

# Creation Marketing Capabilities as Antecedents For Success Marketing Performance

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**Abstract-** *SMEs as the backbone of the national economy and regional (ASEAN) contribute significantly to the national GDP and absorb as much as 97.2% of all workers in Indonesia. The purpose of this study was to analyze the influence of entrepreneurial orientation creativity, competence marketing knowledge and creation marketing capabilities to marketing performance. The population in this study, all small businesses in the city of Semarang Indonesia totaling 686 small industries. Sampling using purposive sampling method. Purposive sampling method is based on the technique of sampling with particular consideration, where the sample is selected with the conditions that are considered to have essential features that are relevant to the research. The samples were selected and qualified the small industry has a turnover and assets under 100 million, the number of workers 5-19 people, capital less than 25 million, totaling 115 respondents. The results of this study showed acceptable for variable influence creativity entrepreneurial orientation, competence marketing knowledge, creation of marketing capabilities, to marketing performance.*

**Keywords:** *Creativity Entrepreneur Orientation; Competence Marketing Knowledge; Creation Marketing Capabilities; Marketing Performance*

## 1. INTRODUCTION

Micro, small and medium enterprises (SMEs) play a vital role in the development and economic growth perspectives from the viewpoint of the world, not only in developing countries but also in developed countries. It is widely recognized that SMEs are very important because of the characteristics - the main characteristics that distinguish them from large businesses, mainly because SMEs are labor intensive efforts, there are in all locations, especially in rural areas, more dependent on local raw materials, and the main providers of goods -Items basic needs and services low-income or poor Kadin (2013)[14].

Dipta (2014), SMEs as the backbone of the national economy and regional (ASEAN) contribute significantly to the national GDP and absorb as much as 97.2% of all workers in Indonesia. With the number of SMEs more than 55.2 million, the highest in ASEAN, Indonesia should be the main driver of the development of SMEs in ASEAN to SME access to capital, technology and the market is increasing.

Public (2011)[31], but along with the development of time, businesses SMEs face a tough challenge associated with business development. The main constraints of SMEs business development can be derived from the problem of financing and borrowing requirements are sometimes not easy to be met, the problem of lack of information about other capital opportunities, problem difficulty opening market access, and the problem of skills development and application of technology in business development.

Rodhiyah (2010)[33], The existence of SMEs in no worse condition deeper crisis because of several factors, among others : (a) the majority of small businesses produce consumer goods, especially durable, this commodity group is characterized by changes in demand for relatively low incomes; (b) the majority of small businesses rely more on non-banking financing the funding aspect of the business, because small businesses access to banking facilities are very limited, this causes a small business is not affected by the deterioration of the banking sector; (c) in general, small businesses do strict production specialization, in the sense that only produce certain goods and services, this is due to limited capital factor; (d) the formation of small businesses particularly the informal sector as a result of the number of job losses in the formal sector as a result of the prolonged crisis.

Slater and Naver (1995)[34], a business can achieve its full potential market orientation, when the nature of the right entrepreneurial orientation, according to the design and structure of the organization. Entrepreneurial orientation is the main attribute of the company achieve high performance. Drucker and F. (1994)[8] suggests that entrepreneurial orientation as to the nature, character or characteristics inherent in a person who has the willpower to realize innovative ideas into real business world and can develop it tough. Creativity is the ability to be creative entrepreneurial orientation in creating something new and different.

Day (1994)[5] the Company could potentially have access to different marketing capabilities .Study Fahy et al (2000) are just a discussion on three key marketing capabilities,

namely: market orientation; deadline in strategic decision making within the company; and positioning of the capability of the company . There are two criteria: first as part of the depiction of the condition or capability level of the company as a whole; and the final criteria as a business unit capabilities, which the three leads and marketing actions affect a perusahaan, Weber (1992)[39].

Prahalad and Hamel (1990)[30] states that competence is a real knowledge and skills are reflected in technological expertise. Ferdinand (2003)[9] stated that organizational capability is defined as the ability, knowledge and experience of human resources (HR) to carry out the work that can provide value to the organization.

This study was motivated by empirical studies in the field, which showed inconsistent results Rauch, Wiklund, Lumpkin & Frese, (2009). Several studies confirm the existence of a strong positive relationship between entrepreneurial orientation and performance Arief, Thoyib et al. (2013)[1] , Li, Huang et al. (2008) [20] Zainol and Ayadurai (2011) and others have found no significant relationship between the two construction Ana Lisboa (2010).

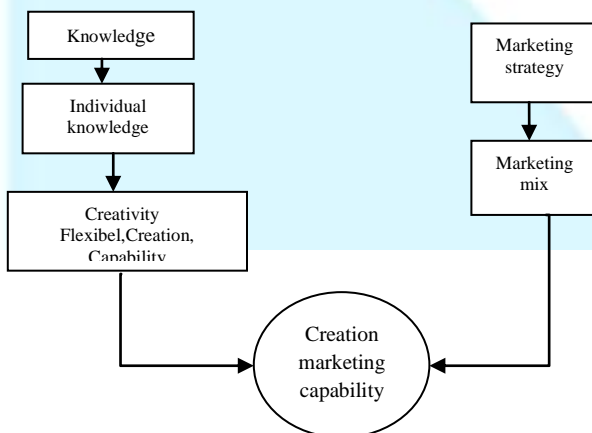
Based on the background and the research gap, the research problem is: How to develop a model which is the creation of marketing capabilities for key precursor variable success successful marketing performance?

## 2. REVIEW OF LITERATURE

### 2.1. Epistemology of Creation marketing capabilities

Knowledge as a result of reflection and experience of a person, so that knowledge is always owned by an individual or group of Fernandez and Sabherwal (2001)[10]. Knowledge embedded in the language, rules and procedures, as well as two-dimensional konsep. There is the critical need to understand the knowledge in the context of the organization items, namely the first, knowledge exists in every individual, group or organization; second, the knowledge can be seen as something that can be stored, and as a process, the which is a process to find out something. Based on these two

Figure 1: Process creation of marketing capabilities synthesis



dimensions, can be divided into tacit knowledge and explicit knowledge. Tacit knowledge is knowledge gained from experience, activities undertaken, and the difficulty is defined where usually distributed through discussions, stories. Nonaka and Takeuchi (1995)[26] tacit knowledge is defined as a personal knowledge, specific, and generally difficult formalized and communicated to the other party. While explicit knowledge is knowledge that has been formulated, usually presented in the form of writing such regulations, books literature. In the deployment process organization / sharing of knowledge will assist the achievement of organizational goals. Explicit or codified knowledge is defined as knowledge that can be transformed into a formal and systematic language.

Sternberg (1999)[36] Creativity is a person's ability to generate new jobs and appropriate. Moreover, creativity is an important issue both in terms of individual and social aspects, and can be raised by studying the copyrighted work that already exists, and then updated to produce new creative works. Another opinion about creativity is the ability to see or think about things that are extraordinary, unusual, combining seemingly unrelated information and spark new solutions or new ideas, which shows the ability, smoothness, suppleness (flexibility), and originality in thinking Munandar (1999)[25]. The process is basically the study of creativity to develop a range of alternative ideas or ways to address various issues in accordance with what he had in mind.

Marketing is a function, directly determines the sale. This activity has a broad scope as it covers the internal and external parts. Marketing is a social process in which individuals or groups majerial aims to meet the needs and desires through creativity, supply and exchange value of the product with others Kotler (2006)[18] . American Marketing Association argued that "marketing" as "a process of planning and execution, starting from the conception, pricing, promotion to the distribution of goods, ideas and services, to satisfy the exchange of individuals and institutions. The above description shows that marketing requires a strategy that is expressed in a realistic plans, associated with the possibility of obtaining a profit.

Development of a marketing strategy based on the business strategy and competitive advantage. For marketing decision makers in the business planning process involves three important things is ; (1) participation in analysis and strategic planning firm, (2) to serve with other functional managers as a team member plan startegik business units, (3) develop, implement strategic marketing plans for the markets served by the company Cravens and Piercy ( 2007)[4] , then in strategic planning chief marketing executive responsible for (1) the formulation of corporate strategy, (2) develop a marketing strategy business units in support of the company's priorities.

Dr Ratih Hurriyati (2010 ) [7], Small industrial marketing strategy geared to win the competition in the target market.

A competition will be won if the manufacturer is able to create marketing strategies that have a competitive strategy proposed by the competitive advantage Porter (1990)[28]. "Competitive strategy is a combination of objective championed the company with a tool (to policy) used to achieve these goals or finding a favorable position in the industry as a competition". In choosing a competitive strategy, there are two factors to consider are; attractiveness of an industry to provide the level of long-term profit and determination of the relative position within an industry. Thus the goal of competitive strategy is to find the position of the company in an industry that allows a company can protect itself against the pressure of competition or affect positive pressure.

The survival of a company is required to compete with other companies and can adapt to changing conditions occurring at the present time. To perform the competition, companies should not only focus on the smooth production, but should also consider the strategy in marketing their products. In marketing goods produced by the company needs to know the marketing mix (marketing mix) which contains four main activities in marketing. Marketing Mix Kotler (1994)[17] is a set of specific marketing tools used by the company, consisting of product, price, promotion, and place or distribution. Based on the description above, it can be described synthesis of creation marketing capabilities shown in Figure 1 below.

## 2.2 Creativity Entrepreneur Orientation

Entrepreneurial orientation plays an important role in improving business performance Keh, Nguyen et al. (2007)[16]. Miller and Friesen (1982)[22] revealed that the entrepreneurial orientation into a meaning that is acceptable to explain the performance of the business. Entrepreneurial orientation refers to the processes, practices, and decision-making that led to the new input and has three aspects of entrepreneurship, that is willing to take risks, to act proactively and always innovative Lumpkin and Dess (1996).

Risk-taking is the attitude of entrepreneurs, by involving his willingness to commit resources and courage to face the challenges of the exploitation or engage in business strategy where the likely outcome uncertainty Keh, Nguyen et al. (2007). Proactive reflects the willingness of entrepreneurs to dominate competitors through a combination of aggressive and proactive and motion, such as introducing a new product or service over the competition and activities for the upcoming demand anticipate to create change and shape the environment. Innovative refers to an attitude of entrepreneurs to engage creatively in the process of a trial of a new idea that allows generating new production methods to produce new products or services, both for the market now and into the high entrepreneurial new. Market orientation closely related to the prime mover advantages that entrepreneurs have the opportunity to take advantage and the emergence of these opportunities, which in turn has positive influence

on the performance of the business Wiklund (1999)[40]. Presented by Covin and D. Slevin (1989)[3]; (Wiklund 1999), stated that the higher the entrepreneurial orientation can improve the ability of companies in marketing their products towards better business performance. Therefore, companies are increasingly innovative, proactive, and dare to take risks tend to be able to perform better business.

Research Halim (2014)[11], Miller (1983)[22], Lamkin & Dess (2001) states entrepreneurial orientation as entrepreneurial company with regard to product innovation, risk and the first to introduce innovations in a proactive and aggressive competition. This, requires intensive activities to outperform competitors characterized by combining posture or aggressive responses to improve the position in the competition. Indicators for these variables are: innovation; proactiveness; competitive aggressiveness and risk-taking. Research results show a strong market orientation encourage high-performance enterprise. Market orientation has not been able to improve the company's marketing capabilities. Learning orientation have not been able to improve the performance of the company. Learning orientation can enhance the company's marketing capabilities. Entrepreneurial orientation can improve marketing capabilities. Orientas entrepreneurs do not improve marketing performance marketing The ability to improve the performance of the company.

## 2.3. Competence Marketing Knowledge

Finding Prahalad and Hamel (1989) shows that knowledge management can be considered as the main source of capability and competitive advantage. It also shows that knowledge is a source of competitive advantage. Although many who reinforce the idea that knowledge creates competitive advantage, but research in marketing knowledge management is very rare in contrast to research on knowledge management related to other fields (in particular operations management, information management). Instead, scholars in the field of general marketing and strategic management of the discussion focuses on market orientation and organizational learning. Competence marketing knowledge has proven to have a positive effect on the marketing capability Tsai et al. (2004). Marketing capabilities built through the learning process when marketers repeatedly apply their knowledge to solve marketing problems. Development of marketing capability can be defined as an integrated process through the incorporation of resources based on knowledge and assets to create superior value for customers. Competence has a strong influence on the performance of the company (Invalid, 2007). Companies that have a management team with the optimal expertise and competing methods that are based on core competencies will be able to achieve higher performance than other companies can not do.

## 2.4. Creation Marketing Capabilities

Barney, Wright et al. (2001), marketing can be defined as an integrated process that is designed to implement a collection of knowledge, skills and resources of the

company for business related to the needs associated with the market. Creation marketing capability allows businesses add value and create value for customers and be competitive. Viewpoint based on the resources of the company recommends the expected results of the business management of the company is the creation and delivery of sustainable competitive advantage, which in turn is the achievement of superior business performance., Competitive advantage can be achieved through the ownership of key assets or capabilities.

Research Qureshi and Mian (2010)[32] marketing capability can be defined as a process designed to apply integrative collective knowledge, skills, and resources of the company's business needs related markets, enabling businesses to add value to goods and services and meet the competitive demands Day (1994)[5]. Marketing capabilities then developed as a marketing employee in the company repeatedly apply the knowledge and skills to meet the needs of business-related markets Morgan, Vorhies et al. (2009)[24], the findings indicate that market orientation and marketing capabilities are complementary assets that contribute to superior corporate performance.

Figure 2: Empirical Models

**2.5. Marketing Performance**

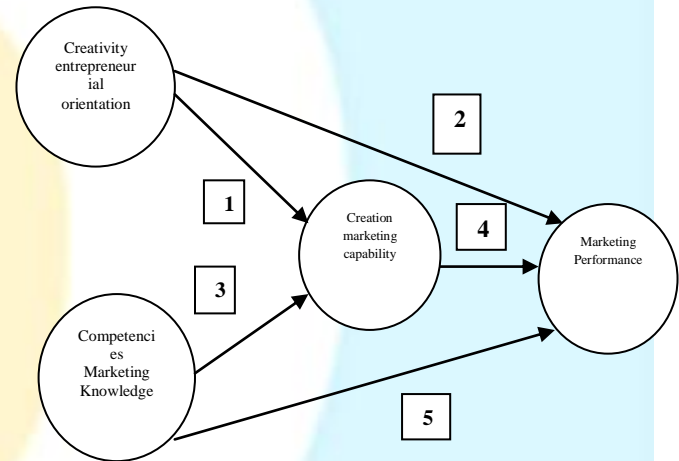
Marketing Performance is an important element of the performance of the company in general because the performance of a company can be seen from the performance of the marketing for this. Marketing Performance is a marketing concept to measure the achievement of a company. Any company interested to Marketing Performance is also said to be the organization's ability to transform itself to meet the challenges of the environment with long-term perspective Keats and Hitt (1998)[15]. Performance assessment becomes part of the company's efforts in view of the suitability of the implementation strategy in the face of environmental changes. The environment has become an important part of the company and is difficult to be changed by the company. The company can only recognize it and then manage properly so that we can benefit the company. The introduction of a good environment will have an impact on the quality of the resulting strategy which will further impact on the marketing performance. Based on a literature review, and previous research, it can be proposed hypothesis.

Table 1 shows the operational definition and indicator of each - each variable

No	Variables	Conceptual	Indicator
1	Creativity entrepreneurial orientation	Processes, practices, and creative decision-making, leading to new input and has a three-dimensional aspect that is willing to take risks, to act proactively and always innovative	1. Proactive (X1) 2. Innovative (X2) 3. Dare to take risks (X3) 4. Creative (X4)

**3. RESEARCH MODEL**

- H1: The better the creativity of entrepreneurial orientation, the better the creation of marketing capabilities
- H2: The better the creativity of entrepreneurial orientation, the better marketing performance
- H3: The better the competence of marketing knowledge, the better the creation of marketing capabilities
- H4: The better the creation of marketing capabilities, the better marketing performance



- H5: The better the competence of marketing knowledge, the better marketing performance.

**1. METHOD**

The population is a collection of research data or object that has quality and characteristics that have been determined based on the quality and characteristics. The population can be understood as a group of individuals or objects minimal observation an equation or characteristic Cooper and Emory, (1995). The population in this study are all small businesses in the city of Semarang Indonesia totaling 686 small industries. Purposive sampling method is based on the technique of sampling with particular consideration, where the sample is selected with the conditions that are considered to have essential features that are relevant to the research (Soeratno and Arsyad L, 1999).

2	Competence marketing knowledge	A set of processes that create, separating and storing knowledge about customers and their preferences, competitors, products, distribution channels and trends	1. Excavation marketing knowledge (X5) 2. Spread the marketing knowledge (X6) 3. Storage of marketing knowledge (X7) 4. Intreprestasi of marketing knowledge (8)
3	Creation marketing capabilities	Integrated process designed to, create, implement a collection of knowledge, skills and resources of the company for business related to the needs of the market related	1. Marketing Research (X9) 2. Marketing Development (X10) 3. Product (X11) 4. Network distribution (X12) 5. Price strategies (x13) 6. Promotion (X14)
4	Marketing performance	Organization capabilities to transform itself to meet the challenges of the environment with long-term perspective	1. Increased sales value (X15) 2. increase sales profits (X16) 3. Increased marketing area (X17) 4. Increase in sales volume (x18)

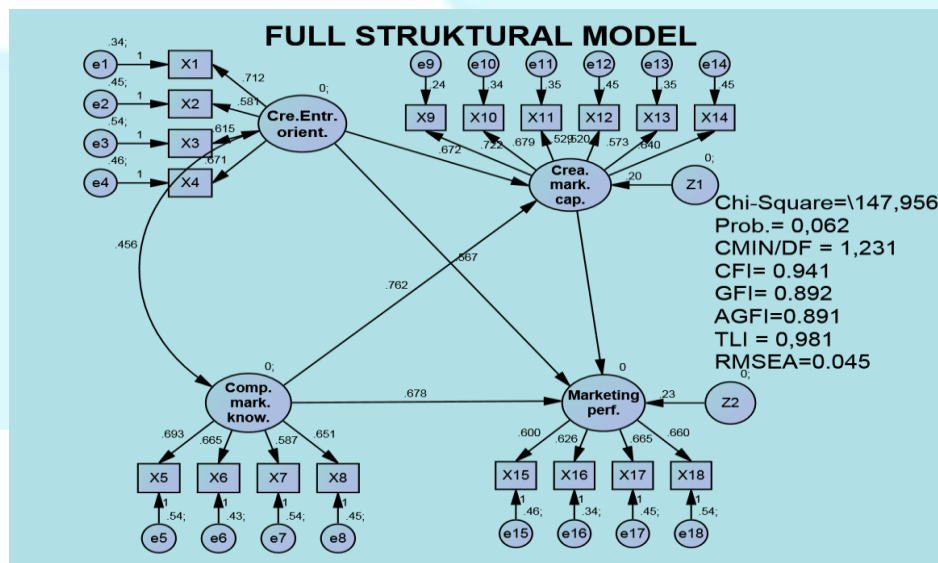
Thus, the sample is selected from the qualified ie having a small industry. Turnover and assets under 100 million, Browse by Law No. 9/1995 max 200 million, b. The number of workers 5-19 people, c. Capital less than 25 million. According to Hair et al (1995) the number of samples that are ideal for SEM is between 100-200, so in this study used a sample of 115 respondents.

**5.FINDINGS**

The next step of data analysis using AMOS 5.0. The results of data processing shown in figure 3 Figure 3 above explains that structural equation models modelling (SEM), a variable can be declared fit a full model, it is evident

from the feasibility of value - the value of the test as shown in the following table. Table 2, the test of the hypothesis of the model shows that the model fits the data or fit to the data used in the study, as seen from the level of significance (P) of the chi-square for the model (147.956), the index TLI, CMIN / DF and RMSEA were within the range of values expected although GFI and AGFI marginally acceptable (< 0.90). Thus the hypothesis test full model showed that this model fits the data or fit to the data used in the study.

Figure 3



**Table 2**  
**Index Feasibility Testing Structural Equation Modelling**

No	Goodness of fit index	Cut of value	Analysis results	Models evaluation
1	X <sup>2</sup> – Chi-Square	< 155,577	147,956	Fit
2	Significancy Probability	≥ 0,05	0,062	Fit
3	CMIN / DF	≤ 2.00	1,231	Fit
4	CFI	≥ 0,90	0,941	Fit
5	GFI	≥ 0,90	0,892	Marginal
6	AGFI	≥ 0.90	0,891	Marginal
7	TLI	≥ 0.95	0,981	Fit
8	RMSEA	≥ 0,08	0,045	Fit

The measurement results have met the criteria of goodness of fit. Furthermore, based on the model fit then be tested against five (5) proposed hypothesis. Value - the

value of the regression coefficient of causality and T value visible in the value of CR (critical ratio), as follows:

**Table 3**  
**The results of SEM analysis calculation and hypothesis testing**

Regression Weights	Estimates	Estimated standard	C.R	P
Cre.entr.orient. ---- Crea.mar.cap	.458	.207	2.108	.023
Cre.entr.orient ---- marketing performance	.481	.149	2.737	.018
Comp.mark.know. ----- Crea.mark.cap	.451	.179	2.437	.008
Crea.mark.cap ----- Marketing perf.	.404	.108	2.106	.0269
Comp.mark.know. ----- Marketing perf.	.341	.256	2.561	.031

H1: There is a significant influence between Creativity entrepreneurial orientation towards Creation marketing capabilities. Parameter estimation of 0.458, with a value of 2108 or CR = CR > 2.00 with a significance level of 0.05 (5%), also demonstrated a probability value < 0.05. Thus the first hypothesis can be accepted. It supports research Qureshi and Mian (2010) , Halim (2014) who found that entrepreneurial orientation positive and significant effect on .marketing capabilities . That entrepreneurial spirit that is based on the nature of creativity, innovation and risk-taking will produce something useful for company that the company will be able to create a good marketing capabilities and future-oriented and ultimately achieve corporate goals.

H2: There is a significant influence between Creativity entrepreneurial orientation to marketing performance. Parameter estimation of 0.481, with a value 2737 or CR =

CR > 2.00 with a significance level of 0.05 (5%), also demonstrated a probability value of < 0.05. Thus the second hypothesis can be accepted. It supports research Hartsfield, Johansen et al. (2008) , Qureshi and Mian (2010) , Halim (2014) who found that entrepreneurial orientation has a positive and significant impact on the marketing performance. That is the spirit of creative, innovative and willing to take the risk then it will be able to make changes - changes in both the process and the product according to the tastes of consumers and ultimately increase sales to marketing performance will rise.

H3: There is a significant influence between the competence marketing knowledge to the creation marketing capabilities. Parameter estimation 0.451, with a value 2437 or CR = CR > 2.00 with a significance level of 0.05 (5%), also demonstrated a probability value < 0.05.

Thus, the three hypothesis can be accepted. It supports research Morgan, Zou et al. (2003)[24], who found that the competence of marketing knowledge and a significant positive effect on the creation of marketing capabilities. This means that the higher the company's ability to build the process of creating, separating and storing information / knowledge about customers and their preferences, competitors, products, distribution channels and trends, then the higher the marketing capabilities of the whole management tactics, the marketing mix (price strategy, distribution, promotion, and product).

H4: There is a significant influence between the creation marketing performance to performance marketing. Parameter estimation 0,404, with a value 2106 or  $CR = CR > 2.00$  with a significance level of 0.05 (5%), also demonstrated a probability value of  $< 0.05$ . Thus, the hypothesis can be accepted. It supports research L.Jonch, Rialp et al. (2011), Morgan, Vorhies et al. (2009), Patwardhan (2013)[27] who found that the marketing capabilities and significant positive effect on marketing performance. This means that marketing capability as measured by indicators: marketing research, product development, pricing strategy, and campaign management has been shown to provide a significant positive effect on the performance of marketing which is indicated by the growth in sales, market growth, market share, and profitability. This means that if a company has sufficient capability regarding marketing tactics that will provide real benefits, such as improved marketing performance.

H5: There is a significant influence between competence marketing knowledge to marketing performance. Parameter estimation 0.341, with a value 2561 or  $CR = CR > 2.00$  with a significance level 0.05 (5%), also demonstrated a probability value  $< 0.05$ . Thus the hypothesis 5 is acceptable. It supports research Kabagambe, Ogutu et al. (2013)[13], who found that the competence marketing knowledge and a significant positive effect on creation marketing capabilities. This means that the higher the company's ability to build the process of creating, separating and storing information / knowledge about customers and their preferences, competitors, products, distribution channels and trends, then the higher the marketing capabilities of the whole management tactics, the marketing mix (price strategy, distribution, promotion, and product).

## 6. CONCLUSION

First, the better the creativity of entrepreneurial orientation, the better the creation of marketing capabilities, acceptable. Second, the better the creativity entrepreneurial orientation, the better marketing performance, acceptable. Third, the better the competence marketing knowledge, the better the creation marketing capabilities, acceptable. Four, the better the creation marketing capabilities, the better marketing performance, acceptable. Five, the better the competence marketing knowledge, the better marketing performance, acceptable.

## 6.1 Suggestion for Future Research

First, further research is recommended to take the entire population of the community in Indonesia that have this more accurate findings to identify the effect of creativity, entrepreneurial orientation, competence marketing knowledge, creation marketing capabilities, marketing performance.

Second, future research may also develop a model of the dynamic relationship between the variables of the study, the performance of different test objects of research across industries and across large-scale enterprises, with antecedent factors developed from this research.

## 6.2 Limitation of the study

This study has limitations:

First, The results of hypothesis testing only see the contribution of variable creativity, entrepreneurial orientation, competence marketing knowledge, creation marketing capabilities to marketing performance. These findings suggested that replication of research conducted by the design experimental so that its contribution would be more accurate.

Second, Limitations of this study also only see the contribution of variable creativity, entrepreneurial orientation, competence marketing knowledge, creation marketing capabilities to marketing performance. Future studies are expected to examine other variables associated with the marketing performance, especially on small industry.

## 6.3 Implications of research

There are two implications of the research are the implications of managerial and structural implications that should be of concern to small businesses in the city of Semarang Indonesia.

**6.3.1 Managerial Implications:** The study results are expected to provide information to small business management of marketing performance is not only influenced by the variable creativity, entrepreneurial orientation, competence marketing knowledge, but also influenced by the creation marketing capabilities. Therefore, the management of small businesses in the city of Semarang Indonesia should improve the quality of entrepreneurial orientation, variable creativity, competence marketing knowledge and marketing performance on an ongoing basis to always pay attention to the quality of human resources (HR), the quality of the product and make the program - a promotional program that can attract the buyer.

**6.3.2 Structural implications:** the attention and support of the necessary managerial capacity building programs such as small businesses in a variety of businesses in the city of Semarang scale that will contribute positively to the existence of its and business development as well for the future. Related parties include local governments, universities, and other institutions that observers. Structurally, the local government may appoint trending relevant agencies in planning and implementing capacity

building activities for small businesses at different scale their businesses.

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