



**MANAJEMEN**  
**KINERJA**  
**PEMASARAN**

Hasyim

Success

# MANAJEMEN KINERJA PEMASARAN



**M**anajemen Kinerja Pemasaran merupakan konsep ilmu dalam strategi pemasaran yang bertujuan untuk mencapai kinerja pemasaran yang memberikan kontribusi kepuasan bagi pelaku bisnis dan kepuasan bagi konsumen. Ilmu manajemen pemasaran merupakan ilmu pengetahuan yang objektif yang dikaji dengan pendekatan instrumen-instrumen manajemen dan pemasaran guna mengukur kinerja pemasaran dalam bentuk perencanaan, pengembangan pemasaran yang berorientasi pada pertukaran yang saling menguntungkan bagi semua pihak dalam jangka panjang. Sebagai strategi bisnis, manajemen kinerja pemasaran merupakan tindakan penyesuaian suatu organisasi yang berorientasi pasar dalam menghadapi perubahan perilaku konsumen dan perubahan lingkungan.

Dari konteks perubahan itulah buku ini menawarkan kepada para pelaku pemasaran untuk meningkatkan wawasan, konsep, strategi dan implementasi secara tepat dalam memberikan pemahaman transformasi pemasaran menjadi sukses. Buku ini juga dapat dijadikan bahan referensi bagi mahasiswa untuk meningkatkan pemahaman tentang manajemen kinerja pemasaran. Buku ini berisi, dasar-dasar kinerja pemasaran, kemampuan dinamis, kapabilitas relasional, kapabilitas jejaring, kapabilitas komunikasi pemasaran terpadu, kapabilitas amplifikasi jejaring, orientasi pemasaran, strategi pemasaran, penginderaan pasar, strategi membangun kinerja pemasaran dan pemasaran berbasis internet.



0858 5343 1992  
eurekamediaaksara@gmail.com  
Jl. Banjaran RT.20 RW.10  
Bojongsari - Purbalingga 53362



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Hasyim



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## KATA PENGANTAR

Puji syukur saya panjatkan kepada Tuhan Yang Maha Esa, karena atas berkat dan rahmat-Nya, saya dapat menyelesaikan buku ini. Penulisan buku merupakan buah karya dari pemikiran penulis yang diberi judul “Manajemen Kinerja Pemasaran”. Saya menyadari bahwa tanpa bantuan dan bimbingan dari berbagai pihak sangatlah sulit bagi saya untuk menyelesaikan karya ini. Oleh karena itu, saya mengucapkan banyak terima kasih pada semua pihak yang telah membantu penyusunan buku ini. Sehingga buku ini bisa hadir di hadapan pembaca.

Buku ini mencoba membangun konsep baru yaitu kapabilitas amplifikasi jejaring untuk mengatasi kesenjangan orientasi kewirausahaan dengan kinerja pemasaran. Orientasi kewirausahaan dengan indikator inovatif, keberanian mengambil resiko dan proaktif terhadap perubahan lingkungan. Namun dalam kenyataannya masih banyak UKM yang tidak mampu bersaing dalam persaingan global. Hal ini menimbulkan pertanyaan apa yang harus dilakukan UKM untuk meningkatkan daya saing dan kinerja pemasarannya.

Penulis menyadari bahwa buku ini masih jauh dari kesempurnaan. Oleh karena itu kritik dan saran yang membangun sangat dibutuhkan guna penyempurnaan buku ini. Akhir kata saya berharap Tuhan Yang Maha Esa berkenan membalas segala kebaikan semua pihak yang telah membantu. Semoga buku ini akan membawa manfaat bagi pengembangan ilmu pengetahuan.

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**MANAJEMEN KINERJA  
PEMASARAN**





# BAB

# 1

# PENDAHULUAN

Kewirausahaan merupakan kegiatan penting dalam perekonomian suatu negara. Kewirausahaan merupakan sektor penting sebagai ujung tombak perekonomian. Kegiatan kewirausahaan di kalangan industri menjadi sangat penting untuk mencapai keunggulan kompetitif yang berkelanjutan, (Wiklund dan Shepherd, 2005). Kewirausahaan harus didorong untuk menerapkan pola pikir strategis dan kreatif agar dapat mengenali ancaman dan menangkap peluang untuk memenangkan persaingan dan keberlanjutan perusahaan, (Krueger *et al.*, 2000). Globalisasi mengharuskan perusahaan untuk mengambil tindakan mandiri, untuk lebih inovatif, proaktif, agresif dan mengambil risiko dalam rangka mengambil keuntungan dari perubahan pasar, (Zahra *et al.*, 1998). Selanjutnya (Rauch *et al.*, 2009) menyatakan bahwa orientasi kewirausahaan berpengaruh signifikan terhadap kinerja pemasaran.

Kewirausahaan merupakan proses melakukan sesuatu yang baru dan atau berbeda untuk menciptakan kesejahteraan bagi diri sendiri dan nilai tambah bagi masyarakat, ( Kao Kao & Kao, 2002). Devfinisi lain dari kewirausahaan adalah proses penciptaan nilai dengan menggunakan serangkaian sumber daya unik untuk mendapatkan atau mengeksploitasi sebuah peluang, (Davis *et al.*, 1991). Proses ini memerlukan kejadian kewirausahaan (*entrepreneurial event*) maupun sebuah agen kewirausahaan (*entrepreneurial agent*). Kejadian kewirausahaan (*entrepreneurial event*) berkenaan dengan konseptualisasi dan implementasi sebuah perusahaan baru. Agen kewirausahaan (*entrepreneurial agent*) adalah seorang individual atau kelompok yang mengasumsikan

# BAB 2

## KEMAMPUAN DASAR KINERJA PEMASARAN

### A. Kemampuan Dinamis

Teori *resourced based* menekankan bahwa sumber daya internal atau lingkungan internal merupakan input utama pembentuk keunggulan kompetitif untuk mencapai kinerja yang tinggi. Sumber daya internal atau lingkungan internal organisasi lebih utama dalam menentukan strategi untuk mencapai kinerja yang tinggi daripada lingkungan eksternal. Sedangkan, teori *market based* menyatakan bahwa kondisi dan karakteristik lingkungan eksternal merupakan input utama dan pembentuk keunggulan kompetitif untuk mencapai kinerja yang tinggi. Menurut teori ini, keunggulan kompetitif lebih ditentukan oleh karakteristik lingkungan eksternal daripada lingkungan internal atau sumber daya internal perusahaan (Hitt *et al.*, 2011).

*Resources based view theory* menjelaskan bahwa kunci keberhasilan perusahaan sangat ditentukan oleh karakteristik sumber daya yang dimiliki perusahaan. Sumber daya perusahaan meliputi seluruh aset yang dimiliki, kapabilitas, informasi dan pengetahuan, proses-proses organisasional, serta hal lain yang dikendalikan perusahaan untuk menciptakan efisiensi dan efektivitas. Sedangkan *resources based view* merupakan kemampuan organisasi untuk merespon perubahan lingkungan untuk dijadikan peluang (Clarke dan Machado, 2006).

Pandangan aliran *resources based*, yang sering diasosiasikan dengan pemikiran Michael Porter, selalu mengawali pemikirannya dengan melihat pasarnya lebih dahulu dengan melakukan analisis lingkungan eksternal

# BAB 3

## ORIENTASI PEMASARAN KEWIRAUSAHAAN

### A. Pengertian Orientasi Kewirausahaan

Orientasi kewirausahaan adalah kemampuan melakukan inovasi yang didasarkan pada kapabilitas merespon perubahan pasar untuk dijadikan dasar, kiat dan sumber daya untuk mencari peluang menuju kesuksesan (Ma'atooft dan Tajeddini, 2010). Kewirausahaan merupakan model pendekatan yang dilakukan perusahaan dalam upaya meningkatkan kinerja pemasaran. Perusahaan harus cepat merespon perubahan pasar dengan memperhitungkan kemungkinan peluang yang dapat diraih. Persaingan untuk mendapatkan peluang sangat kompetitif. Oleh karena itu, perusahaan harus menjadikan pelanggan sebagai tujuan utama. Perubahan pasar harus direspon secara positif oleh perusahaan untuk memenangkan persaingan. Kewirausahaan memiliki posisi strategis dalam perekonomian suatu negara karena kewirausahaan merupakan pelopor (*spearhead*) untuk mewujudkan pertumbuhan ekonomi.

Kewirausahaan merupakan kemampuan menghasilkan produk baru atau kemampuan berinovasi untuk menciptakan peningkatan dan nilai tambah pada barang dan jasa, dalam kegiatan bisnis atau organisasi yang baru. Kewirausahaan sebagai proses usaha yang dilakukan oleh individu atau kelompok dalam organisasi untuk kepentingan sendiri maupun organisasi dengan memanfaatkan sumber yang dimiliki. Beberapa literatur manajemen memberikan tiga landasan dimensi dari kecenderungan organisasi dalam proses manajemen kewirausahaan, yakni kemampuan berinovasi, kemampuan mengambil risiko, dan sifat proaktif terhadap

# BAB 4 | STRATEGI MARKETING ARCHITECTURAL ISOLATING CAPABILITY

## A. Pengertian Marketing Architectural Isolating Capability

Keberhasilan perusahaan sangat dipengaruhi oleh kualitas sumber daya, manajemen risiko, kualitas proses, dan kemampuan penyebaran sumber daya (Li *et al.*, 2013). Pada dasarnya, setiap perusahaan yang bersaing dalam suatu lingkungan industri mempunyai keinginan untuk dapat lebih superior dibandingkan pesaingnya. Umumnya, perusahaan menerapkan strategi secara eksplisit melalui kegiatan-kegiatan berbagai departemen fungsional perusahaan yang ada. Keberhasilan sebuah perusahaan tidak hanya ditentukan oleh kualitas produknya, tetapi juga tergantung dari strategi yang diterapkan perusahaan. Perusahaan harus memiliki kemampuan *soft skills* dan *hard skills* (Arnett dan Badrinarayanan, 2005). Dalam hal ini, kemampuan harus dipahami sebagai segala kapasitas perusahaan untuk menggunakan sumber daya seperti sumber daya berbasis informasi, proses berwujud dan tidak berwujud sebagai dasar untuk meningkatkan kinerja pemasaran produk baru. Studi Griffith dan (Harvey, 2004) menunjukkan bahwa kemampuan pemasaran dalam menghadapi beberapa modal seperti modal manusia, modal relasional, modal organisasi, modal informasi yang digunakan untuk mengubah sumber daya menjadi hasil yang berharga dalam bentuk strategi .

Proses transformasi sumber daya menjadi beberapa strategi dan manuver strategis membutuhkan kemampuan arsitektur yang memberdayakan kreativitas dalam pengembangan strategi pemasaran dan implementasi (Slater

# BAB 5

## KEMAMPUAN PENGINDRAAN PASAR

### A. Penginderaan Pasar

Kemampuan penginderaan pasar merupakan kemampuan organisasi yang secara terus menerus memonitor pasar dan secara akurat melihat peluang dan ancaman pasar (Fang et al. 2014).

Kotler dan Keller, (2012) konsep pemasaran didukung oleh empat pilar, yaitu sasaran pasar, kebutuhan konsumen (fokus pada konsumen), pemasaran terintegrasi, dan profitabilitas. Selanjutnya, Kotler dan Keller, (2012) mendefinisikan orientasi pasar (*market orientation*) sebagai tanggapan atas perubahan pasar. Secara umum, penginderaan pasar adalah perilaku organisasional yang mencakup pengumpulan, penyebaran, dan tanggapan atas intelijen pasar yang tercermin pada orientasi pelanggan, orientasi pesaing dan mekanisme koordinasi dalam menciptakan nilai pelanggan.

Kohli dan Jaworski (1990), menangkap esensi dari kemampuan penginderaan pasar. Setiap elemen definisi ini menggambarkan aktivitas yang berbeda yang harus dilakukan berdasarkan informasi tentang kebutuhan pelanggan, pengaruh teknologi, persaingan, dan pengaruh lingkungan lainnya. Adapun (Kohli dan Jaworski, 1990) juga menyatakan penginderaan pasar adalah pengumpulan intelijen pasar untuk memenuhi kebutuhan pelanggan saat ini dan mendatang. Penyebaran intelijen pasar ke berbagai divisi dan fungsi dalam perusahaan serta bagaimana perusahaan menanggapi. Tiga kata kunci dalam definisi ini adalah pengumpulan intelijen pasar (*market intelligence generation*), penyebaran intelijen pasar

# BAB 6

## KEMAMPUAN KINERJA PEMASARAN

### A. Pengertian Kinerja Pemasaran

Keberhasilan perusahaan dalam melakukan aktivitas bisnis ditentukan oleh kemampuan labaan dan kinerja pemasaran. Kinerja pemasaran merupakan indikator kesehatan organisasi. Laba perusahaan ditentukan oleh kinerja pemasaran. Keuntungan perusahaan dapat digunakan untuk meningkatkan investasi perusahaan untuk meningkatkan kapasitas usahanya.

Kinerja perusahaan ditentukan oleh keunggulan dan keunikan sumber daya yang dimiliki. Sumber daya menentukan keberhasilan organisasi karena sumber daya manusialah yang merencanakan dan memproses input menjadi output yang berkualitas. Kualitas *output* berpengaruh terhadap kepuasan pelanggan. (Giasberg, 2004). Terdapat dua dimensi yang mempengaruhi kapabilitas sosio-kultural yaitu sumber daya manusia (kemampuan kognitif dan kompetensi-kompetensi sosial) dan sumber daya organisasi seperti (teknik pemetaan dan pemodelan, serta desain struktur organisasi dan insentif). Kemampuan sosio-kognitif organisasi menentukan pengembangan strategi perusahaan dan strategi perusahaan penentu kinerja organisasi. Keberhasilan perusahaan mencapai keunggulan kompetitif ditentukan oleh kelompok kerja yang menentukan penilaian terhadap situasi, pemikiran strategis, pengambilan kebijakan, dan pelaksanaan strategi.

Menurut *resource-based perspective*, penentu keberhasilan perusahaan adalah kemampuan-kemampuan yang dimiliki, aset-aset yang spesifik, unik dan langka, mekanisme-mekanisme kerja yang mampu melindungi posisi perusahaan, dan aset tidak

# BAB 7

## PARADIGMA BARU PEMASARAN DALAM INTERNET

### A. Pendahuluan

Meningkatnya globalisasi ekonomi di dunia telah membuka selebar-lebarnya kesempatan pasar yang luas bagi semua perusahaan lintas negara. Tentu saja hal ini menimbulkan semakin ketatnya persaingan bagi para pelaku pasar agar dapat mencapai kinerja yang lebih baik (Paul, 1996:27). Implikasi dari globalisasi ini juga mengakibatkan hilangnya batas-batas bisnis antara negara satu dengan yang lain semakin tidak tampak dan berubah menjadi market space yang hanya cukup menggunakan beberapa “klik” saja. Perekonomian suatu negara tertentu tidak lagi berdiri sendiri, tetapi menjadi satu kesatuan yang saling terkait antara satu dengan sistem ekonomi yang lain (Talha, Shrivastva, Kabra, dan Salim). Kaburnya batas-batas negara dalam konteks perdagangan dunia, membawa konsekuensi persaingan yang semakin luas dan bergesernya kekuasaan produsen ke tangan konsumen (Simatupang, 1996:46). Globalisasi juga menyebabkan penyimpangan strategi dan taktik komersial secara tradisional (Paul, 1996:27). Management seolah tidak punya pilihan lain untuk secara kreatif dan inovatif untuk mencari cara dan menciptakan bisnis yang unik agar lebih efektif baik di lokal, regional, maupun global sehingga mereka dapat memperluas kesempatan untuk mendapatkan profit, menjaga kesinambungan kelangsungan bisnis dan pada saat yang sama juga bernilai tinggi bagi customer di satu sisi dan sekaligus advantages shares prospect bagi stockholders disisi yang lainnya, seperti yang pendapatan Paul, Talha (1996:27), yaitu dengan menekan cost, serta

# BAB

# 8

# PENUTUP

Dua konsep alternatif yang dapat digunakan perusahaan untuk meningkatkan kinerja pemasaran.

**Alternatif pertama** Meningkatkan kinerja pemasaran dapat dilakukan dengan membangun dan mengembangkan kapabilitas amplifikasi jejaring yang dibangun berdasarkan hasil pengindaeraan pasar, orientasi kewirausahaan dan *marketing architectural isolating capability*. Jejaring yang mampu meningkatkan kinerja pemasaran adalah jejaring yang berkarakter pemahaman partner, relasional solusif, relasional skill, koordinasi jejaring, dan relasional yang resiprokal. Kemampuan membangun jejaring ini akan memudahkan perusahaan mendapatkan sumber daya, informasi pasar, pesaing, dan akses pasar yang lebih luas. Kemampuan mendapatkan sumber daya yang lebih berkualitas akan meningkatkan daya saing perusahaan.

Kapabilitas amplifikasi jejaring sebagai konsep baru yang diusulkan berperan sebagai variabel mediasi yang dapat menjembatani kesenjangan pembahasan mengenai pengaruh orientasi kewirausahaan terhadap kinerja pemasaran. Konsep utama dalam membangun kinerja pemasaran adalah dengan membangun jejaring bisnis. Jejaring bisnis mampu mengakomodasi berbagai kepentingan perusahaan, baik dengan konsumen, pemasok, dan lingkungan. Kemampuan membangun dan meningkatkan jejaring bisnis harus memiliki karakteristik relasional solusif, relasional resiprokal, relasional skill, koordinasi jejaring dan pemahaman partner. Jika perusahaan mampu mensinergikan 5 karakteristik di atas, perusahaan memiliki kapabilitas jejaring yang amplifikasi. Artinya perusahaan memiliki jaringan bisnis yang kuat,



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## GLOSARIUM

Adaptabilitas	: Kemampuan individu menyesuaikan diri dan menangani situasi yang tidak menentu
AMI	: Agresif mencari informasi
AMOS	: <i>Analysis of Moment Structure</i>
APP	: Antisipasi perubahan pasar
BMPB	: Berani memasuki pasar baru
BRM	: Berani mengambil Resiko
CR	: <i>Critical Ratio</i>
CFA	: <i>Confirmatory factor analysis</i>
Image	: Keinginan perusahaan untuk memancarkan semua gambaran tentang aktivitas perusahaan kepada <i>stakeholder</i> sehingga muncul kepercayaan, perasaan dan kesan tentang perusahaan.
Ino	: Inovasi
KAJ	: Kapabilitas Amplifikasi Jejaring
Kinerja pemasaran	: Hasil kerja baik kuantitatif maupun kualitatif yang dicapai oleh organisasi bisnis
Kinerja pemasaran	: Kemampuan individu atau organisasi memperoleh keuntungan
Kualitas Evaluasi	: Serangkaian aktivitas perusahaan dalam upaya menghasilkan produk yang berkualitas guna meningkatkan kinerjanya
Kualitas proses	: Serangkaian aktivitas organisasi dalam melaksanakan visi-misi perusahaan untuk menghasilkan dan mendistribusikan.
Kualitas Strategi	: Serangkaian aktivitas organisasi dalam membuat strategi untuk meningkatkan kinerja
KS	: Kualitas Strategi



MAIs-Cap	: <i>Marketing Architectural Isolating Capability</i>
<i>Marketing Architectural</i>	: Kemampuan merancang strategi pemasaran yang keberadaannya sangat mempengaruhi atau dipengaruhi oleh perusahaan.
MPB	: Meluncurkan produk baru
MUB	: Mencari usaha baru
PA	: Proaktif mencari peluang usaha baru
Perncaanaan kualitas	: Serangkaian kegiatan organisasi menterjemahkan visi-misi organisasi untuk mencapai peningkatan kualitas.
PP	: Penginderaan Pasar
PPE	: Penekanan pada eksperimen
PSB	: Penggunaan strategi baru
PTB	: Penggunaan teknologi baru
Promotion Mix	: Bauran promosi yang terdiri dari <i>Advertising, Personal selling, Sales promotion, Publicity</i> dan <i>Public relations</i>
SEM	: <i>Structure Equation Modelling</i>
<i>Market Sensing</i>	: kemampuan organisasi memahami keinginan pelanggan, saluran distribusi dan tingkat persaingan. tanpa menyentuh objeknya
UKM	: Usaha Kecil Dan Menengah
Industri Kratif	: Industri yang melakukan kegiatan bisnisnya dengan mengandalkan talenta dan kreatifitasnya

## TENTANG PENULIS



### **Dr. Hasyim, MM.**

Penulis merupakan dosen tetap di Fakultas Ekonomi Universitas Negeri Medan, Program Pascasarjana Pendidikan Ekonomi, Akuntansi dan Ilmu Olah Raga Universitas Negeri Medan (UNIMED). Penulis juga merupakan dosen di FEB UMA. Penulis Menyelesaikan pendidikan S1 di UNIS Surakarta Jurusan Peradilan Agama, dan Universitas Medan Area Jurusan Manajemen, Magister Manajemen di selesaikan di Universtas Budi Luhur Jakarta. Penulis juga menyelesaikan Pendidikan Program Doktor (S3) Ilmu Ekonomi konsentrasi Marketing di UNDIP Semarang. Saat ini penulis aktif menjadi reviewer di beberapa jurnal nasional serta menjadi konsultan manajemen. Beberapa buku yang telah ditulis meliputi Pengantar bisnis konsep dan Aplikasinya, Panduan penulisan skripsi, Pemasaran International, Pemasaran UMKM, Manajemen Usaha Kecil, Pengantar Manajemen Komunikasi Pemasaran, Dasar-dasar Komunikasi Bisnis, Manajemen Kreativitas, Pengantar Manajemen Pelayanan, Pemasaran dasar dan Konsep, Social Media Pemasaran, Perencanaan dan Pengembangan SDM, Perekonomian Indonesia dan beberapa Artikel yang telah terbit di jurnal terindex Sinta dan scopus.



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Dalam rangka perlindungan ciptaan di bidang ilmu pengetahuan, seni dan sastra berdasarkan Undang-Undang Nomor 28 Tahun 2014 tentang Hak Cipta, dengan ini menerangkan:

Nomor dan tanggal permohonan : EC00202346474, 17 Juni 2023

### Pencipta

Nama : **Dr. Hasyim, M.M**  
Alamat : Jl. Pukat IV No. 57 Medan , Medan, Sumatera Utara, 20224  
Kewarganegaraan : Indonesia

### Pemegang Hak Cipta

Nama : **Dr. Hasyim, M.M**  
Alamat : Jl. Pukat IV No. 57 Medan , Medan, Sumatera Utara, 20224  
Kewarganegaraan : Indonesia  
Jenis Ciptaan : **Buku**  
Judul Ciptaan : **Manajemen Kinerja Pemasaran**

Tanggal dan tempat diumumkan untuk pertama kali : 12 Juni 2023, di Purbalingga

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Direktur Hak Cipta dan Desain Industri



Anggoro Dasananto  
NIP. 196412081991031002

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