IMPROVING MARKETING PERFORMANCE THROUGH COMPETITIVE ADVANTAGE IN PHASE TWO OF THE COVID-19 PANDEMIC: A CASE STUDY OF SMALL, MEDIUM ENTERPRISES AT ANCOL TOURISM

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Abstract

The marketing performance of small and medium businesses in the Ancol tourism area is influenced by an effective market strategy so that they are able to realize competitive advantage. The purpose of this study is to examine market strategies in competitive advantage, their implications for marketing performance in small and medium businesses in the Ancol tourism area. The sample research technique uses Probability Sampling. The sample selection technique in this study used Proportional Random Sampling with the sample in this study amounting to 235 small and medium businesses in the Ancol area during the Covid-19 pandemic from 70 small and medium businesses with a scale of 1 to 10 questionnaires to find out the interpretation of market strategies, competitive advantage and marketing performance. The data technique was analyzed using multiple linear regression with the intervening test. Research statement: "that the problem stems from the marketing performance of small and medium enterprises in the Ancol tourist area as a dependent variable which is influenced by competitive advantage as an intervening variable and market strategy, as well as research that is new in nature which is a research topic that has never been done by previous researchers. Research findings indicate that marketing performance is influenced by market strategy through competitive advantage. Based on the results of the study, it can be concluded that market strategy has an effect on competitive advantage. Alignment of market strategy produces a greater influence on competitive advantage. Market strategy affects marketing performance through ineffective competitive advantage in its role as an intervening variable between market strategy and marketing performance. From this phenomenon, the research looks at the relationship of variables through literature review and the marketing performance literature approach. This paper provides definitions, dimensions and determinants of market strategies to improve marketing performance through optimizing competitive advantage.

Keywords : Market Strategy, Competitive Advantage, Marketing Performance.

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Abstrak

Kinerja pemasaran usaha kecil menengah di kawasan pariwisata Ancol dipengaruhi oleh strategi pasar yang efektif sehingga mampu mewujudkan keunggulan bersaing. Tujuan dari penelitian ini adalah untuk mengkaji strategi pasar dalam keunggulan bersaing, implikasinya terhadap kinerja pemasaran pada usaha kecil menengah di kawasan pariwisata Ancol. Teknik penelitian sampel menggunakan Probability Sampling. Teknik pemilihan sampel dalam penelitian ini menggunakan Proportional Random Sampling dengan sampel dalam penelitian ini berjumlah 235 usaha kecil dan menengah di wilayah Ancol pada masa pandemi Covid-19 dari 70 usaha kecil menengah dengan skala 1 sampai 10 kuisioner untuk mengetahui keluar interpretasi strategi pasar, keunggulan kompetitif dan kinerja pemasaran. Teknik analisis data menggunakan regresi linier berganda dengan uji intervensi. Pernyataan penelitian: "bahwa permasalahan tersebut bermula dari kinerja pemasaran usaha kecil menengah di kawasan wisata Ancol sebagai variabel terikat yang dipengaruhi oleh keunggulan bersaing sebagai variabel intervening dan strategi pasar, serta penelitian yang sifatnya baru yang merupakan topik penelitian yang belum pernah dilakukan oleh peneliti sebelumnya.Temuan penelitian menunjukkan bahwa kinerja pemasaran dipengaruhi oleh strategi pasar melalui keunggulan bersaing.Berdasarkan hasil penelitian dapat disimpulkan bahwa strategi pasar berpengaruh terhadap keunggulan bersaing. Penyelarasan strategi pasar menghasilkan pengaruh yang lebih besar terhadap keunggulan bersaing.Strategi pasar mempengaruhi kinerja pemasaran melalui keunggulan bersaing yang tidak efektif dalam perannya sebagai variabel intervening antara strategi pasar dan kinerja pemasaran.Dari fenomena tersebut, penelitian melihat hubungan variabel melalui tinjauan pustaka. dan literasi kinerja pemasaran pendekatan masa depan. Makalah ini memberikan definisi, dimensi dan determinan strategi pasar untuk meningkatkan kinerja pemasaran melalui optimalisasi keunggulan bersaing.

Kata Kunci : Strategi Pasar, Keunggulan Bersaing, Kinerja Pemasaran.

Introduction

Indonesia in 2020 to be exactly in march 2020, has entered covid-19 pandemic. There are reports 2 (two) findings of 2 (two) case in Indonesia. However on march 3, 4, dan 5 there were no new case found. On march 6, found 2 positive case s (source : tirto.id). This of course also have a big impact on the economy. Especially small, medium enterprise in tourism sector has a significant impact. The impact is Certainly very detrimental to small medium enterprises at Tourism regional. During the Indonesian Covid-19 pandemic, many employers did mass layoffs of employees. The Jakarta Manpower, Transmigration, an Energy Agency not had that as many as 162.416 workers in Jakarta have been laid off and laid off without pay as a result of Covid-19. In detail, 30,137 workers from 3.348 companies were laid off, while 132,279 workers from 14,697 companies were laid off without pay. The data what discovered after the Manpower Offices open it registration for the Pre- employment Card Program for worker who why laid off and at home on April 2-4, 2020 (Source : Kompas.com).

The impact of these layoffs is that there is a decrease in purchasing power and visiting power when the travel during the Covid-19 Pandemic. With this situation, people think more about their daily needs for food and than visiting tourism and enjoying the sight and souvenirs found on tourism. The Covid-19 Pandemic is certainly very influential on the SMEs sector, given that the SMEs secto itself is very closely related to tourism, industry, and culinary sectors.
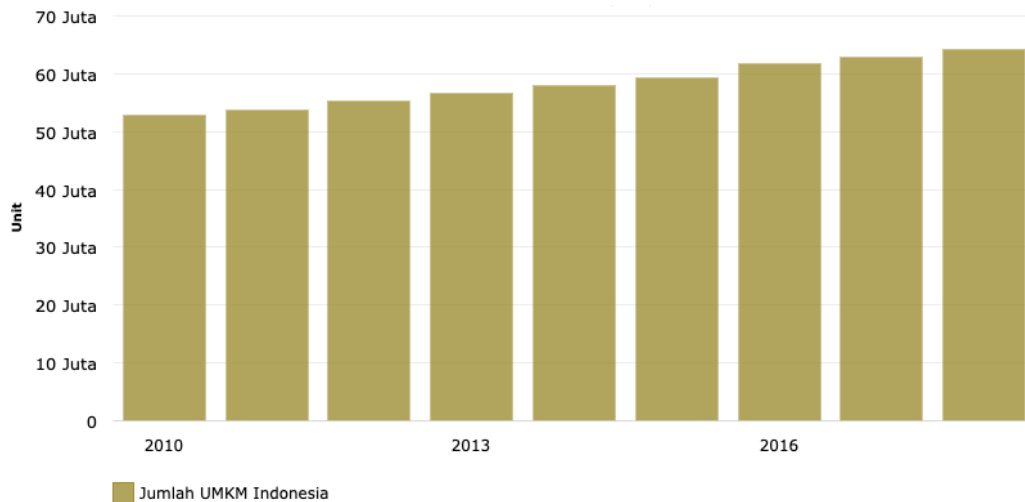
Total of Indonesian Small Medium Enterprises (in Million) (Source : BPS Indonesia 2020)

In the tourism sector, Indonesia has experienced a decline in tourist arrivals. The Minister of Cooperatives an MSMEs, Teten Masduki, stated that based on results of a survey conducted by the Covid-19 Pandemic, it had a major impact on the sustainbility of MSMEs (Cahyani, 2020). A total 47 Percentage of MSMEs had to go out of business due to the emergence of the Covid-19 Pandemic. MSMEMs are experiencing cash flow health problems and weakness on demand side which suppresses MSME sustainability. Accourding to The Tourism an Creative Economy Departement of the Ancol Area, North Jakarta recorded data on business actors estabilishing Large-Scale Social Restrictions (PSBB) in the Taman Impian Jaya Ancol area, the source of data from the ancol management. provisional results there are around 70 business actors who stop the closure of Ancol tourist attractions.

During this pandemic period, for almost 1 year, Business actors are required to improve their market performance from facing conditions that are very different from usual. This dynamic condition is very difficult to make movements since from the side of consumers and visiting tourist. Of course, there is a need for a good market strategy to deal with this downturn. The current Limited condition of business actors in marketing there wares and products is still not effective considering that the Covid-19 Pandemic is still ongoing The Regional and Central Govermennts were limit and even blocked all of these social activities. Therefore, business actors must be smart to replace replace their marketing strategy from each of their product advantage to market them. Such as opening a stall at home, before especially Ancol tourism operates normally. By developing the intelligence of business actors, apart from opening stall at home, using the market online/so called E-Commerce Trade. E-commerce is the use of website or application can be reached via computers, which are used to obtain information using the Internet at work (Kotler & Amstrong, 2012).

The Covid-19 Pandemic has caused a decrease in in come in the trading activities of business actors in the Taman Impian Jaya Ancol. Another thing in this case is due to limitations in restrictive activities carried out by the goverment, especially in the Ancol Tourism area, The Closue of the Level 4 Implementation of Community Activity Restrictions (PPKM). For sustainbility of their business in this phase 2 of the Covid-19 Pandemicin The Taman Impian Jaya Ancol. one of them is building their market strategy in dealing with the new normal in phase 2 of the Covid-19 Pandemic in indonesia anbd having the advantages of their products and service and being able

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to diffrentiate what they sell when they enter The new normal again so that their promotion and marketing performance runs and continues without closure their effort.

Table 1 Research Gap

Research	Result	Name
Market orientation and performance of export ventures: The process through marketing capabilities and competitive advantages	Market orientation affects the performance of the export business with the process through marketing capabilities and competitive advantage	Janet Y. Murray, Gerald Yong Gao Masaaki Kotabe (2011)
The relationship between marketing strategies and performance in an economic crisis	The study makes some significant contributions to theory and practice	Köksal & MÖzgül E (2007)
Strategic marketing and business performance: A study in three European 'engineering countries'	Competitive advantage is not statistically significant in its positive relation to market performance	Jaakkola M, Möller K , Parvinen P et al (2010)
Marketing strategy, contextual factors and performance: An investigation of their relationship	This research also investigated the relationship between the marketing strategy variables and organisational performance The results suggest are significant.	Sharma B (2004)
Strategi Positioning Dalam Persaingan Bisnis (Points Of Difference Dan Points Of Parity)	Positioning strategy has statically a significant effect	Heriyadi (2018)

Reffering to explanations above, this research is to analyze the marketing performance of superior products and services that support their sustainbility, identify the right target market, which is involved in the activities of bussiness actors and their solution, evaluate the position of the business and contribution to increase the income of business actors. This research has a purpose and objectivity in market strategy in shaping product and service excellence to improve the marketing performance of business actors in order to survive in the era of the Covid-19 Pandemic.

Covid-19
Covid-19 Virus Attention all over the country and wuhan is the city of the emergence of the Covid-19 virus, in fact this virus was at the beginning of the emergence of a report. So far, the corona virus has appeared in China in November 2019. Any party will report cases based on clusters to the World Health Organization (WHO) on December 31, 2019 (source: Kompas.com). China's National Health Commission confirmed that the corona virus can be transmitted from person to person. Dr Li clarified the statement in the message that the virus is a different

coronavirus. (WHO) mentions the possibility of the Covid-19 virus being that animals are the main source of this virus (Source: Merdeka.com).

This pandemic has resulted in very serious problems, one of which is economic problems. In general, this pandemic has caused the global economy to cripple. in Indonesia, precisely the paralysis of the tourism sector, especially in the SME sector which dominates tourist areas in Indonesia. This decline in the income of business actors is a problem that must be resolved considering that SMEs are the economic drivers in the Unitary State of the Republic of Indonesia, which work a lot for human.

Tourism

The tourism sector has been proven to be the core of the national economy, Indonesian tourism has a competitive and cooperative advantage, such as foreign exchange, in 2019 the tourism sector contribute foreign exchange earnings of USD 24 billion, becoming one of the countries with the best tourism growth over the last four years, at the Travel event and Tourism Competitiveness Index Report in 2017 Indonesia's tourism ranking was ranked 42, and in the last year 2019 it rose to rank 40 (Sutono, et.al, 2019).

In this era of a pandemic, a lot of tourism will be closed due to the pandemic. tourism income has a major influence on the Indonesian economy and foreign exchange, where this pandemic has occurred in 2020 - 2021. The closure is due to activities carried out by the govern that can harm tourism both government and corporation-owned entities etc.

Small Medium Enterprises

Based on the Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small and Medium Enterprises, there are several regulations that are closely related to the implementation of Sustainable Finance in Indonesia. Some of the points of the regulation consist of the following articles:

Chapter II Principles and Objectives Article 2 stipulates that Micro, Small and Medium Enterprises are based on an environmental perspective. What is meant by "principle of environmental insight" is the principle of empowerment of Micro, Small, and Medium Enterprises which is carried out by still paying attention to and prioritizing the protection and maintenance of the environment.

Chapter VI Article 20 stipulates that the Government and Regional Governments facilitate business development with incentives for Micro, Small and Medium Enterprises and develop technology and environmental conservation life.

Chapter VII Financing and Guarantee Article 22 explains that in order to increase sources of financing for Micro and Small Businesses, the Government shall make efforts: Development of financing sources from bank credit and non-bank financial institutions; Development of venture capital institutions; Institutionalization of factoring transactions (Source: ojk.go.id)

During the Covid-19 Pandemic, many SME players or other businesses were complain their business performance that had opened a business and built it for a long time. The Ministry of Cooperatives and SMEs released an e-form for the benefit of collecting data on cooperatives and MSME actors who affected by the Covid-19 pandemic. This data collection is a complaint against MSME as a basis for preparing the right strategy (Source: KOMENKOPUKM.go.id). It was recorded that around 37.000 SME players reported on the e-form data collection. The impact that appears is a decrease in sales due to the implementation of activities (PSBB) carried out by the central government so that consumers can only confine themselves at home and some business actors have limited capital due to declining sales.

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Marketing Performance

According to (Kotler and Keller, 2012) Marketing Performance is an assessment and measure of the achievement of a company from the results of planning, designing and implementing marketing strategies and competitive advantages that are owned by the company. Marketing performance is the success of the results in increasing market share, profit, margin and distribution of a product or service offered by consumers.

Market Strategy

In the book marketing management, (Kotler and Keller, 2012) argues that all market strategies are made based on Market Segmentation, Market Target and Positioning (STP) a product or service where the target is exactly . a company discovers various needs and groups in the market, targets those that the company can satisfy superiorly, and then positions its offering so that target markets recognize the strengths of a company's offering and image.

H1 : Market strategy directly affects marketing Performance.

Competitive Advantage

According to (Yahya, 2014), the application of an appropriate competitive advantage strategy will result in superior customer value, both in the form of relatively low costs and unique benefits. Furthermore, superior customer value will increase the satisfaction of the target market using which will provide a positive response in the form of increasing the number of customers who used and loyal to a company's products, because the perceived value is higher than the perceived value of a competitor's competitive advantage strategy.

H2 : Market strategy directly affects competitive advantage.

H3 : Market strategy indirectly affected marketing performance through competitive advantage.

Method

The approach method used is quantitative to analyze Marketing Performance. The sampling technique in this study uses probability sampling, exactly by random sampling, which is random sampling without regard to the existing strata in the population and conducting questionnaires through online-based technology (google form). Data processing using the SPSS 25.0 application. The criteria for this sample are SMEs located in the Ancol tourism. To determine the sample use the Slovin Formula.

Quesioner Design and Measure

The use of questionnaires in this study to determine respondents' responses to the phenomena associated with the variables of this study, namely market strategy, competitive advantage and marketing performance. Questionnaire technique in distributing this questionnaire the answer uses a Likert scale with an answer of 1 to 10 which means how much you agree with the answer points. This questionnaire contains two parts. The first part contains data on respondents who own SMEs in the Ancol tourist (name, gender, type of SME, start time of business). the second part contains questions related to this research. Respondents took 5-8 minutes to fill out the questions.

Result and Discussion

From the research data it shows that from 235 MSMEs to 70 respondents are MSMEs in the Ancol area which have entered the second vaccine stage and the phase 2 of Covid-19 pandemic. There are 53 men (76%) and 17 women (47%), Types of business include 33 Culinary (47%), 11

Clothing (16%), 10 Souvenirs (14%) and 16 Others (23%). The duration of their business establishment are 15 people < 1 year (21%), 25 people 1 - 5 years (36%) and 30 people > 5 years (43%).

Table 2 Respondents Profile

Features	Category	Frequency	Presentage (%)
Gendre	Male	53	76%
	Female	17	24%
Type of Business	Culinary	33	47%
	Clothing	11	16%
	Souvenirs	10	14%
	Others	16	23%
Established since	< 1 Tahun	15	21%
	1 - 5 Tahun'	25	36%
	> 5 Tahun	30	43%

Validity Test Result

Table 3 Market Strategy Validity Result

Correlations

		Market Strategic 1	Market Strategic 2	Market Strategic 3	Total Market Strategic
Market Strategic 1	Pearson Correlation	1	.710**	.632**	.889**
	Sig. (2-tailed)		.000	.000	.000
	N	70	70	70	70
Market Strategic 2	Pearson Correlation	.710**	1	.607**	.880**
	Sig. (2-tailed)	.000		.000	.000
	N	70	70	70	70
Market Strategic 3	Pearson Correlation	.632**	.607**	1	.857**
	Sig. (2-tailed)	.000	.000		.000
	N	70	70	70	70
Total Market Strategic	Pearson Correlation	.889**	.880**	.857**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	70	70	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

(Source : Primary data processing SPSS 25.0 results)

Table 4 Competitive Advantage Validity Result

Correlations

		Competitive Advantage 1	Competitive Advantage 2	Competitive Advantage 3	Total Competitive Advantage
Competitive Advantage 1	Pearson Correlation	1	.671**	.695**	.895**
	Sig. (2-tailed)		.000	.000	.000
	N	70	70	70	70
Competitive Advantage 2	Pearson Correlation	.671**	1	.605**	.878**
	Sig. (2-tailed)	.000		.000	.000
	N	70	70	70	70

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Competitive Advantage 3	Pearson Correlation	.695**	.605**	1	.860**
	Sig. (2-tailed)	.000	.000		.000
	N	70	70	70	70
Total Competitive Advantage	Pearson Correlation	.895**	.878**	.860**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	70	70	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

(Source : Primary data processing SPSS 25.0 results)

Table 5   Marketing Performance Validity Result

Correlations

		Marketing Performance 1	Marketing Performance 2	Marketing Performance 3	Total Marketing Performance
Marketing Performance 1	Pearson Correlation	1	.864**	.541**	.907**
	Sig. (2-tailed)		.000	.000	.000
	N	70	70	70	70
Marketing Performance 2	Pearson Correlation	.864**	1	.661**	.945**
	Sig. (2-tailed)	.000		.000	.000
	N	70	70	70	70
Marketing Performance 3	Pearson Correlation	.541**	.661**	1	.818**
	Sig. (2-tailed)	.000	.000		.000
	N	70	70	70	70
Total Marketing Performance	Pearson Correlation	.907**	.945**	.818**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	70	70	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

(Source : Primary data processing SPSS 25.0 results)

According to (Sugiyono, 2014) is an instrument that has a valid value is a measuring tool used to measure data. Valid means that the instrument can be used to measure what it is supposed to measure.

The table data above shows the results of testing the validity of the market strategy, competitive advantage and marketing performance variables which are known that all statement items produce an r count value > from r table (0.198) with a significant value < 0.1 so that 3 statement items in each variable declared valid results

Reliability Test Result

Table 6   Market Strategy Reliability Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.847	.848	3

(Source : Primary data processing SPSS 25.0 results)

Table 7   Table 1.8 Competitive Advantage Reliability Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.852	3

(Source : Primary data processing SPSS 25.0 results)

Table 8   Table 1.9 Marketing Performance Reliability Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.869	3

(Source : Primary data processing SPSS 25.0 results)

From the data in the table above, reliability it can be seen that all the components of the statement of each variable in this study are reliable. The evidence shows that the Cronbach's Alpha value of each variable has value > 0.20.

Classic Assumption Test Result
Normality Test Result

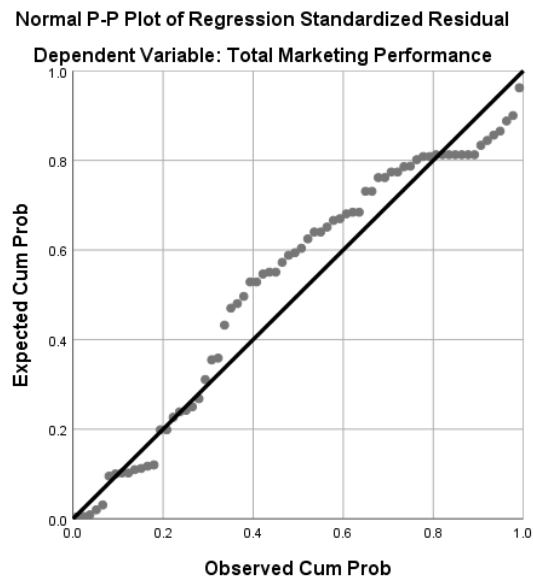Figure 1. P-P Plot (X Directy affects Y)

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Normal P-P Plot of Regression Standardized Residual

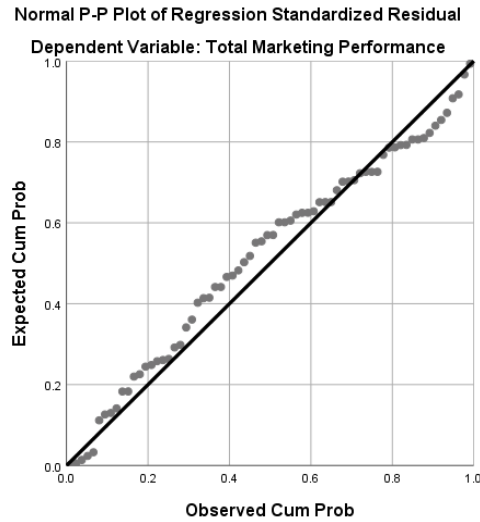Dependent Variable: Total Marketing Performance

Figure 2. P-P Plot (X Indirecty affectsd Y Through Z)
(Source : Primary data processing SPSS 25.0 results)

According to (Ghozali, 2016) The purpose of the normality test is to find out whether the data in the regression equation produced is normally distributed and not normally distributed. Then, the data is declared normal because the plot follows a diagonal line, therefore the data can guarantee a normal distribution, both X has a direct effect on Y and X indirectly through Z.

Heteroscedasticitiy Test Result.

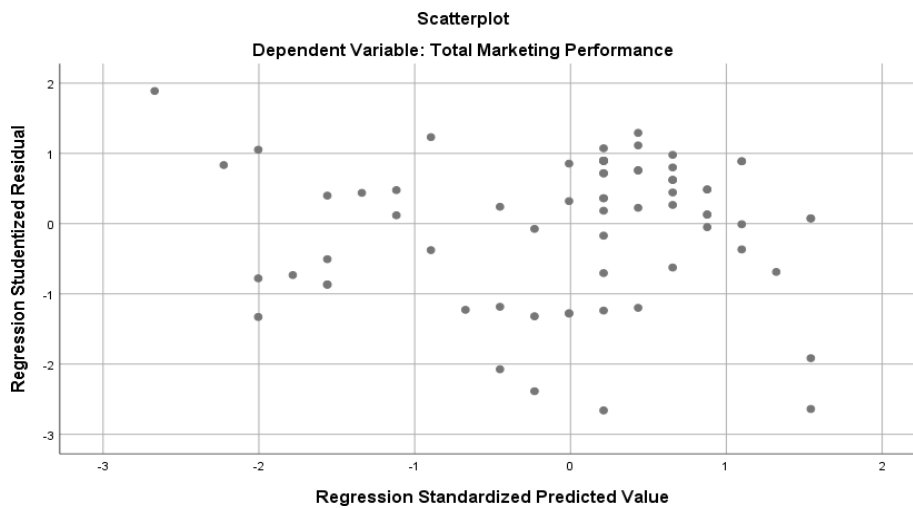Scatterplot

Dependent Variable: Total Marketing Performance
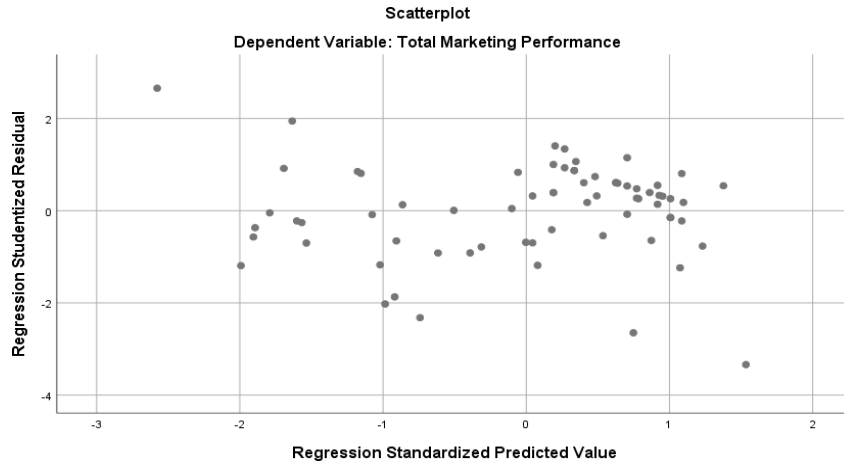
Figure 3. Scatter Plot (X Directy affects Y)

Figure 4. Scatter Plot (X Indirecty affectsd Y Through Z)
(Source : Primary data processing SPSS 25.0 results)

According to (Ghozali, 2016) the heteroscedasticity test is to test whether in the regression model there is an inequality of variance and residual from one observation to another observation. This data is declared to have no heteroscedasticity if the plots are scattered and neither form nor clear (residual inequality). both X has a directly effect on Y and X has an indirectly effect on Z.

Multicollinearity Test Result

Table 9   (X Directy affects Y)

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	3.460	3.550		.975	.333		
	Total Market Strategic	.771	.151	.526	5.099	.000	1.000	1.000

a. Dependent Variable: Total Marketing Performance

(Source : Primary data processing SPSS 25.0 results)
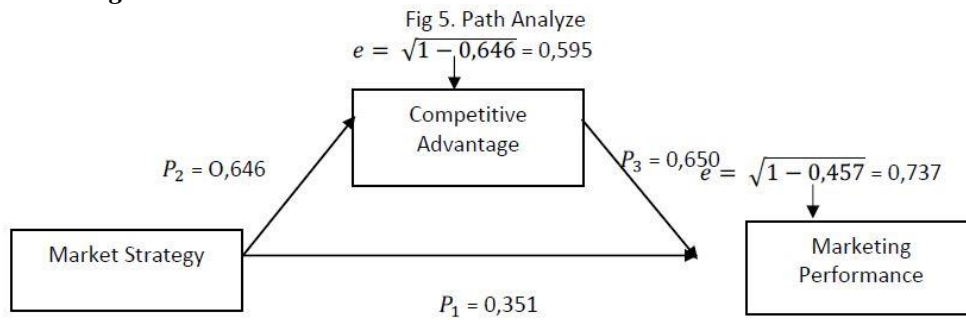
Table 10 (X Indirecty affectsd Y Through Z)

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	-1.957	3.306		-.592	.556		
	Total Market Strategic	.351	.159	.240	2.204	.031	.687	1.456
	Total Competitive Advantage	.650	.138	.512	4.710	.000	.687	1.456

a. Dependent Variable: Total Marketing Performance

(Source : Primary data processing SPSS 25.0 results)

From the data results, it is stated that the VIF value is < 10 and the tolerance value is > 0.10. This shows that there is no multicollinearity problem in the regression model, so that it meets the requirements of regression analysis.

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Intervening Test Result

Fig 5. Path Analyze

$$e = \sqrt{1 - 0,646} = 0,595$$

Competitive Advantage

$P_2 = 0,646$

$P_3 = 0,650$ $e = \sqrt{1 - 0,457} = 0,737$

Market Strategy

Marketing Performance

$P_1 = 0,351$

The results of the path analysis data show that X can have a direct effect on Y and can also have an indirect effect through Z as an Intervening Variable; The direct effect is 0,351. while the indirect effect is $P'' \times P! = (0.646 \times 0,650) = 0,4199$. The total effect of X on Y= 0,351 + 0,4199 = 0,7701. From the above data obtained a significant value, the direct effect of X on Z is 0,000 < 0,1 While the result of the indirect effect of X on Y through Z is 0,000 < 0,1 So it can be concluded that the variable X can have a direct effect on Y and can also have an indirect effect through Z as an Intervening Variable.

T-Test

Table 11 (X Directy affects Y)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.332	2.723		3.059	.003
	Total Market Strategic	.646	.116	.560	5.567	.000

a. Dependent Variable: Total Competitive Advantage

(Source : Primary data processing SPSS 25.0 results)

Based on the table above shows that t count > t table (5.567 > 1.668). it can be concluded that hypothesis 1 is accepted.

Table 12 (X Indirecty affectsd Y Through Z)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.957	3.306		-.592	.556
	Total Market Strategic	.351	.159	.240	2.204	.031
	Total Competitive Advantage	.650	.138	.512	4.710	.000

a. Dependent Variable: Total Marketing Performance

(Source : Primary data processing SPSS 25.0 results

Based on the table above, it shows that t count > t table (2.204 > 1.668). then it can be concluded that hypothesis 2 is accepted. While the intervening variable 3 t arithmetic > t table (4,710 > 1,668) so it can be concluded that hypothesis 3 is accepted.

F-Test

Table 13 (X Directy affects Y)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	586.030	1	586.030	30.993	.000^b
	Residual	1285.756	68	18.908		
	Total	1871.786	69			

a. Dependent Variable: Total Competitive Advantage

b. Predictors: (Constant), Total Market Strategic

(Source : Primary data processing SPSS 25.0 results)

Based on the table above, it shows that F-count > F-table (30.000 > 3.984) and Significant (0.000) < 0.1. So it can be concluded that the market strategy has a simultaneous and significant influence on marketing performance.

Table 14 Table 1.15 (X Indirecty affectsd Y Through Z)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1378.792	2	689.396	28.138	.000^b
	Residual	1641.551	67	24.501		
	Total	3020.343	69			

a. Dependent Variable: Total Marketing Performance

b. Predictors: (Constant), Total Competitive Advantage, Total Market Strategic

(Source : Primary data processing SPSS 25.0 results)

Based on the table above, it shows that F-count > F-table (28.138 > 3.984) and Significant (0.000) <0.1. So it can be concluded that the market strategy has a simultaneous and significant influence on Marketing Performance Through Competitive Advantage.

Discussion

This research intends to improve marketing performance through competitive advantage with market strategy. The results of this study indicate that market strategy has a significant direct effect on marketing performance. These results indicate that improving marketing performance requires the right market strategy. While the results of market strategic testing on marketing performance through competitive advantage also indirectly or mediated by competitive advantage have a significant effect. These results are in line with findings in the field during the COVID-19 pandemic in the second phase in the Ancol tourism area.

Conclusion

In the case of this study the activity of knowing how the influence of market strategy on marketing performance through competitive advantage during the COVID-19 pandemic phase 2. In this case, a questionnaire is a tool used to determine indicators and factors that affect marketing performance. A total of 70 questionnaires were given to respondents with types of businesses are culinary, clothing, souvenirs and others. The results of the study both direct and indirect effects significantly affect marketing performance in the Ancol tourism area.

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