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Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2150] The Implementation of Agro Value Co- Creation (AVCC) in Marketing Performance Samsul Arifin&Nurul Komariyatin2 Faculty of Economics and Business, Nahdlatul Ulama Islamic University, Jepara, Indonesia, e-mail: 1samsul@unisnu.ac.id; 2nurul@unisnu.ac.id Abstract This study aims at investigating the implementation of Agro Value Co-Creation (AVCC) in marketing performance to find out the empirical evidence of market orientation. This is a field research with random sampling method. The samples were 171 exporting furniture SMEs in Jepara Regency of 307 companies based on the Department of Industrial chambers Jepara). Samples are selected by using probability sampling techniques. Data are collected through questionnaire in open and closed questionsto avoid excessive simplification. The respondents were the leaders and managers of the SMEsfurniture.

The results showed that the managerial implication and policy are the basis for solving marketing performance problems in furniture SMEs that export with AVCC. The market orientation has an effect on AVCC by 0.914. Marketing performance has 0.210 influences and competitive advantage influences marketing performance of 0.767. This shows that market orientation, AVCC, network accessibility, competitive advantage have an impact and play a significant role in improving marketing performance. Keywords: AVCC-implementation, marketing performance ____ Introduction The business growth in the globalization era is followed by competition, dynamically increasing business performance and marketing performance by companies. The competition in the furniture industry is intense with a high level of competition.

This encourages each company to develop and maintain the company's position so that it can compete in the global market, and can seek better market opportunities in the future. The furniture companies in the marketing process must improve their marketing performance to achieve their goals. The development of the furniture industry in Indonesia in the past five years has experienced dynamic fluctuations from 2013 to 2017, but in 2018 it has decreased (Disperindag Jepara, 2019). Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2151] The market conditions also change in consumer behavior, so consumers tend to save in meeting their primary needs.

The consumers prefer not to be consumptive, resulting in low demand. The furniture industry must be able to compete in the global market by following technological developments, marketing orientation, network access, and competitive advantages to improve marketing performance. The furniture industry has a competitive advantage in the global market, but the marketing performance in the furniture industry is still low and has not been able to take advantage of very large market opportunities. If this phenomenon still advances run, furniture companies in Jepara, in the long run, can collapsebecause of the intense competition.

This phenomenon requires the persistence of entrepreneurs in running their businessso it is necessary to have the accuracy of joint value creation (AVCC) on an ongoing basis, achieve good marketing performance. The market orientation, AVCC, network access, and competitive advantage will play a role in improving marketing performance. AVCC is very important for customers torealize that business is mutually open in reaching mutual agreement, not merely the price sought but more rationality, namely the comfort as expected and quality products. With communication technology, social media networks, and competition, customers have a high awareness of meeting their needs. Marketing performance supports the process of managerial discipline and marketing effectiveness (Abdul, 2010).

The improved marketing strategy among organizations increases the effect on organizational performance and corporate strategy. Although organizations wish to implement marketing strategies for the survival of their organizations, they are not yet supported by a sophisticated understanding of the relationship between marketing decisions and marketing performance. The marketing performance of SMEs is a measure of a successful company, but the development of marketing performance, customer value creation; external factors also affect the business (Suwandari, et.al, 2017). Customer participation and relationship quality have a value that is felt by customers (Yeh, et.al, 2015). The market orientation and service innovation are positively related to customer advocacy (Ezek. et.al.,

2015), as a factor in improving business performance and market orientation has a positive and significant relationship to business performance (Wilson, et. al. 2014) and Juian (2010) and market orientation has a significant effect on marketing performance. Market orientation improves marketing performance and company probability (Chaudry, 2016). Market orientation contributes to business performance (Dubihlela, 2015) and customer orientation is committed to providing superior customer value (Schwepker and Igram. 2016), has an impact on logistics development (Clark, et.al. 2013), and has product value and satisfaction with products known to customers (Tournois, 2013). Market orientation in statements company consistently improves marketing performance and has a customer value effect (Tournois, 2013).

The market orientation variables are not accepted for their relationship with company performance and do not have a significant effect on marketing performance (Matanda: 2009). However, other researchers also said that Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2152] overall market orientation variables are not accepted concerning company performance unless partially there is very little effect on company performance (Eshlania 2014). Astini and Tafiprios (2017) stated that market orientation does not affect global thinking and export performance. Internal market orientation plays a conducive role with customers (Fanget.al, 2014). The market orientation focuses on customer orientation, competitor orientation, social profit orientation, and coordination between functions (Gunarathne, 2016). Overall market orientation influences company performance (Kazakov, 2016).

Learning orientation, market orientation, and capacity affect organizational performance (Kharabsheh, 2016). Product development, product differentiation, competitive advantage will lead to the sustainability of the company's success (Earsakul &Ussahawanitchakit, 2016). The results of previous studies explained that market orientation and marketing performance were inconsistent. With this statement, there is still a research gap, so further research is needed on marketing performance. To solve the research gap, a process was carried out to explore a new concept to fill the gap, namely to bridge the influence of market orientation on marketing performance.

From the results of the process based on an in-depth literature review, a new concept proposition is presented for the appropriateness of mutual value creation (AVCC). AVCC, which is the company's ability to deliver shared value creation to maintain customer satisfaction, to maintain customer relationships in improving marketing performance. Literature review 1. Market Performance Organizational performance in a long-term business environment must identify and build mutually beneficial relationships between the company and its customers. The marketing mix strategy between supply and demand plays a role in marketing performance (Payangan, et.al., 2017). For management to be effective there must be accountability to every segment throughout the marketing process.

Capability and measurement for the marketing performance process by segment are very important for marketing strategy (Dempster & Lee, 2015). In running the business, the businessman must place consumers as the priority in the organization, which means showing that the company wants to provide more value to customers in the hope of gaining a long-term competitive advantage, to provide superior benefits (Limakrisna &Yoserizal, 2016) Marketing performance is something that must be implemented in business processes which are part of organizational performance. Process The entire process of company strategy is always directed to produce marketing performance, namely sales volume, market share, sales growth, and marketing performance as an effort to measure performance levels including sales turnover, number of buyers, profits, and sales growth (Ferdinand, 2006).

Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2153] According to Pribadi &Kanai (2011), marketing performance is an achievement that a company gets from its marketing activities. Marketing performance is more precisely measured through a customer perspective, namely customer satisfaction, customer profitability, and new customer acquisition (Abdul, 2010). The company's marketing performance is still relatively low, especially on the elements in increasing customer satisfaction that can increase customer loyalty. Currently, there is a model for the evaluation of the performance of marketing arts that is explicitly based on both the ideas and relational views of art available (Toepoel 2008).

Marketing performance and company barometer for success, marketing performance development, all value creativity, and internal factor control affect the business (Suwandari, 2017). Value creation is the skill of creating value for marketers which includes identifying new customers from the customer's point of view; utilization of business competencies; and the selection and management of business partners from the collaborative network (Kotler and Keller, 2009: 49). 2. Market Orientation Several studies underline market orientation as a firm's ability and prioritize superior organizational performance and profitability (Akimova, 2000; Clulow et al, 2007; McGuinness & Morgan, 2005).

The notion of market orientation has been presented in the literature as the core of marketing strategy (Guo 2002; Sfensen, 2009; Voola and O'Cass, 2010) is seen as one of the most creative strategic choices in satisfying market needs more efficiently (Grinstein 2008, Nwokah, 2008). This efficiency is achieved by the process of gathering comprehensive market/marketing research information, which is then disseminated throughout the organization to facilitate the decision-making process that will affect the market and generate profits in the long term (Kohli and Jaworski, 1990; Narver & Slater, 1990). Researchers argue that there is a relationship between Porter's three competitive strategies and market orientation (Slater &Narver, 1996; Olson et.al., 2005).

Hari (1990) states that market orientation as a firm's capability mainly consists of two interrelated parts: customer orientation represented by differentiation or focused strategy, and competitor orientation represented by low-cost strategy. Besides, there has been a lack of clarity regarding the relative contribution of orientation and learning to organizational performance. Meanwhile, market orientation is seen as one of the main drivers of customer value (Cravens et. al., 1997; Woodruff, 1997). Market-oriented organizations seek to provide superior customer value and satisfaction (Caruana et. al., 2000; Narver and Slater, 1990). The existing literature shows mixed results on the relationship between market orientation and business performance. Market orientation alone does not always lead to business performance.

Other factors such as customer value may mediate between market orientation and business performance. The main objectives of market-oriented organizations are value creation and retention of satisfied customers (Agarwal et al., 2003; Hari, 1994; Hooley et al., 1990). Market orientation affects firm performance (Chang, et.al.,2014). Customer value orientation, brand value, and business ethics influence the organization Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2154] (Fernndez and Pinuer, 2016). Market orientation and service innovation are related to customer advocacy (Ezek et.al,2015), as a factor in improving business performance and market, orientation has a relationship to business performance (Wilson, et al.,

2014) and Juian (2010) as well as improving company probability (Chaudry: 2016). Market orientation contributes to business performance (Dubihlela, 2015) and customer orientation is committed to providing superior customer value (Schwepker and Igram, 2016). Market orientation has an impact on logistics development (Clark, et. Al. 2013) and has product value and satisfaction with products that are known to customers (Tournois, 2013). Market orientation in statements company consistently has an effect on valuecustomers(Tournois, 2013) and internally plays a conditional role in relationships with customers (Fang et al.,

2014), focuses on customer orientation, competitor orientation, social profit orientation, and coordination. between functions (Gunarathne, 2016). 3. AVCC Customers have expectations of acceptance, service, and product innovation to meet consumer desires. Industrial companies must continue to develop quality, reduce costs, and increase work effectiveness, confirmed by Kholi (1999). Other studies related to important topics are Nasri Aldeen and Mansouri Zein, Murad (2010), and Sarhan (2005). Innovation shows that every company needs innovation to succeed and survive (Jimenez and Sanz-Valle, 2011). 2.4 Network Accessibility. The definition of access is the ability to get benefits and something or the right to gain power (Ribot & Peluso, 2003), entering, using, and utilizing certain areas or zones (Schlager & Ostrom, 1993).

Access means a road or entry permits from a place/area, whether visible or not where we can relate to the resources that exist in the area accordingly. with the permissions held Network management is aimed at reducing the chance of failure, mainly through planning and control. Daily monitoring of the network to ensure that the network remains at the desired level of operation Network control includes procedures such as failure detection, failure isolation, and network recovery.Failure is every mistake in dal am communicated data such as a malfunctioning communication connection or other conditions that prevent the data from arriving correctly. Network marketing business or network marketing turns out to have many great advantages.

Even the author of the famous book "Rich Dad Poor Dad", Robert T. Kiyosaki, shattered the prejudice of many people who thought that the marketing business is a pyramid system business that only benefits people who are at the top of the business.Based on Kiyosaki's experience and observations of successful business people, the character factor and emotional intelligence are the main factors for their success. Once they have the character as successful people, then business success will Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2155] come naturally. That's why Kiyosaki advises people to enter a network marketing business that provides a great education for developing emotional intelligence, as well as your business skills. 4.

Competitive Advantage The competitiveadvantage achieves excellence through superior customer value in creating competitive strategies to achieve business profit and growth. The concept of competitive advantage comes from Porter's generic strategy. The company's strategy is directed at winning the competition in the target market. A competition will win if it can create a business strategy through competitive advantage (Suryaningsih & Abdul, 2010). Competitive advantage is very important for business development and continuity in the market (Awuah & Gebrekidan, 2008). . Customers are the core of the business (Alharthi, 2012). Therefore, a high response rate requires companies to identify and fulfill customer desires, and consequently, the perceived customer value will bring a competitive advantage to the company.

Customer satisfaction can be achieved through high quality, innovative products, and products and services. This dimension produces loyalty (Hill & Jones, 2009). In a competitive environment, a natural revenue-maximizing strategy requires increasing market share either by cutting costs, increasing productivity, or designing and introducing other profit-related products (Gonzalez-Perez & Gutierrez-Viana, 2012). Even though it is very difficult to identify conceptually strong provisions for a definition for competitive advantage in the literature, Sigalas et al. (2013) recently created a definition specifying that it incorporates all the latent characteristics of the competitive advantage concept and that it completely separates competitive advantage from its source and the concept of superior performance.

In particular, Sigalas et al. (2013: 335) state that competitive advantage is "the industry average above materialized exploitation of market opportunities and neutralization of competitive threats. Furthermore, competitive advantage is not equivalent to superior performance, which according to Amit and Schoemaker (1993) is the average above-average financial and operational performance A company is said to have a competitive advantage when the characteristics or attributes that its competitors do not have, it does something better than its competitors or can do something that cannot be done by other industriesmarket (Haryanto et al., 2021; Porter, 1998). The ability of infrastructure as a source of competitive advantage (Bhatt et al., 2010; Chang & Chuang, 2011; Jee-Hae et al., 2012). The changing paradigm of competitive advantage in different eras complements one another.

another with its relation to organizational differentiation of resources as a source of competitive advantage. The competitive advantage is obtained by utilizing a unique blend of Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2156] activities, assets, attributes, market conditions, and relationships that differentiate the organization from its competitors (Ling, 2014: Haryanto & Khoiruddin, 2021). Methods The design of this study is descriptive qualitative research. The field research is applied to collect the data based on characteristics of the research object. The populationin the study was furniture SMEs that exported in Jepara Regency, amounting to 307 companies (Disperindag Jepara, 2019). The sample amounted to 171 samples.

The sample selection technique in this study was carried out by usingprobability sampling techniques. In this studya simple random sampling was applied by collecting the data through questionnaires by the respondents. The combination of open and closed questions is to avoid excessive simplification, so as not to lose the spirit of social interaction in management entities (Ferdinand 2013). The respondents were the managers of exporting SMEsfurniture registered at Jepara Regency Disperindag. The primary data are data taken from the questionnaires results while the secondary data sources include statistical bulletins, and publications related to the export-import activities by the furniture SMEs.

Results The empirical model of this study is to construct variables and influence between indicators of independent variables and dependent variables. They are the effect of market orientation (MO) on AVCC (AVCC), the effect of AVCC on network accessibility (NA), the effect of AVCC on competitive advantage (CA), the effect of network accessibility (NA) on marketing performance (MP) and the effect of competitive advantage on marketing performance (MP). The output that explains the relationship between latent variables and their indicators is as follows: Tabel 1. Outer Loadings AVCC Comp.Advantage Market Orientation Marketing Performance Network Accessibility A1 0,977 A2 0,990 A3 0,980 A4 0,972 B1 0,981 B2 0,961 Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2157] B3 0,967 B4 0,904 C1 0,943 C2 0,967 C3 0,936 C4 0,942 D1 0,965 D2 0,990 D3 0,965 D4 0,968 E1 0,973 E2 0,968 E3 0,971 A1 (customer orientation) has a relationship of 0.98 to the market orientation. A2 (design orientation) has a relationship of 0.99 to the market orientation.

A3 (marketing capacity) has a relationship of 0.97 to market orientation. A4 (coordination between functions) has a relationship of 0.97 to market orientation. B1 (satisfy customer needs)has a relationship of 0.98 to AVCC. B2 (knowledge sharing)has a relationship of 0.92 to AVCC. B3 (continue service innovation) has a relationship of 0.97 to AVCC. B4 (rapidly responding to the market) has a relationship of 0.90 to AVCC. C1 (add new customer) has a relationship of 0.94 to network accessibility. C2 (easy to communicate) has a relationship of 0.97 to network accessibility. C3 (easy to enter the market) has a relationship of 0.94 to network accessibility. C4 (data speed information) has a relationship of 0.96 to network accessibility. D1 (product quality) has a relationship of 0.96 to competitive advantage. Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2158] D2 D1 (attractive price offering) has a relationship of 0.95

to competitive advantage. D3 (product differentiation) has a relationship of 0.96 to competitive advantage. D4 (responsiveness to customers) has a relationship of 0.97 to competitive advantage. E1 (net profit) has a 0.97 correlation to performance marketing E2 (add new customers) have a 0.97 correlation to performance marketing E3 (price innovation) has a 0.97 correlation to the performance marketing Based on the above interpretation states that market orientation affects AVCC in furniture SMEs and further AVCC affects network accessibility and competitive advantage, as well as the effect of network accessibility and competitive advantage on marketing performance. Table 2. Latent Variable Correlations AVC C Comp.Advanta ge Market Orientatio n Marketing Performanc e Network Accessibilit y AVCC 1,000 Comp.Advantage 0,960 1,000 Market Orientation 0,914 0,952 1,000 Marketing Performance 0,944 0,974 0,943 1,000 Network Accessability 0,951 0,989 0,949 0,967 sebesar1,00 0 Market orientation affects the AVCC of 0.91.

In the results of this study, AVCC also affects network accessibility of 0.95 and competitive advantage of 0.96. Network accessibility affects marketing performance by 0.97 and competitive advantage affects marketing performance by 0.97. This means that each variable has a contribution to improving marketing performance. Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2159] Table 3. Path Coefficients AVCC Comp. Advantage Market Orientation Marketing Performance Network Accessability AVCC 0,960 0,951 Comp.Advantage 0,767 Market Orientation 0,914 Marketing Performance Network Accessability 0,210 Market orientation affectsAVCC of 0.91, AVCC has an effect on network accessibility of 0.95, AVCC has an effect on the competitive advantage of 0.96, network accessibility has an effect on marketing performance equal to 0.21, and competitive advantage influences marketing performance 0.77.

Judging from table 3, each variable has a significant effect. Table 4. Construct Reliability and Validity Cronbach's Alpha rho_A Composite Reliability Average Variance Extracted (AVE) AVCC 0,967 0,967 0,976 0,910 Comp.Advantage 0,981 0,981 0,986 0,945 Market Orientation 0,986 0,987 0,990 0,960 Marketing Performance 0,969 0,969 0,980 0,942 Network Accessability 0,962 0,962 0,972 0,897 Discriminant validity is comparing the square root of average variance extracted (AVE) value of each construct which is greater than the correlation with all other constructs so it is said to have good discriminant validity. The recommended measurement value Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2160] should be greater than 0.050.

Composite reliability is a group of indicators that measuresa ositreliitvariabl ithascompose eabily absolute standards even though it is not an absolute standard. The results of the study resulted in good discriminant validity and composite reliability. Table 5. R Square R Square R Square Adjusted AVCC 0,835 0,834 Comp.Advantage 0,921 0,921 Marketing Performance 0,949 0,948 Network Accessability 0,905 0,904 The good fit model is measured using the R-Square dependent latent variable with the same interpretation as the predictive relevance Q-Square regression for the structural model, measuring how well the observed value is generated by the model and also its parameter estimation. The value of Q-Square> 0 indicates that the model has predictive relevance. Conversely, if the value of Q- S indi themodel less predictive of relevance.

In this study, the model has predictive relevance. Conclusions This research finds empirical evidence that market orientation influences the marketing process of Jepara furniture SMEs which export. It is proven that from the results of this study market orientation influencesAVCC. AVCC for customers is the desired expectation for customers. To improve the marketing performance of Jepara furniture SMEs, it must meet customer needs, one of which is paying attention to AVCC. Good AVCC will increase network accessibility and competitive advantage for sustainable business development. The findings of this study influence network accessibility and competitive advantage in marketing performance.

The implication is for managerial and policy as the basis for solving marketing performance problems in furniture SMEs that export based onAVCC which can be accommodated by Jepara furniture SMEs that export as a solution to marketing performance that has not developed well. in Jepara furniture UKM. With the market orientation methodology, AVCC, network accessibility, competitive advantage is used to measure marketing performance. Based on the empirical study, the results of this research show that marketing orientation, AVCC, network accessibility, and competitive advantage influence marketing performance. This study still has limitations, which only examine five variables, namely market orientation, AVCC, network accessibility, competitive advantage.The results of this empirical study will support the theory that market orientation, AVCC, network Design Engineering ISSN: 0011-9342 | Year 2021 Issue: 5 | Pages: 2150 - 2163 [2161] accessibility, and competitive advantage have a role.

important in improving marketing performance. This research makes a valuable contribution to the theory and practice of marketing performance in business. The theoretical contribution is the concept of AVCC which enriches literature review for researchers. From a practical point of view, Jepara furniture UKM can develop AVCC in improving marketing performance. For future research, it is still necessary to examine the relationship between variables. AVCC with marketing performance variables aims to enrich the study. Also, researchers can add new variables, namely new customers to strengthen support for marketing performance. References 1. Akbari H.,J Kangarlouei dan M. Motavassel (2014). Effectivefactors of Price Bubble in Tehran Stock Exchange. Journal of Commerce & Accounting Research,3(2). 2. Amjad,S. & Zulkipli,G.,Albinsson, (2016), An integrated model of corporate brand experience and customer-value co-creation behavior, International Journal of Retail Astini dan T. Tafiprios(2017).

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