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The Influence of Marketing Strategy on Marketing Performance from a Management Perspective in the Disruption Era

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ABSTRACT

The world continues to develop and change, and everything is digital-based in the current era of disruption. The retail industry is one of the business sectors most severely impacted by the COVID-19 pandemic and the disruption era. Numerous businesses or retail issuers also see a drop in sales and even suffer losses. The research aimed to evaluate the most successful marketing tactics toward marketing performance in the disruption era from a management perspective. The major data used came from questionnaires given to management with digitized or digital marketing. A total of 282 data were collected using the purposive sampling technique to determine the respondents in Denpasar City. Structural Equation Model (SEM) analysis was employed in this investigation. The research outcomes are strategies that effectively influence marketing performance in the disruption era, including marketing mix strategy, online affiliate marketing strategy, and social media strategy. The marketing mix strategy cannot be abandoned despite changes in the disruption era. There can only be a change in strategy using digital marketing media. The research novelty lies in its findings, which support the Resource-Based View (RBV) theory, the marketing tactic employed to enhance marketing effectiveness in the disruption era. The practical implications include policy recommendations for business management and marketing methods to improve marketing performance in the disruption era.

Keywords: marketing strategy, marketing performance, management perspective, disruption era

INTRODUCTION

The world is still evolving and changing. Everything is digital these days in this disruptive era. Every day, human life has been impacted by digitalization, including cell phones and the Internet. In the Industrial Revolution 4.0, it has been proven challenging for people to distinguish between these two things. With the speed at which technology is developing, cell phones are more than just a means of interpersonal contact. A smartphone with an Internet connection allows one to purchase and sell goods and services online (Prasetyo et al., 2020). These two cutting-edge technologies, combined with the Internet, have altered the global order of existence. In addition to the quick changes brought on by the COVID-19 pandemic, one of them is economics.

The retail industry is one of the business sectors most severely impacted by the COVID-19 pandemic and the disruption era. Numerous businesses or retail issuers also see a drop in sales and even suffer losses. Indonesia's retail sales growth in August 2021 was

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reported to be -0.1%, according to data from CEIC Indonesia. In contrast to the preceding -2.9% record for July 2021, this record climbed. The data also revealed that in December 2013, there was the biggest rise of 28.2%, and in May 2020, there was the lowest increase of -20.6% (Marginingsih, 2022). According to Aprindo's figures, retail expenditure grew by just 5−6% in June 2017, half of what happened in June 2016 (11.75%) (Colline, 2020). Because of this, modern retail enterprises must adapt to the needs of their customers by offering more creative and innovative items, understanding their wants and the kind of services or goods they offer, and observing customer behavior (Thukral, 2021).

Today, the digital world links individuals and businesses in the realm of business. An enormous amount of information is accessible to consumers worldwide through the Internet, a vast public network of computer networks. The Internet has given marketers new chances to build relationships with customers and deliver them value. The Internet is thought to be a suitable channel for consumer' communication and for attempting to grab customers' interest in goods and services (Herman et al., 2021). Conventional types of entrepreneurship become start-ups due to the advent and growth of information technology applications.

The way people do business has evolved as a result of Internet use. The utilization of e-commerce is one of them. E-commerce refers to trading through the Internet (Rocque, 2023). Online shopping has much promise, given how the Internet is used nowadays. People shop online more frequently since it is thought to be more convenient. So, it is possible that the method of product promotion has changed from traditional marketing to digital marketing. According to information from Iprice, Tokopedia was in first place with an average monthly traffic of 158.1 million visitors in the third quarter of 2021. This number increased by 7% from the 147.8 million visits recorded in the prior quarter. Shopee, meanwhile, received 134.4 million visits each month on average. Compared to the second quarter of 2021, which saw 127 million visits, the number of visits climbed by 5.8%. Bukalapak was in the third place. In the third quarter of 2021, Bukalapak received 30.1 million visits, an increase of 2.3% over the second quarter. Following with 27.95 million visits was Lazada. This number was 1% more than the 27.7 million visits recorded in the preceding quarter (Frantika et al., 2022).

It is clear that the COVID-19 pandemic and the disruptive era's use of digital and information technology have had a major influence on the shifts in consumer behavior. Consumer decisions over the past few years have been examined. The research based on generational theory has even linked this behavior to the actions of Generations Y and Z, who are still actively participating in business transactions. When it comes to elements that affect consumers' decisions to buy, three variables-price, perceived convenience, and Electronic Word-of-Mouth (E-WOM) have opposing effects on Generations Y and Z. Price conformance has little effect on Generation Y's purchase decisions, while perceived convenience and E-WOM have a strong positive correlation with this decision. Generation Z considers price suitability carefully when choosing purchases. However, Generation Z does not consider perceived ease of use or E-WOM. In the post-pandemic era, perceived usability, perceived safety, and perceived incentive variables are positively but not significantly correlated with e-commerce purchasing decisions. There is a strong beneficial association between Generations Y and Z in terms of pleasant emotional elements (Wijaya & Ekayasa, 2022). Other research results also indicate differences in consumer behavior between Generation Z and the preceding generation. Generation Z, who are proficient with technology and whose many activities are facilitated by it, updates information on social media. This generation is more likely to be consumers. It demonstrates that consumers purchase or use products mostly for their price. When buying high-quality goods, they nonetheless mention extremely cheap costs. Promotion is another important component (Subawa et al., 2020).

Performance in a company is a multifaceted concept. The financial, corporate, organizational, and marketing performance comprise the company performance in this instance. Marketing performance serves as the ultimate performance metric. According to some experts, this "performance" is crucial for determining how successful a business is. It outlines the elements of marketing performance and distinguishes four types of measurement: single financial output measurements (cash flow, sales revenue, and profit), multiple measurements (efficiency and effectiveness), and financial measurements (customer satisfaction, quality of service, adaptability, customer satisfaction, loyalty, and brand equity) and input measurements (market orientation, marketing implementation, marketing assets, and marketing audit). It is in accordance with the application of the Resource-Based Value (RBV) theory which focuses on a set of internal capabilities of a company. It consists of the internal resources of the firm that can be employed in a variety of commercial endeavors, including interactions with partners, suppliers, consumers, and other parties. Companies should create suitable contractual agreements to handle the issue of excessive transaction costs resulting from the economic identification of transaction costs versus opportunistic behavior by their partners (Nuryakin & Ardyan, 2018).

According to Cruz-Cárdenas et al. (2021), two key elements of a marketing strategy during a pandemic are reducing various risks and increasing perceived benefits to consumers. Then, two main risks that must be addressed with a marketing strategy are the risk of infection and the implementation of online transactions. Next, for small businesses with less intensive use of technology and speed of adaptation, digital transformation is critical, even at a basic level. They can survive by adopting deep-rooted digital transformation strategies, a combined form of social media sales and home delivery services. The previous

research conducts preliminary research on a qualitative approach to the marketing strategies companies use in the disruption era. It results in the marketing strategies used. They take the shape of traditional marketing techniques including network marketing, marketing mix, market segmentation and targeting, and digital literacy training for HR personnel. Digital marketing tactics encompass several forms, such as website marketing, social media marketing, online affiliate marketing, online advertising (Facebook and Instagram Ads), and Search Engine Optimization (SEO) marketing strategies (Wijaya et al., 2023).

The previous studies that analyze marketing strategies in this disruptive period are listed as follows. Kwok et al. (2020) stated that the marketing mix model was a helpful tool for service organizations to utilize when managing their marketing. Big data and machine learning, guided by marketing mix frameworks, demonstrated that travelers were most likely to discuss their experiences with services and tangible goods, while pricing and promotion were the least discussed factors. Pandey et al. (2023) mentioned that all aspects of the online marketing mix significantly influence Thai tourists' decision to make accommodations online. Li et al. (2021) suggested that the relationship between Social Media Marketing Strategy (SMMS), social content strategy, social monitoring strategy, and social Customer Relationship Management (CRM) strategy depended on how mature the plan was. Next, Hajarian et al. (2021) stated that the boundaries between different Internet marketing strategies have not been clearly established in the academic literature. The "oldest" Internet marketing strategies, such websites and email, are still highly relevant for modern company communications, according to a review of the literature.

Based on the development of research conducted by the authors themselves and the gaps in the previous research, the writers carry out research to assess, from a management standpoint, the most effective marketing strategies for marketing performance in the disruptive period. Several research hypotheses are developed from the research objectives and previous research as follows. The marketing strategy used by companies in the disruption era with conventional marketing strategies is in the form of a marketing mix strategy, to support marketing performance (Wijaya et al., 2023). In the context of the relationship between marketing implementation and marketing performance, if the marketing mix strategy is implemented in marketing activities, this strategy will be effective in increasing the sales figures for a product. Hence, marketing performance will increase. Previous research has proven the important role of marketing mix strategy in influencing marketing performance. According to Kwok et al. (2020), the marketing mix model is a highly helpful tool for service organizations when trying to manage their marketing. Meanwhile, the opposite result stated by Ibrahim and Harrison (2020), internal strategy variables (marketing and non-marketing) have less of an impact on business performance than external elements, such as competitors' marketing mix variables. The first hypothesis is as follows.

H1: Marketing mix strategies have a significant influence on marketing performance.

There is preliminary research on a qualitative approach to the marketing strategies companies use in the disruption era. It shows that the marketing strategies used are conventional marketing strategies in the form of network marketing strategies, to support marketing performance (Wijaya et al., 2023). In the relationship between marketing implementation and marketing performance, if a network marketing strategy is applied in marketing activities, this strategy will expand the coverage of the marketing area through network marketing connections. Hence, marketing performance will increase. Previous research has proven the important role of network marketing strategies in influencing marketing performance. According to Nuryakin and Ardyan (2018), network competency enhances a company's capacity to enter a market. Thus, the second hypothesis can be formulated as follows.

H2: Network marketing strategies have a significant influence on marketing performance.

There is preliminary research regarding the qualitative approach to marketing strategies used by companies in the era of disruption, showing that the marketing strategies used are conventional marketing strategies in the form of market segmentation and targeting strategies, to support marketing performance (Wijaya et al., 2023). In the relationship between marketing implementation and marketing performance, if marketing activities apply market segmentation and targeting strategies, this strategy will select consumer segmentation and market targets that are suitable for the product. So, product sales or marketing performance will increase. Previous research has proven the important role of market segmentation and targeting strategies in influencing marketing performance. According to Maghfuriyah et al. (2019), a market structure variable other than finance market share considerably impacts Islamic banking performance over the long run. Meanwhile, it has no meaningful impact on Islamic banking performance in Indonesia over the near term. Thus, the third hypothesis can be formulated as follows.

H3: Market segmentation and targeting strategies have a significant influence on marketing performance.

There is preliminary research regarding a qualitative approach to marketing strategies used by companies in the era of disruption. It uses marketing strategies in the form of HR digital literacy training, to support marketing performance (Wijaya et al., 2023). The correlation between marketing implementation and marketing performance indicates that when

marketing operations are backed by HR personnel who possess digital literacy, the marketing process via digital marketing media will function more seamlessly, leading to an improvement in marketing performance. Previous research has proven the important role of HR digital literacy training strategies in influencing marketing performance. Thus, the fourth hypothesis can be formulated as follows.

H4: HR digital literacy training has a significant influence on marketing performance.

There is preliminary research on a qualitative approach to the marketing strategies companies use in the disruption era. The marketing strategies used are digital marketing strategies in the form of online affiliate marketing strategies, to support marketing performance (Wijaya et al., 2023). In the relationship between marketing implementation and marketing performance, if an online affiliate marketing strategies is applied in marketing activities, this strategy will expand the coverage of the marketing area through online affiliate marketing connections. Hence, marketing performance will increase. Previous research has proven the important role of online affiliate marketing in influencing marketing performance. Thus, the fifth hypothesis can be formulated as follows.

H5: Online affiliate marketing strategies have a significant influence on marketing performance.

There is also preliminary research on a qualitative approach to the marketing strategies companies use in the disruption era. The marketing strategies used are digital marketing strategies in the form of website marketing strategies, to support marketing performance (Wijaya et al., 2023). In increasing sales figures in this digital era, many companies implement their marketing through promotional media using company websites to market their products. It can improve their marketing performance. Previous research has proven the important role of website marketing strategies in influencing marketing performance. According to Hajarian et al. (2021), the boundaries between different Internet marketing approaches have not been clearly delineated in the academic literature. Even today, websites and email—the "oldest" forms of Internet marketing—remain crucial for company communications. The sixth hypothesis can therefore be stated in the following way.

H6: Website marketing strategies have a significant influence on marketing performance.

There has been a change in the medium of interaction between people as social creatures by using social media in this digital era. Due to these modifications, businesses now frequently use social media as a marketing strategy to promote and boost sales of their goods. Previous research has proven the important role of social media marketing strategies in influencing marketing performance. There is preliminary research on a qualitative approach to the marketing strategies companies use in the disruption era. It uses digital marketing strategies in the form of social media marketing strategies, to support marketing performance (Wijaya et al., 2023). Then, according to Dolega et al. (2021), social media increases online traffic but has no discernible effect on product orders or sale revenue. Thus, the seventh hypothesis can be formulated as follows.

H7: Social media marketing strategies have a significant influence on marketing performance.

There is preliminary research on a qualitative approach to the marketing strategies companies use in the disruption era. It shows digital marketing strategies in the form of online advertising marketing, to support marketing performance (Instagram and Facebook Ads) (Wijaya et al., 2023). Advertising is one of the important implementation aspects used to introduce a company's products. Moreover, with this digital era, companies must make changes to advertising facilities by utilizing online media, to increase product sales figures. Previous research has proven the important role of online advertising strategies in influencing marketing performance. Thus, the eighth hypothesis can be formulated as follows.

H8: Online advertising marketing has a significant influence on marketing performance.

The previous authors also conduct preliminary research on a qualitative approach to the marketing strategies used by companies in the era of disruption, showing that the marketing strategies used are digital marketing strategies in the form of SEO marketing strategies (Wijaya et al., 2023). Within the digital era marketing implementation and performance relationship, a website's SEO performance serves as a strong endorsement for its use as a sustainable marketing implementation. It will increase consumer traffic in searching for information on a product and increase the trend of sales figures or marketing performance. Previous research has proven the important role of SEO marketing strategies in influencing marketing performance. According to Terrance et al. (2018), conducting an SEO examination of the website can significantly improve its technical Search Engine Marketing Management (SEMM). The SEO tool can be used to boost website traffic, which will increase revenue from sales. According to Dolega et al. (2021), social media increases online traffic but has no discernible effect on product orders or sale revenue. SEO has a big impact on website traffic, but it has little effect on sales numbers. Therefore, the following hypothesis can be stated.

H9: SEO marketing strategies have a significant influence on marketing performance.

METHODS

The research uses primary data, which are the most reliable. Survey data are given out as the main source (Isnain et al., 2021). The case study takes research subjects from the management of companies that have implemented e-commerce in Denpasar City. The reason for choosing this city is because companies have experienced progress in implementing information technology compared to other cities on the island of Bali.

Quantitative research uses a questionnaire data collection technique carried out online for company management respondents who have implemented e-commerce. Because the sample size used is very large for the management that uses digital marketing in Denpasar City, the researchers select the sample using the purposive sample method. The conditions used are as follows: the employees are 17 years old and over (based on the age requirements for identity cards for workers), and the management has implemented digital marketing (e-commerce) in Denpasar City.

In quantitative data analysis with Structural Equation Modeling (SEM), hypothesis testing is done using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with SmartPLS 3 software. The number of samples used in PLS-SEM is restricted. Normally distributed data are unnecessary, and parameter estimation can be done immediately without the need for goodness of fit (Hair et al., 2019). According to Hair et al. (2019), these methods are frequently applied in marketing and management research to examine causal connections between latent components. This technique is particularly effective for predicting causal links in theoretical models based on empirical data. These tactics serve as independent factors with an impact on the dependent variable, which is marketing performance.

RESULTS AND DISCUSSIONS

The respondents are the management of businesses that have adopted digital marketing (e-commerce). There are 282 completed questionnaires. The profiles are explained by age, occupation, and gender. From Table 1, the demographic description of the respondents is as follows. The dominant age is represented by Generation Z respondents with 126 respondents. Then, in terms of management positions, staff positions are dominantly represented by 217 respondents. Then, most respondents are male with 157 respondents. Details of the respondents' profiles can be seen in Table 1.

The criteria used in the data analysis method using SmartPLS 3 to assess the outer model include convergent validity (loading factor and Average Variance Extracted (AVE) values), discriminant validity (cross-loading between indicators and their constructs), and reliability testing (composite reliability and Cronbach's Alpha). Before explaining the results of the outer model assessment, the researchers explain the variables and indicators used in this test. The indicators can be seen in Table 2 (Savitri et al., 2022).

The researchers test the validity using a sample size of 50 to compare the value of r-table (50-2; 0.05) with r-count. The validity of the measuring tool can be inferred if the r-count exceeds the r-table (Siregar et al., 2022). Table 3 (see Appendices) shows the validity test results. About 45 questionnaire statements' validation test findings, r-counts are greater than r-tables. Hence, the findings are valid.

Tabel 1 Respondents' Profile

Characteristics	Category	Total
Age	< 20 years	4
	20−23 years	126
	24−27 years	55
	28−31 years	31
	32−35 years	19
	36−39 years	24
	40−44 years	23
Position	Staff	217
	Manager/Supervisor	13
	CEO	8
	Owner	44
Gender	Male	157
	Female	125

Table 2 Variables and Indicators Used in the Research

Variable	Code	Indicators
Marketing Mix	X1.1	Product
	X1.2	Price
	X1.3	Promotion
	X1.4	Distribution
Networking	X2.1	Good cooperation with individuals related to the product
	X2.2	Good cooperation with external parties (suppliers, clients, and competitors)
	X2.3	Good cooperation with bodies or agencies related to the product
	X2.4	Trust
	X2.5	Word of mouth
Segmenting and Targeting	X3.1	Demographics (age, gender, education, and others)
	X3.2	Psychographics (personality and lifestyle)
	X3.3	Concentration of a single market segment
	X3.4	Selectively specializing their product markets
	X3.5	Product specialization in certain markets
Digital Literacy Training	X4.1	Digital literacy training for company internal HR
	X4.2	Digital literacy educational training for consumers
	X4.3	Digital leadership training in HR by company leaders
Online Affiliate Marketing	X5.1	Individual or person
	X5.2	Use of a business entity or mass media
	X5.3	Use of individuals or business entities that have relevance/connection to the product
	X5.4	Use of individuals or business entities that have a large audience or followers on their digital media
Website	X6.1	High level of efficiency
	X6.2	Low cost
	X6.3	Interacting directly with consumers
	X6.4	Interesting and informative product content
	X6.5	Very wide marketing reach
	X6.6	Security that consumers can trust
Search Engine Optimization (SEO)	X7.1	Website position in search engines
	X7.2	Incoming traffic or visits
	X7.3	Saving cost
	X7.4	Supporting website performance for the product marketing process
Social Media	X8.1	Interactions to resolve customer requests
	X8.2	Prospective buyers
	X8.3	Feedback in the form of customers' recommendations or testimonials (Electronic Word-of-Mouth (E-WOM))
	X8.4	Hyperlink to connect with the company's main digital promotional media, namely the website
	X8.5	Low costs in marketing
Online Advertising	X9.1	Having a large audience
	X9.2	High-efficiency value
	X9.3	Requiring low costs
	X9.4	Having interesting content
	X9.5	Having a wide marketing reach
Marketing Performance	Y1	Increased number of sales of a product
	Y2	Increased number of customers
	Y3	Increased company profits
	Y4	Increased company capital

Cronbach's Alpha in Table 4 (see Appendices) shows the results of the reliability test (r-count) with a total of 45 items from 10 variables. The r-calculation must be greater than the r-table so that the results can be trusted or not. From this value it can be concluded that Cronbach's Alpha of 45 items from 10 variables or r-count > r-table, namely Cronbach's Alpha > 0.284, then the data is reliable or trustworthy and consistent.

Table 5 (see Appendices) indicates that the loading factor value of each variable is greater than the general value (> 0.70). Moreover, each variable's AVE value is greater than the general value of 0.50. According to the reliability test for composite reliability results and Cronbach's Alpha values, it can provide values that are more than the rule of thumb value (> 0.70). So, it can be said that the results of convergent validity and reliability testing have met the criteria of the outer model (Purwanto & Sudargini, 2021).

The cross-loading between the indicators and their constructs demonstrates the discriminant validity of the indicators. In Table 6 (see Appendices), compared to other constructs, the correlation between the marketing performance concept and its indicators is higher. It is true for other constructs and their corresponding indicators. Latent constructions outperform other constructs in predicting indicators in their blocks (Frimpong et al., 2022).

Next, regarding the evaluation standards for the structural model (inner model) employing SEM-PLS, the inner model is assessed using R-square for the dependent construct. It is assessed by examining the percentage of variation explained, specifically the R-square value for the dependent latent construct. The default R-square value consists of a strong group (0.75), a moderate group (0.50), and a weak group (0.25) (Anshori et al., 2022). According to the analysis in Table 7 (see Appendices), the R-square value of the purchase decision is 0.592. It indicates that online affiliate marketing strategy, marketing mix strategy, online advertising strategy, network strategy, social media strategy, digital literacy training strategy, SEO strategy, segmenting and targeting strategy, and website strategy in the short term can all be used to explain the variability of marketing performance.

To test a hypothesis, the researchers use PLS and bootstrapping techniques to determine the route of coefficient value from the test results. It examines the significance value through the bootstrapping technique (significant threshold = 5%). Figure 1 and Table 8 (see Appendices) exhibit the findings of the analysis of the structural model (inner model) using the bootstrapping approach to test the hypotheses in the research.

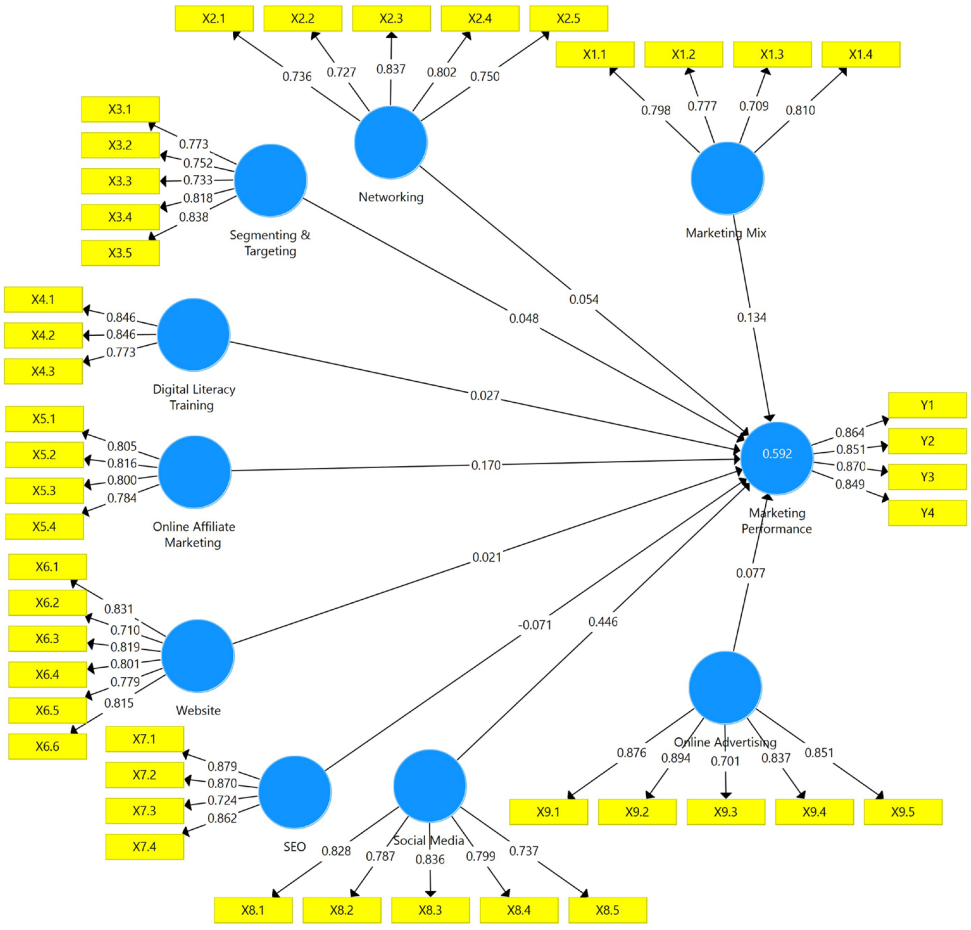

Figure 1 Measurement of the Inner Model for Testing Marketing Performance from Input Measures: Marketing Strategy

From Table 8 (see Appendices), it is clear that marketing mix, online affiliate marketing, and social media strategies have a direct, positive, and significant influence on marketing performance with a significance value of less than alpha 0.05 or 5%. Then, with a significance value of more than the alpha level of 0.05 or 5%, online advertising, network, digital literacy training, segmentation and targeting, and website strategies provide direct benefits to purchasing decisions. However, this influence is not statistically significant. Similarly, with a significance score of 0.429 from an alpha level of 5%, the impact of SEO strategies on purchasing decisions is direct and negative. It is also not statistically significant.

For the results of hypothesis testing, the results show that the online affiliate marketing, marketing mix, online advertising, network, social media, digital literacy training, segmenting and targeting, and website strategies have a direct positive effect on the marketing performance of companies that have implemented digital marketing (e-commerce). However, the SEO strategy shows an inverse relationship to marketing performance. Moreover, only three variables show a significant positive relationship, namely marketing mix, online affiliate marketing, and social media, on marketing performance for companies that implement digital marketing. These results are obtained from a sample of respondents from company management, which has a composition of 65.6% from Generation Z and 34.4% from Generation Y. The result is in accordance with the RBV theory, which focuses on a company's internal capabilities. It includes the company's internal capacity that can be mobilized through various business activities and activities with customers, suppliers, partners, and others. The economic identification of transaction costs against opportunistic behavior by their partners is likely to lead to high transaction costs, and it is recommended that companies adopt appropriate contractual agreements to address this issue (Nuryakin & Ardyan, 2018).

Interesting results are obtained from the marketing mix strategy variables, especially the price mix. The marketing mix in the form of the appropriateness of the price of a product or service still determines sales success even though there are changes in marketing methods due to changes in this digital era. Company management must carry out these results while still implementing the traditional marketing mix strategy. This strategy cannot be abandoned despite changes in the disruption era. This result aligns with Kwok et al. (2020) and Pandey et al. (2023).

Social media strategy also shows a positive and significant relationship to marketing performance compared to other digital marketing media (websites, online advertising, and SEO). This result is in line with Li et al. (2021). This result is because social media users in the world show the highest number, and Generation Z carries out communication activities by dominantly using social networks such as Facebook, Instagram, and WhatsApp. It is in accordance with the character of Generation Z, who likes convenience and instant but critical results. This result is also supported by Generation Y, who has behavior in product purchasing decisions, namely emphasizing the ease of use of a marketing media application. The results of this strategy are also in line with Wijaya and Ekayasa (2022).

Digital platform companies use the online affiliate marketing strategy to support marketing objectives by collaborating with individuals, agencies, or business entities related to the company's products. The results show a significant positive relationship between affiliate strategy and marketing performance caused by the convenience provided by today's digital marketing media in forming digital networks. It offers practicality and processes that occur very quickly compared to conventional methods. The results are in line with Koeswandi et al. (2021). These results are also closely related to the research results on changes in the behavior of Generations Y and Z in making purchasing decisions. The influencing factors are perceived convenience and the existence of E-WOM. E-WOM or electronic reviews about a product will speed up the process of forming a digital marketing network (Wijaya & Ekayasa, 2022).

The opposite results from the hypothesis are shown by the SEO strategy, which is inversely related to marketing performance. As known, SEO is used so website pages can appear on the first page of Google searches. Then, they can collect users or consumers to visit website pages. When connected with marketing performance, it has not been able to increase the company's marketing performance, and the website strategy results have not shown significant figures either. It is probably caused by the results of the website strategy, which are less significant, and SEO can only collect potential buyers. Meanwhile, the buying decision process is caused by other factors more dominant than SEO.

CONCLUSIONS

Based on the quantitative analysis, strategies that effectively affect the marketing performance of digital platform companies in the disruption era are marketing mix, online affiliate marketing, and social media. The SEO strategy, which is negatively related to marketing performance, shows the opposite results from the hypothesis. It may be due to the less significant results of the website strategy. SEO can only attract potential customers, and variables other than SEO are more important in influencing purchasing decisions. It is a limitation in the research. Moreover, the variables of online advertising, networking, digital literacy training, segmenting and targeting, and website need to be discussed in the future.

The practical implications include policy recommendations for business management and marketing methods to improve marketing performance in the disruption period. In this digital era, the strategy must still be carried out by paying attention

to the marketing mix strategy in the form of price mix, promotion, and the product itself and making modifications to marketing media in the form of social media, which will form an online marketing network. It is clear that the transformation of traditional marketing mixes with changes in the development of modern marketing media.

It is envisaged that, in light of the findings, future researchers will conduct comparable investigations to look at additional variables, such as tactics, that affect marketing performance by extending the reach of the respondent base and utilizing alternative analytical techniques. Further research should have been done to determine the best marketing strategy to deal with the changes in this disruption era, given the phenomenon of changing consumer behavior that has led to a sharp decline in sales for retail companies. Therefore, going forward, it can offer suitable suggestions for entrepreneurs or business executives, particularly in the field of marketing.

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APPENDICES

Table 3 The Results of the Validity Test

Statements	R-Count	R-Table	Information
X1.1	0.616	0.284	Valid
X1.2	0.809	0.284	Valid
X1.3	0.735	0.284	Valid
X1.4	0.732	0.284	Valid
X2.1	0.739	0.284	Valid
X2.2	0.754	0.284	Valid
X2.3	0.807	0.284	Valid
X2.4	0.783	0.284	Valid
X2.5	0.647	0.284	Valid
X3.1	0.780	0.284	Valid
X3.2	0.805	0.284	Valid
X3.3	0.808	0.284	Valid
X3.4	0.864	0.284	Valid
X3.5	0.825	0.284	Valid
X4.1	0.781	0.284	Valid
X4.2	0.847	0.284	Valid
X4.3	0.817	0.284	Valid
X5.1	0.887	0.284	Valid
X5.2	0.776	0.284	Valid
X5.3	0.820	0.284	Valid
X5.4	0.810	0.284	Valid
X6.1	0.830	0.284	Valid
X6.2	0.715	0.284	Valid
X6.3	0.912	0.284	Valid
X6.4	0.806	0.284	Valid
X6.5	0.707	0.284	Valid
X6.6	0.871	0.284	Valid
X7.1	0.880	0.284	Valid
X7.2	0.815	0.284	Valid
X7.3	0.740	0.284	Valid
X7.4	0.876	0.284	Valid
X8.1	0.822	0.284	Valid
X8.2	0.817	0.284	Valid
X8.3	0.819	0.284	Valid
X8.4	0.804	0.284	Valid
X8.5	0.777	0.284	Valid
X9.1	0.858	0.284	Valid
X9.2	0.897	0.284	Valid
X9.3	0.743	0.284	Valid
X9.4	0.874	0.284	Valid
X9.5	0.823	0.284	Valid
Y1	0.871	0.284	Valid
Y2	0.887	0.284	Valid
Y3	0.885	0.284	Valid
Y4	0.870	0.284	Valid

Table 4 The Results of the Reliability Test

Variables	Cronbach's Alpha	No. of Items
Marketing Mix	0.699	4
Networking	0.795	5
Segmentation &Targeting	0.873	5
Digital Literacy Training	0.748	3
Online Affiliate Marketing	0.842	4
Website	0.891	6
Search Engine Optimization (SEO)	0.842	4
Social Media	0.857	5
Online Advertising	0.886	5
Marketing Performance	0.901	4

Table 5 The Results of Loading Factor, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability

Variable	Indicator	Loading Factor	AVE	Cronbach's Alpha	Composite Reliability
Marketing Mix	X1.1	0.798	0.600	0.778	0.857
	X1.2	0.777			
	X1.3	0.709			
	X1.4	0.810			
Networking	X2.1	0.736	0.595	0.830	0.880
	X2.2	0.727			
	X2.3	0.837			
	X2.4	0.802			
	X2.5	0.750			
Segmenting and Targeting	X3.1	0.773	0.614	0.843	0.888
	X3.2	0.752			
	X3.3	0.733			
	X3.4	0.818			
	X3.5	0.838			
Digital Literacy Training	X4.1	0.846	0.676	0.762	0.862
	X4.2	0.846			
	X4.3	0.773			
Online Affiliate Marketing	X5.1	0.805	0.642	0.814	0.878
	X5.2	0.816			
	X5.3	0.800			
	X5.4	0.784			
Website	X6.1	0.831	0.630	0.883	0.911
	X6.2	0.710			
	X6.3	0.819			
	X6.4	0.801			
	X6.5	0.779			
	X6.6	0.815			
Search Engine Optimization (SEO)	X7.1	0.879	0.700	0.857	0.903
	X7.2	0.870			
	X7.3	0.724			
	X7.4	0.862			
Social Media	X8.1	0.828	0.637	0.857	0.897
	X8.2	0.787			
	X8.3	0.836			
	X8.4	0.799			
	X8.5	0.737			
Online Advertising	X9.1	0.876	0.696	0.890	0.919
	X9.2	0.894			
	X9.3	0.701			
	X9.4	0.837			
	X9.5	0.851			
Marketing Performance	Y1	0.864	0.737	0.881	0.918
	Y2	0.851			
	Y3	0.870			
	Y4	0.849			

Table 6 The Results of Cross Loading from Fornell-Lacker Criterion

	Marketing Performance	Affiliate Online	Marketing Mix	Online Advertising	Networking	Social Media	Digital Literacy Training	SEO	Segmenting and Targeting	Website
Marketing Performance	0.859									
Online Affiliate Marketing	0.626	0.801								
Marketing Mix	0.53	0.484	0.774							
Online Advertising	0.622	0.624	0.495	0.834						
Networking	0.579	0.668	0.543	0.598	0.772					
Social Media	0.729	0.660	0.550	0.747	0.627	0.798				
Digital Literacy Training	0.594	0.687	0.487	0.606	0.717	0.680	0.822			
Search Engine Optimization (SEO)	0.580	0.649	0.600	0.707	0.669	0.700	0.623	0.837		
Segmenting and Targeting	0.476	0.566	0.405	0.531	0.568	0.485	0.562	0.522	0.784	
Website	0.584	0.627	0.537	0.742	0.650	0.674	0.640	0.732	0.540	0.794

Note: Search Engine Optimization (SEO)

Table 7 The Results of R-Square

	R-Square	Adjusted R-Square
Marketing Performance	0.592	0.578

Table 8 The Results of Hypothesis Test, Path Coefficients (Direct Effect), T-Statistics, and P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P-Values	Result
Online Affiliate Marketing → Marketing Performance	0.170	0.173	0.065	2.615	0.009	Supported
Marketing Mix → Marketing Performance	0.134	0.133	0.058	2.306	0.021	Supported
Online Advertising → Marketing Performance	0.077	0.085	0.099	0.774	0.439	Not Supported
Networking → Marketing Performance	0.054	0.054	0.064	0.843	0.399	Not Supported
Social Media → Marketing Performance	0.446	0.447	0.083	5.383	0.000	Supported
Digital Literacy Training → Marketing Performance	0.027	0.032	0.064	0.426	0.670	Not Supported
SEO → Marketing Performance	-0.071	-0.078	0.09	0.792	0.429	Not Supported
Segmenting & Targeting → Marketing Performance	0.048	0.047	0.064	0.758	0.449	Not Supported
Website → Marketing Performance	0.021	0.016	0.086	0.245	0.806	Not Supported

Note: Search Engine Optimization (SEO)