi-chuan, 2009). Personal or group learning abilities will produce personal or group abilities in terms of making a product. Thus, the results of personal or group learning abilities will make the company be able to clone the product according to the order. Organizational capabilities include capabilities related to technology and expertise acquired through learning (Ferdinand, 2002). This capability is demonstrated by the company's ability to produce products whose content, quality, shape, and capacity are exactly the same as the products ordered by customers.

Table 1: State of The Art Relationship between Organizational Learning and Order-Based Product Cloning Capability

Authors (year)	Findings
Wang, & Chugh, (2015)	Learning organization is the application of organizational development and learning. In order to meet the demands of changing consumers
Ferdinand (2002)	Organizational capability covers capabilities related to technology and expertise acquired through learning
Liao dan Wu (2009)	Organizations should develop personal or group learning abilities. Personal or group learning abilities will produce personal or group abilities in terms of making a product
Senge (1990)	Organizational learning in increasing the ability of its members through a learning process together with members of the organization to achieve a common goal that is to be able to produce good products and services following the desires and needs of consumers.

Sources: various literature

From the Stated of The Art presented in Table 1, it can be concluded that Organizational Learning is a determinant of Order-Based Product Cloning Capability.

ORDER-BASED CLONING PRODUCT CAPABILITY AS DETERMINANT OF MARKETING PERFORMANCE

The choice of a company to choose a strategy that gives priority to the identification and understanding of consumer needs ("market attraction") and the commercialization of consolidation and distribution systems will have a moderating effect on the relationship that exists between product design management and performance (Richardo & Camison, 2003).

The difference between a long-term oriented company and a short-term oriented company, according to Ganesan (1994) is that a short-term oriented company places more emphasis on efficiency in exchanges to maximize profits through transactions. While a long-term oriented company places more emphasis on the importance of an exchange relationship to maximize profits of a series of transactions carried out. The difference between long-term orientation and short-term orientation can be clarified by giving the following example; Short-term oriented companies use price as a tool to maximize profits, while long-term oriented companies use technology investment, and technical capabilities to maximize profits (Ganesan, 1994).

Product cloning capability is a technology investment and technical capability that is owned by the company. Company capability in cloning products that match the order is an asset and skill

or asset and competency, which is an essential instrument to produce competitiveness. Bharadwaj et al. (1993) explain that unique expertise and assets are seen as a source of competitive advantage. Unique expertise is the company's ability to make its employees an important part in achieving a competitive advantage. The company's ability to develop the expertise of its employees well will make the company excel, and the implementation of strategies based on human resources will be difficult to emulate by its competitors. Assets and skills that are unique resources are real resources needed by the company to carry out its competitive strategy. Both of these resources must be directed to support the creation of company performance that has differences with other companies.

The company's product cloning capability will cause customers. In this case, industrial customers always are satisfied and will place orders on an ongoing basis. Companies that have a competitive advantage means that the company has the ability to create unique characteristics to defeat competitors. With the company's ability to defeat its competitors by using its uniqueness, marketing performance will increase (Duffield & Whitty, 2015). Thus, the ability to clone products according to the company's orders is seen as a source of a competitive advantage which will further improve marketing performance (See Table 2).

Table 2: State of The Art Relationship between Order-Based Product Cloning Capability and Marketing Performance

Authors (year)	Findings
Richardo dan Camison (2003)	Companies that give priority to the identification and understanding of consumer needs ("Market pull") and the commercialization of consolidation and distribution systems will have a moderating effect on the relationship that exists between product design management and performance
Bharadwaj et al. (1993)	The company's ability to develop the expertise of its employees well will make the company excel, and the implementation of strategies based on human resources will be difficult to emulate by its competitors. Assets and skills must be directed to support the creation of company performance that has a difference with other companies.
Duffield, S., & Whitty, S.J. (2015)	The company's ability to beat its competitors by using the uniqueness that is owned by the marketing performance will increase
Kotler (2000)	Imitation strategy is a strategy of market followers in their efforts to maintain and increase market share.

Sources: various literature

ORDER-BASED PRODUCT CLONING CAPABILITY AS A MEDIATOR OF ORGANIZATIONAL LEARNING IN RELATION WITH MARKETING PERFORMANCE

Product cloning capability is a technology investment and technical capability that is owned by the company. Company capability in cloning products that match the order is an asset and skill or asset and competency, which is the most important instrument to produce competitiveness. Bharadwaj et al. (1993) explain that unique expertise and assets are seen as a source of competitive advantage. Unique expertise is the company's ability to make its employees as an important part in achieving a competitive advantage. The company's ability to develop the expertise of its employees well will make the company excel, and the implementation of strategies based on human resources will be difficult to emulate by its competitors. Assets and

skills that are unique resources are real resources needed by the company to carry out its competitive strategy. Both of these resources must be directed to support the creation of company performance that is different from other companies. Thus, learning organization through organizational stability will influence market performance. Product cloning capability, which is the uniqueness of the company, will cause customers who in this case, are industrial customers will always feel satisfied and will place orders on an ongoing basis. With the company's ability to defeat its competitors by using its uniqueness, marketing performance will increase (Slater, 1997).

The State-of-The-Art Order-Based Product Cloning Capability Mediates the Relationship between Organizational Learning and Marketing Performance, as shown in table 3 below.

Table 3: State of The Art Order-Based Product Cloning Capability Mediates the Effect of Organizational Learning on Marketing Performance

Authors (year)	Findings
Lo'pez et al. (2005)	Organizational learning can be defined as a dynamic process of the creation, acquisition, and integration of knowledge aimed at the development of resources and abilities that contribute to performance.
Kotler (2000)	Imitation strategy is a strategy of market followers in their efforts to maintain and increase market share.
Duffield, S., & Whitty, S.J. (2015)	The company's ability to beat its competitors by using the uniqueness that is owned by the marketing performance will increase

Sources: various literature.

METHODOLOGY

Types of Research

This research is categorized as a basic research (basic research or fundamental research or pure research) whose target is the development of a particular science or field of study with a certain degree of "contribution to the body of

knowledge," because this study departs from the problem in the form of a theory gap found in research gap from previous researchers (Ferdinand, 2002).

Population, Samples and Sampling Techniques

The population in this study were all companies classified as Small and Medium Metal Enterprises in Tegal Regency, totaling 2884 businesses spread across Talang District (1,632 businesses),

Adiwerna District (956 businesses), Kramat District (276 businesses), Tarub District (10 businesses), Pangkah District (5 businesses), Lebaksiu District (3 businesses), and Slawi District (2 businesses).

The sample used in this study was 110 small and medium-sized metal (metal industry) businesses, for reasons of assuming the adequacy of the sample in the regression equation model. The sampling technique is purposive random sampling in which the company selected as a sample is a small metal business in Tegal Regency whose marketing system uses job orders and has been in business for 3 years.

Operational Definition and Variable Measurement in this study can be seen in the following table:

Table 4: Operational Definitions and Variable Measurements

Variable	Operational definition	Indicator
Order-based Product Cloning Capability	Order-based Product Cloning Capability is the technical ability, designing and duplicating in making a product where the content, capacity, shape and quality are exactly the same as the product requested by the customer.	Making a product where 1. content / content, 2. capacity, 3. shape 4. quality the same as the product requested by the customer.
Product excellence	While Kotler (2000) states that competitive advantage is the company's ability to hold one or more competitive activities that cannot or will not be able to be equaled by competitors.	Advantages: 1. quality 2. service 3. cost control 4. speed 5. innovation (Slater,1995).
Marketing Performance	Marketing performance is the achievement of results obtained from strategic actions taken by the company (Morgan, 2012; Saunila et al., 2014)	1. Growth of sales 2. Market share 3. Market growth

Source: From various literature

All variables in this study were measured using an interval scale which is a data measuring device that can produce data that has a range of values that have meaning, which can make it possible to perform parametric statistical tests. Research variables were measured by their level of agreement on each question for each indicator starting from scale 1 strongly disagree to scale 7 strongly agree.

Data Collection Technique

The source of the data in this study are primary data and data collection techniques performed using questionnaires, namely data collection with a questionnaire given to respondents.

Data Analysis Technique

This research was conducted with a descriptive analytical approach so that the analytical tool used was also a quantitative descriptive analysis tool. There are several approaches or methods used including: analysis of linear regression models, test the significance of the regression coefficients, the coefficient of determination test and the significance test of mediator variables.

Linear Regression Analysis

The specifications of the empirical model of regression analysis are as follows (Gujarati, 2006):

$$Y = \alpha + \beta X + \mu_i$$

Where; Y = dependece variable

X = independence vareiable

α = constants.

β = Regression coefficient

μ_i = errors caused by random factors

In this study a simple linear regression analysis is used to find out:

1. The effect of order-based product cloning capabilities on competitive advantage.
2. The effect of competitive advantage on marketing performance.

The t test is known as a partial test, which is to test the significance of the effect of each independent variable on the dependent variable. This test can be done by comparing t arithmetic with t table or by looking at the column of significance on each t arithmetic.

Analysis of the Coefficient of Determination

Determination Coefficient Test (R^2) at this test stage is used to determine the suitability and ability of the data in explaining the observed economic phenomena. The test range is between 0 and 1 (0% - 100%).

$KD = R^2 \times 100\%$

Dimana; KD = Determination Coefficient

R = Multiple correlation coefficient

Significance Test of Mediation Variables (Sobel Test)

Testing the role of mediating variables using the Sobel Test is done manually with the following formula (Preacher & Leonardelli, 2001):

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

Where; a = Regression coefficient on the relationship between the independent variable and the moderating variable.

b = Regression coefficient on the relationship between moderating and dependent variables.

SEa = Standard Error in the relationship of independent variables and moderation variables.

SEb = Standard Error in the relationship between moderation and dependent variables.

ANALYSIS AND RESULTS

The results of the analysis using regression analysis are as follows:

Table 4: Results of Regression Analysis of Order-Based Product Cloning Capability against Competitive Advantage

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
1. (Constant) the capability of order-based product cloning	16,082	1,660		9,688	,000
	,312	,079	,354	3,939	,000
a. Dependent Variable: competitive advantage					

Based on the results of the calculation of the regression analysis, the regression equation is obtained, namely: $\hat{Y} = 16.082 + 0.312 X$. The regression equation can be taken an analysis that: the capability of order-based product cloning has a significant effect in the low category

on competitive advantage in Small Metal Industries in Tegal Regency. A positive sign of regression coefficient means that if there is an increase in the capability of order-based product cloning, the competitiveness will increase.

Table 5: Results of Regression Analysis of Competitive Advantage on Marketing Performance

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
1. (Contant) Competitive advantage	10,559	1,480		7,132	,000
	,288	,065	,392	4,433	,000
a. Dependent Variable: marketing performance					

Based on the results of the regression analysis calculation, the regression equation is obtained: $\hat{Y} = 10.559 + 0.288 Z$. The regression equation can be taken an analysis that: competitive advantage has a significant effect in the low

category on the marketing performance of Small Metal Industries in Tegal Regency. A positive sign of the regression coefficient means that if there is an increase in competitive advantage it will cause an increase in marketing performance.

Table 6: Results of Regression Analysis of Order-Based Product Cloning Capability on Marketing Performance

Model	Unstandardized Coefficients	Standardized Coefficients			Sig.
	B	Std. Error	Beta	t	
1. (Contant)	9,878	1,101		8,975	,000
the capability of order-based product cloning	,348	0.53	,537	6,624	,000
a. Dependent Variable: Marketing performance					

Based on the results of the regression analysis calculation, the regression equation is obtained: $\hat{Y} = 9,878 + 0,348 X$.

The regression equation can be taken an analysis that: the capability of order-based product cloning has a significant effect in the low category on the marketing performance of Small Metal Industries in Tegal Regency. A positive sign of regression coefficient means that if there is an increase in the capability of order-based product cloning, it will cause an increase in marketing performance.

From the results of simple linear regression analysis, it is found that organizational learning which is positioned as an independent variable has a positive and significant effect on marketing

performance variables that are positioned as the dependent variable. While organizational learning indirectly has a significant effect on marketing performance. With the significance of this influence, the question is whether the new concept of order-based product cloning capability can significantly mediate the effect of organizational learning on marketing performance? What is the level of significance of the order-based product cloning capability variable in mediating the effect of organizational learning with marketing performance ?. The significance level of order-based product cloning capability can be seen from the Sobel test results calculated online as shown in the following figure.

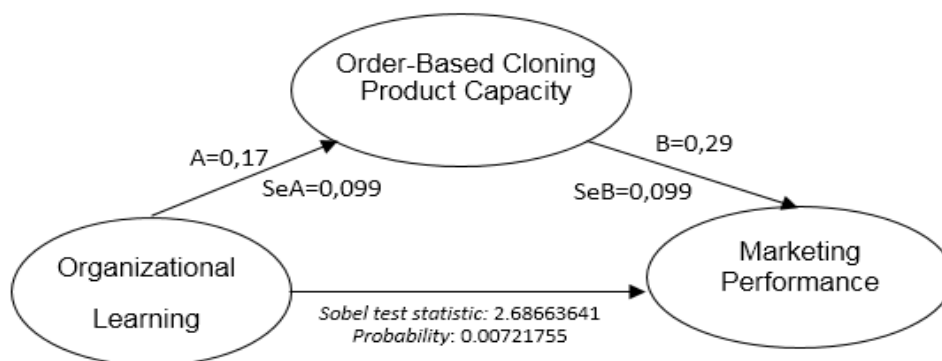


Fig.2: Sobel Test Order Order-Based Product Cloning Capability Mediates theEffect of on Marketing Performance

Sobel Test results as shown in Figure 2 show that the significance value of the mediating role of the order-based product cloning capability variable is 0.00721755 which is smaller than 0.05 and the Sobel test value is 2.68663641 which is greater than 1.96. Thus the order-based product cloning capability variable plays a significant role as a mediating variable the effect of organizational learning on marketing performance.

Before entering the capability of order-based product cloning capabilities into the equation, the results show that there is a positive and significant influence of organizational learning on marketing

performance. In addition, the results also obtained that there is a positive and significant effect of organizational learning on the capability of order-based product cloning. To the effect of the capability of order-based product cloning on marketing performance obtained positive and significant results. The effect of organizational learning on marketing performance that was significant (before entering the order-based product cloning capability variable into the equation) remains significant after entering the order-based product cloning capability variable into the equation, the order-based product

cloning capability variable is expressed as a partial mediating variable.

CONCLUSION

Marketing is one of the most important parts of the company's survival. There are many alternatives of marketing strategy that can be done in the market competition. Based on a systematic review of various pieces of literature, it can be concluded that there are several alternative strategies to improve marketing performance as follows:

1. The first alternative, to improve marketing performance by intensifying the learning process of the organization because by taking this approach to developing knowledge, experience, and continuous learning, technical information can be obtained making products and experiences from outside the company or from within the company. With organizational learning, technical skills will be obtained, designing, and duplicating products, so that it will improve and develop the ability to accurately and satisfactorily meet customer requirements.
2. The second alternative, to improve marketing performance by intensifying the organizational learning process (continuous learning). It will improve organizational capability (expertise, technological ability, experience) so that order-based product cloning capabilities will be obtained, namely technical ability to design and develop and duplicate in producing order-based products. With the capability of order-based product cloning, marketing performance can improve automatically.
3. The third alternative, to improve marketing performance by intensifying the organizational learning process (continuous learning). It will improve organizational capabilities (expertise, technological capabilities, and experience) so that further cloning capabilities based on order-based products, namely technical ability, design and build and duplicate in producing products to order. This order-based product cloning capability will further enhance competitive advantage, namely excellence in terms of the quality of the products produced, services provided to customers, cost control excellence, and excellence in completing orders so that they will have substantial competitive advantages. This competitive advantage is a weapon for marketing performance improvement.

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