The Influence of Entrepreneurial Marketing Dimensions on the Performance of Wedding Organizers and Planners in Surabaya

Devi Mawarni

Mekar Wedding Organizer.
devimawarnibis@gmail.com
https://doi.org/10.37715/rmbe.v1i2.2424

Abstract—**The wedding industry in Indonesia is growing very rapidly, including wedding organizer and planners. This industry is included in the red ocean business because of the many new business growths in this area. Excellent marketing skills are needed to stay in this business. One of them is by implementing entrepreneurial marketing. This study uses quantitative methods using SmartPLS for data processing. Research respondents were 112 employees of wedding organizers and planners in Surabaya. The sampling technique used was purposive sampling method. In this study, researchers wanted to know about the influence of entrepreneurial marketing dimensions on company performance. The dimensions examined for influence were innovation value creation, customer intimacy, and opportunity focus. The results obtained are that the dimension of value creation has a significant effect on company performance, while the dimensions of innovation, customer intimacy, and focus on opportunities have no significant effect on company performance.**

Keywords—*Wedding Industry, Wedding Organizer and Planner, Entrepreneurial Marketing, Innovation, Customer Intimacy, Value Creation, Opportunity Focus Company Performance.*

1.   Introduction

The development of the wedding industry in Indonesia is increasing. This is evidenced by the number of new businesses developing in this industry and the increasing number of transactions every year. In 2019, transactions in the wedding industry reached 56 trillion (Handayani, 2020). The wedding industry is a service sector in which there are various kinds of companies including food, decoration, clothing, photos and videos, printing as well as wedding organizers and planners. Muhammad and Kusnadi (2017, as cited in Prayudi & Yulistria, 2020) said that people who have many activities feel that they do not have enough time to prepare their own wedding events, so this is the reason for a third party, namely wedding organizers, to offer their assistance professionally.

In March 2020 the corona virus which is a pandemic that is spreading throughout the world has entered Indonesia. Regulation of the Minister of Health of the Republic of Indonesia No. 9 of 2020 and issued on April 3, 2020. This regulation encourages all business activities to temporarily stop including the wedding industry and also especially wedding organizers and planners whose business aspect is to help smooth wedding events that gather large amounts of time. This condition makes wedding organizers and planners unable to carry out their business activities properly, even some events have to be canceled in 2020. The situation in 2021 is also not much different from the previous year.

Conditions that occur cause companies to be required to carry out good and appropriate marketing strategies in supporting the success of wedding organizers and planners to survive in the red ocean business and survive in the midst of pandemic challenges. One approach that companies can take is to apply entrepreneurial marketing. The concept of entrepreneurial marketing is an ideal marketing paradigm to deal with market uncertainty, entrepreneurial marketing has been developed since 1980 as two main theoretical disciplines, namely marketing and entrepreneurship (K.H.M.A.R, 2020). According to Utami et al. (2019, as cited in Utami, 2020) stated that entrepreneurial marketing is an organizational function to create, communicate and deliver value to customers and at the same time to manage relationships with customers in a way that benefits the organization and interested parties. According to Collinson et al. (2001, as cited in Astuti et al., 2018) the concept of entrepreneurial marketing is most suitable for smaller organizations with limited resources that focus on combining entrepreneurial and marketing concepts.

This is later expected to be able to support the marketing efforts of wedding organizers and planners by prioritizing good proximity to customers so that they can produce word of mouth marketing. As well as an opportunity focus business that prioritizes the use of opportunities in each company's performance that helps increase revenue. The benefits that can be taken after conducting research on Wedding Organizers and Planners about the effect of the entrepreneurial marketing approach on company performance are that it is hoped that the results of the research can have an influence on wedding organizer and planner companies to want to improve the application of the entrepreneurial marketing concept in order to compete more competitively and is expected to be able to provide views or become reference material for further research on entrepreneurial marketing.

2.   Literature Review
2.1.   Previous Research

Fitria and Aulia research (2019), entitled "Analisa Penerapan Entrepreneurial Marketing dan Dampaknya pada Kinerja (Studi pada UMKM Sutra Garut)". The results can be concluded that by implementing entrepreneurial marketing in running the silk fabric MSME business, the informants feel positive impacts on their business performance. The application of proactiveness can increase business performance and expand the marketing area. The implementation of opportunity focus has a positive impact on business performance and increases sales volume. The implementation of customer intensity increases customer trust and loyalty. The application of innovation makes sales volume increase due to a sense of satisfaction with the new packaging concept. The application of risk taking by conducting market tests can prevent companies from incurring excessive costs and avoiding losses. The application of resource leveraging can improve employee efficiency and effectiveness. And value creation has a positive impact on increasing sales volume and revenue.

This second research is entitled "Entrepreneurial Marketing Dimensions and SMEs performance" using quantitative research methods and multiple regression. Based on these results, the researcher concludes that MSMEs in Kosovo tend to focus on opportunities and they use opportunities sequentially to improve business performance. They also understand the importance of resource leveraging as a tool to achieve more results with fewer resources. In addition, value creation is seen as very important to improve overall performance. For risk taking they rely on government laws and they also tend to be not innovative and have customer intensity which should allow them to improve their overall performance to a higher level.

This research is entitled "The Implication of Managerial Implementation of Entrepreneurial Marketing in Business Organizations". This study uses a qualitative method by using literature, articles or previous research as the main subject of research sources. The results of Utami (2019) research entrepreneurial marketing is able to solve the issue of using limited resources in organizations more creatively. The use of entrepreneurial marketing can help organizations to survive the challenges because entrepreneurial marketing offers additional value that is influenced by the activities of competitors, industries, and tides. Entrepreneurial marketing also develops individual formulas and strategies based on a combination of formal rational methods which in the end entrepreneurial marketing is influenced by the individual style (manager or owner) in carrying out business.

2.2.   Theoretical basis
2.2.1.   *Entrepreneurial Marketing*

According to Aulia dan Fitria (2019) Entrepreneurial Marketing is a marketing activity carried out by new business actors and small businesses. Ionictă (2012) conveys the emergence of the entrepreneurial concept marketing is a response to several research results which show a mismatch between traditional marketing theory and marketing practices for small and medium enterprises or SMEs. Beverland & Lockshin (2004, as cited in Becherer et al., 2012) defines entrepreneurial marketing as an effective action or adaptation of marketing theory for small unique needs. This action is simultaneously addressing many issues of opportunity, innovation, risk, and resource constraints. According to Hills and Hultman (2011, as cited in Nora et al., 2019) there are several dimensions of entrepreneurial marketing, namely a focus on innovation, increasing opportunities, calculated risk taking, flexible on market demand, proactive, focusing on intensity with consumers, leveraging resources, and value creation.

2.2.2. *Dimensions of Entrepreneurial Marketing*

a) Innovation

Van de Vrande et al. (2009, as cited in Hacioglua et al., 2012) stated that innovation can be a requirement for companies to compete and survive and it is a vital aspect for small-scale companies that have limited resources. According to Utami (2020) said that innovation is defined as opening the door to global and international competitiveness through the creation of markets with unique new products, providing the necessary resources to develop products through learning and creating value. New values that shape a competitive environment. Meanwhile, Rogers (1983, as cited in Rusmiarti, 2015) states that innovation is an idea, action or item that is considered new by a certain person or group to be applied or adopted by subjective measurement according to the views of the individual who captures it. From the theory above, it can be concluded that the measurement indicator in seeing the innovations carried out by the company is to find out whether the company is always trying to create markets, marketing ideas, or new products.

b) Value Creation

Value creation itself according to Morris et al. (2002, as cited in Aulia & Fitria, 2019) is a value creation and finding value from untapped resources and creating a unique combination of resources to generate value. Utami (2020) the core of marketing is exchange and development today coupled with the importance of relationships, but the core of entrepreneurial marketing is innovative value creation with the assumption that value creation is a basic requirement before exchange and relationships occur. Becherer et al. (2005, as cited in Becherer et al., 2012) assert that entrepreneurs achieve better results when they find new ways to create value or find new value. Value creation can be created if the customer benefits from a product or service that can be said to perform as expected by the customer so that it can be said that this is the result of the benefits received with the sacrifices given (Nasution & Mavodo, 2008 as cited in Shiratina et al., 2019).

c) Customer Intimacy

Mories et al. (2002, as cited in Hacioglua et al., 2012) mention entrepreneurial marketing combines the need for a creative approach to customer acquisition, building, and retaining customers. Utami (2020) states that the basic concept of close relationships with customers produces dynamic knowledge about changing conditions and customer needs. Brock and Zhou (2012, as cited in Dharmayanti1 & Widjaja, 2020) customer intimacy is a customer's perception that results from a close relationship with a supplier with the characteristics of having a high level of mutual understanding. With customer intimacy, companies can benefit and win today's competition (Dharmayanti1 & Widjaja, 2020). Meanwhile, according to Becherer et al. (2008, as cited in Rashad, 2018) said that efforts made for customers, namely innovatively creating, building, and maintaining relationships with customers can be a strength in the organization. Customer intimacy is a strategy used by companies to pay attention to customer needs.

d) Opportunity Focus

Opportunity means unawareness of market position about resources that have potential selling value, opportunity also comes from market imperfections and how to use it through entrepreneurial marketing (Hacioglua et al., 2012). Hamel and Prahalad (1991, as cited in Brockman et al., 2012) state that extraordinary innovation is when companies can recognize the gap between the usual needs in the current market and what the market actually needs and they provide the resources to meet those needs. Li et al. (2008, as cited in Brockman et al., 2012) convey the importance of emphasizing the opportunity focus for small-scale companies to produce positive proactive actions as an intermediary between market orientation and company performance. The existence of opportunities tends to be associated with environmental conditions, therefore marketers arise to involve themselves in both search and discovery (Morri et al., 2002 as cited in Utami, 2020).
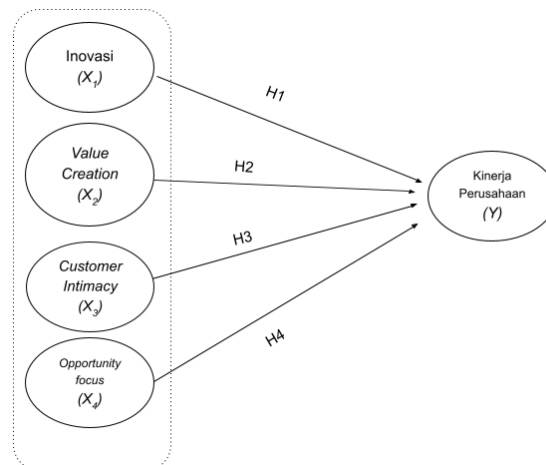
2.2.3. *Company performance*

According to Mardiasmo (2009, as cited in Devani, 2016) performance is a description of the level of achievement of the implementation of a policy in realizing the goals, objectives, mission, and vision of the organization contained in the work plan of an organization. Chandler and Henks (1993, as cited in Kusumawati, 2010) state that there are two approaches in measuring company performance, namely the objective approach and the subjective approach. The objective approach is a type of approach that uses objective data in the form of financial accounting data, while the subjective approach is based on managers' perceptions of company

performance. Moerdiyanto (2010, as cited in Pahlawan, 2018) stated that company performance is the result of a series of business processes which sacrifice various kinds of resources, namely human resources and company finances. According to Hadjimanolis (2000, as cited in Prakoso, 2005) states that market share growth is a more precise and easy-to-obtain indicator for measuring company performance compared to accounting measurements.

3. Research Methods
3.1. Conceptual Design Model

Figure 3.1. Analysis Model
Sources : **Processed data, 2021**

3.2. Research Hypothesis
- H 1: Innovation from the company's perspective has a significant effect on the performance of wedding organizers and planners in Surabaya
- H 2: Value creation from the company's perspective has a significant effect on the performance of wedding organizers and planners in Surabaya
- H 3: Customer Intimacy from the company's perspective has a significant effect on the performance of wedding organizers and planners in Surabaya
- H 4: Opportunity focus from the company's perspective has a significant effect on the performance of wedding organizers and planners in Surabaya

3.3. Research Approach

The research conducted by the author uses a quantitative research approach. According to Mulyadi (2013) problems that are solved using a quantitative approach are more general, have a wide area and a complex level of variation but are located on the surface. In addition, quantitative research usually uses an explanatory design, where the object of study by explanatory researchers is to examine the relationship between the hypothesized variables. The population used in this study was a random sample of wedding organizer and planner employees in Surabaya which had been established before 2019. This sample was taken using the purposive sampling method (non-probability sampling). According to Umar (2004, as cited in Pudak Sari, 2014), the solving formula is a statistical approach in determining a simple sample which aims to estimate the proportion of the population to be used as a sample.

$$n = N : (1+Ne^2) \qquad (1)$$
$$n = 155 : (1 + (155 * 0,05\ 2)\ ) = 111,7\ (\text{Round } 112)$$

Description :
n: Number of Samples
N: Total population is 155
e: error (5%)

The type of data used by the researcher in this research is the type of quantitative data. According to Zein et al. (2019) quantitative data is data in the form of numbers obtained from the calculation of qualitative data. Primary data sources were taken from questionnaires given to employees of wedding organizer and planner companies in Surabaya. Meanwhile, secondary data sources use indirect data from journals, books, previous research, articles, and

other related information. The data collection technique used by the researcher is through a questionnaire. Data were collected by distributing questionnaires to employees of wedding organizer companies and planners in Surabaya. Then the data collected will be processed with SmartPLS and for the answers given will be translated first using a Likert scale. Ghozali and Latan (2015, as cited in Ermawati, 2018) explain that the purpose of the PLS-SEM being developed is to build theory (prediction orientation) then he also states that this analytical method is soft modeling because it does not assume the data must be with a certain scale measurement, which means the number of samples can be small.

In SmartPLS, researchers will conduct 2 Goodness of Fit analyzes, namely the analysis of external relationships (outer models or measurement models) and internal relationships (inner models or structural models). The inner model focuses on the latent variable structure model where latent variables are assumed to have a causal relationship, while the outer model defines each indicator block related to the latent variable (Sembiring et al., 2018)).

3.5. Testing Outer Model

3.5.1. Validation Test

In the validation test using SmartPLS there are 2 validation tests, namely convergent validity and discriminant validity. Convergent validity tests the magnitude of the loading factor value for each construct from the outer model with a reflection indicator of the correlation between items/indicators with special values (using loading factor and average variance extracted (AVE)). The indicator is considered reliable if the correlation value is greater than 0.7. Meanwhile, in measuring the level of discriminant validity, it is by comparing the AVE in each construct with the correlation between the constructs and other constructs with a model with a yield limit of more than 0.5 (test using HTMT and cross loading) (Pambudi, 2015).

3.5.2. Reliability Test

In the reliability test using SmartPLS there are 2 tests, namely composite reliability and Cronbach's alpha. Composite reliability is said to be reliable if the overall value measuring the construct is greater than 0.6 (Pambudi, 2015). Likewise, the value of Cronbach's alpha coefficient is declared reliable if all latent variables have a value greater than 0.6 (Sembiring et al., 2018).

3.6. Inner Model Test

3.6.1. R-Square

According to Ulum et al. (2008), the greater the R-Square value, the greater the independent variable (exogenous) in explaining the dependent variable (endogenous) so that the better the structural equation. R-square is a value that shows how much the independent variable affects the dependent variable.

3.6.2. Path Coefficient

The path coefficient describes the strength of the relationship between latent constructs/variables. To see the significance of the path coefficient, it can be seen from the t-test value (critical ratio) obtained from the bootstrapping process (resampling method) (Ghozali, 2011 as cited in Rodliyah, 2016)

3.6.2. T-Statistic (Bootstrapping)

The bootstrap method was developed by Efron in 1979 as a tool to help reduce the unreliability of SmartPLS associated with normal distribution errors and their use. Which in bootstrap creates pseudo data (shadow data) using information from the original data by paying attention to the properties of the original data so that the shadow data has very similar characteristics to the original data. Bootstrapping on SmartPLS is used to assess the level of significance and obtain the stability of the outer model and inner model estimates by looking for estimates from standard errors (Chin, 1998 as cited in Rodliyah, 2016). The hypothesis can be accepted or significant if the T-Statistic value is > 1.96 (influences the independent variable on the dependent) (Rodliyah, 2016).

4. Result and Discussion

4.1. Respondents Descriptive Analysis

This study used a measuring instrument in the form of a questionnaire which was distributed to 112 respondents. Data on the sex of respondents has a percentage dominated by female respondents at 59.83% while for men it is 40.17%. The highest number of respondents aged 22-26 years as many as 38.39%, namely 43 respondents

and followed by 27-31 years old as many as 27.67% as many as 31 respondents. For the age of 17-21 years as many as 20.53% as many as 23 respondents and ages 32 and over by 13.41% as many as 15 respondents. by 33.05% with 37 respondents having worked in wedding organizer and planner companies for more than 3 years. A total of 30.35% with 34 respondents who have worked for 3 months to 1 year. Then 25% with 28 respondents have worked for more than 1 to 2 years and as many as 13 respondents with a percentage of 11.6% have worked for more than 2 to 3 years. The number of wedding organizer and planner companies in this study were 26 companies. the most companies that participated in the study were aged 3 to 5 years with a total of 13 companies, namely 50% of the number of companies where the respondents worked. Then 8 companies aged 3 years as much as 30.7% percentage, 11.61% as much as 3 companies have an age of more than 9 years and 7.69% as many as 2 companies 7 to 9 years. In addition, for the average number of clients per year as many as 8 companies or 30.76% have an average number of clients from 13 to 24 couples. For 7 companies with a percentage of 26.92%, they have a minimum of 12 partners per year. 23.13% or 6 companies have clients per year as many as more than 48 partners, the other 3 companies have 37 to 48 partners with a percentage of 11.5%. And the last 2 companies have 25 to 36 pairs. the average number of package prices is in the range of 5 to 10 million as many as 11 companies or 42.3%, 7 companies or 26.92% have an average package price of 11 to 15 million, each 3 companies or 11.53% have an average price of 21 to 25 million and more than 25 million, and the other 2 companies have an average package price of 16 to 20 million.

4.2. Questionnaire Validity and Reliability

The outer model or measurement model is a model that explains the relationship between latent variables and manifest variables in the form of factor analysis (Rodliyah, 2016). The following is a table derived from manifest variables into questions distributed to respondents.

Table 4.1. Fill Indicator

Variable	Indicator	Question
Innovation (X1)	X1.1	IN1, IN2, IN5
	X1.2	IN3, IN4, IN6, IN7
	X1.3	IN8, IN9
Value Creation (X2)	X2.1	VC2, VC3, VC5
	X2.2	VC1, VC7
	X2.3	VC6
	X2.4	VC4, VC8
Customer Intimacy (X3)	X3.1	CI1, CI6
	X3.2	CI2
	X3.3	CI3, CI5
	X3.4	CI4, CI7
Opportunity Focus (X4)	X4.1	OF1, OF6
	X4.2	OF3
	X4.3	OF2
	X4.4	OF5, OF4
Company Performance (Y)	Y.1	KP1, KP7, KP8
	Y.2	KP2, KP4, KP6
	Y.3	KP3, KP5

Source : **Processed data (2021)**

4.2.1. Early SmartPLS Models
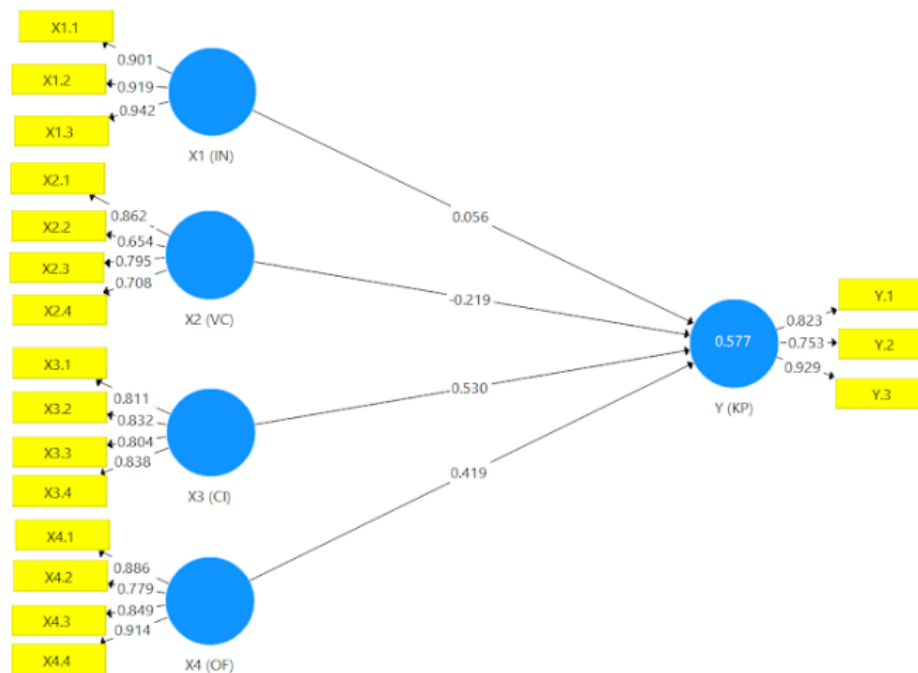
Figure 4.1. Initial Model of Questionnaire
Source: **Processed data (2021)**

4.2.2. Evaluation of Measurement Model (Outer Model) Questionnaire

In the first stage to test the respondent's data in SmartPLS is to take measurements on the model. This is to describe the relationship between the latent variable and the manifest variable or indicator (Rodliyah, 2016).

a) Validity test

In the initial outer loading test, there is one indicator that has a value below 0.7, namely X2.2 of 0.654 and is declared invalid so that the indicator is deleted. Then after the indicator is deleted, the indicator values on the outer loading and AVE all show numbers above 0.7. The next stage is a discriminant validity test to see the value between variables and the variable itself using the Fornell-Larcker criterion or HTMT and cross loading. In the Fornell-Larcker criterion or HTMT test, it is found that the X3(CI) indicator has a greater relationship value of the X2(VC) indicator than X3(CI) and X3(CI) which is 0.874 versus 0.821 and the X4(OF) indicator has a correlation value of X1 indicator. (IN) which is bigger than X4(OF) and X4(OF) which is 0.922 compared to 0.858. To overcome this unreasonable value, the indicator variable which has the lowest outer loading value is removed. For the CI variable the lowest value is in the X3.3 indicator (0.805), then the VC variable the lowest value is the X2.4 indicator (0.774), the OF variable is the lowest indicator X4.2 (0.779) and the IN variable the lowest value is the X1.1 indicator (0.901).). The indicator was completely deleted and the value of the variable with the variable itself on the Fornell-Larcker criterion or HTMT test was greater than the others. Then the discriminant validity test continues by looking at the value of the variable with the variable itself on the cross loading and it is found that the X3.2 (CI) indicator has a value with the variable itself lower than the others, namely 0.814 compared to the OF variable 0.930 so that the indicator must be removed and valid indicators are obtained.

b) Reliability Test

In the reliability test, checks on the composite reliability value and Cronbach's alpha must have a value above 0.6 so that it is said to be good and feasible. The value of composite reliability for indicators X1(IN) is 0.966, X2(VC) is 0.873, X3(CI) is 0.900, X4(OF) is 0.932, Y(KP) is 0.875 so that the questionnaire can be said to be valid, good and can be distributed. to respondents to obtain overall data of 112 respondents. The following is the final model after testing.
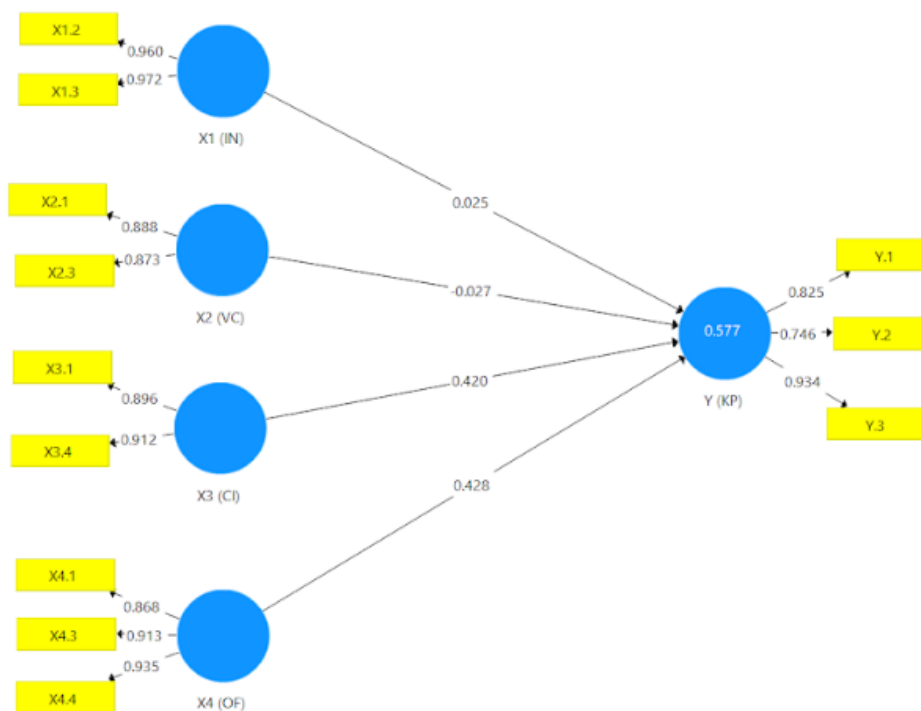
Figure 4.2. Final Model of Questionnaire
Source : **Processed data (2021)**

4.3. Evaluation of Overall Data Measurement Model (Outer Model)

4.3.1. Validity test

Table 4.2. Outer Loading Results

Variable	Indicator	Outer Loading	Conclusion
Innovation	X1.2	0.887	Valid
	X1.3	0.923	Valid
Value Creation	X2.1	0.874	Valid
	X2.3	0.838	Valid
Customer Intimacy	X3.1	0.875	Valid
	X3.4	0.895	Valid
Opportunity Focus	X4.1	0.776	Valid
	X4.3	0.885	Valid
	X4.4	0.905	Valid
Company performance	Y.1	0.784	Valid
	Y.2	0.824	Valid
	Y.3	0.853	Valid

Source : **Processed data (2021)**

The outer loading value is said to be valid or ideal if it has a value of more than 0.7 which means that the indicator is significant as an indicator that measures the construct (latent variable) (Rodliyah, 2016). Outer loading results from respondent data that have been processed entirely have a value above 0.7 so that the manifest variable can be said to be significant and valid. The AVE value must be above 0.5 so that the variable measuring ability can be said to be good.

Table 4.3. AVE Results

Variable	AVE
Innovation (X1)	0.819
Value Creation (X2)	0.733
Customer Intimacy (X3)	0.783
Opportunity Focus (X4)	0.735
Company Performance (Y)	0.674

Source : **Processed data (2021)**

In the table above, the AVE value of all variables is above the minimum value limit, which is more than 0.5. This means that all manifest variables have a good correlation with latent variables and the higher the AVE value, the higher the ability to measure the latent variable of each indicator.

Table 4.3. Fornell Larcker Value

	IN (X1)	VC (X2)	CI (V3)	OF (V4)	KP (Y)
IN (X1)	0,905				
VC (X2)	0,700	0,856			
CI (V3)	0,543	0,586	0,885		
OF (V4)	0,694	0,741	0,673	0,857	
KP (Y)	0,556	0,663	0,572	0,631	0,821

Source : **Processed data (2021)**

Fornell Larcker Criterior is a test to compare the value between latent variables and the latent variable itself must be greater than other constructs (Endrias, 2014). After knowing the Fornell larcker value, then proceed with checking the cross loading value to ensure the value of each indicator (manifest variable) on the value of the latent variable is greater than the value of the indicator on the latent variable.

Table 4.4. Cross Loading Value

	IN (X1)	VC (X2)	CI (V3)	OF (V4)	KP (Y)
X1.2	0,887	0,586	0,430	0,557	0,454
X1.3	0,923	0,675	0,545	0,689	0,545
X2.1	0,628	0,874	0,520	0,607	0,600
X2.3	0,568	0,838	0,483	0,667	0,533
X3.1	0,511	0,492	0,875	0,609	0,484
X3.4	0,453	0,544	0,895	0,583	0,527
X4.1	0,577	0,579	0,39	0,776	0,444
X4.3	0,646	0,639	0,601	0,885	0,555
X4.4	0,571	0,683	0,591	0,905	0,607
Y.1	0,377	0,425	0,413	0,486	0,784
Y.2	0,491	0,602	0,524	0,563	0,824
Y.3	0,487	0,584	0,461	0,499	0,853

Source : **Processed data (2021)**

The results of the *cross loading* value between indicators and the parent latent variable are greater than the other latent variables. This proves that the relationship is said to be good and there is no abnormality so that it can be continued to the next test, namely the reliability test.

4.3.2. Reliability Test

The reliability test can be strengthened by looking at the value of Cronbach's alpha, where the recommended value should be > 0.6 (Endrias, 2014). Then in addition to looking at the value of Cronbach's alpha, the researcher also checked the value of composite reliability. The recommended composite reliability value to strengthen the reliability of the data held is > 0.7.

Table 4.5. Reliability

	Cronbach's Alpha	Composite Reliability
IN (X1)	0,781	0,901
VC (X2)	0,637	0,846
CI (X3)	0,724	0,878
OF (X4)	0,819	0,892
KP (Y)	0,759	0,861

Source : **Processed data (2021)**

In Table 4.5 it can be seen that the value of Cronbach's alpha is greater than 0.6 in each latent variable. Meanwhile, the composite reliability value has a value of more than 0.7 for each latent variable. So that the data held by researchers can be said to be reliable.

4.4.   Structural Model Test (Inner Model)

In this test, the significance of the relationship between latent variables is seen by looking at the path coefficient value and the R-Square value which means the magnitude of the influence given by the independent variable to the dependent variable (Rodliyah, 2016).

4.4.1. *Goodness of Fit Model*

The R-Square results in table 4.6 show a value of 0.507. This means that the independent variables, namely innovation (X1), value creation (X2), customer intimacy (X3) and opportunity focus (X4) affect the dependent variable, namely company performance (Y) by 50.7%. While the remaining 49.3% is influenced by other variables not found in this study.

Table 4.6. R-Square

	R-Square	R-Square Adjusted
KP (Y)	0,507	0,489

Source : **Processed data (2021)**

In Table 4.7 all of them have numbers above 0. This shows that the relationship between the variables of innovation (X1), value creation (X2), customer intimacy (X3) and opportunity focus (X4) has a positive effect on the company's performance variable (Y).

Table 4.7. Path Coefficients

	Path Coefficients Kinerja Perusahaan (Y)
IN (X1)	0,067
VC (X2)	0,367
CI (X3)	0,201
OF (X4)	0,117

Source : **Processed data (2021)**

4.5. Hypothesis Testing

4.5.1. *Significance Test (Bootstrapping)*

The independent variable is said to have a significant effect on the dependent variable if the T-Statistic value between variables is more than 1.96.

Table 4.8. T Statistics

	Original Sample	Sample mean	Standard Deviation	T Statistics	P Value
IN (X1) – KP (Y)	0,067	0,072	0,102	0,652	0,515
VC (X2) – KP (Y)	0,367	0,362	0,117	3,135	0,002
CI (X3) – KP (Y)	0,201	0,218	0,104	1,942	0,053
OF (X4) – KP (Y)	0,177	0,173	0,119	1,488	0,137

Source : **Processed data (2021)**

In Table 4.8 it can be concluded that the innovation variable (X1), customer intimacy (X3) and opportunity focus (X4) do not significantly affect the company's performance variable (Y) because the T-Statistic value is below 1.96. Meanwhile, the value creation variable (X2) has a significant effect on the company's performance variable (Y) because it has a value of more than 1.96, namely 3.135, so that only this relationship has a significant effect on the independent variable on the dependent variable.

4.6. Discussion

From the results of this study, it can be seen that the innovation variable has no significant effect on company performance. This is because the T-Statistic value is smaller than 1.96, which is 0.652. Although the path coefficients value shows the number 0.067 which means it has a positive relationship. Therefore, it can be concluded that H1 Innovation from the company's perspective has a significant effect on the performance of wedding organizers and planners in Surabaya in this study.

From the results of this study, it can be seen that the value creation variable has a significant effect on company performance. This is because the T-Statistic value is greater than 1.96, which is 3.135. This variable also has a path coefficient value of more than 0 which indicates a positive relationship of 0.367. Therefore, it can be concluded that the value creation variable has a significant effect on a positive relationship and H2 Value creation from the company's perspective has a significant effect on the performance of wedding organizers and planners in Surabaya in this study accepted.

From the results of this study, it can be seen that the customer intimacy variable has no significant effect on company performance. This is because the T-Statistic value is smaller than 1.96, which is 1.942. Although the path coefficients value shows the number 0.201 which means it has a positive relationship. Therefore, it can be concluded

162

that H3 Customer Intimacy from the company's perspective has a significant effect on the performance of wedding organizers and planners in Surabaya in this study.

From the results of this study, it can be seen that the opportunity focus variable has no significant effect on company performance. This is because the T-Statistic value is smaller than 1.96, which is 1.488. Although the path coefficients value shows the number 0.117 which means it has a positive relationship. Therefore, it can be concluded that the H4 Opportunity focus from the company's perspective has a significant effect on the performance of wedding organizers and planners in Surabaya in this study.

5.   Conclusions and Practical Implication
5.1.   Conclusion

Innovation does not significantly affect the performance of wedding organizer and planner companies in Surabaya. This is indicated because the age of the company is still around 3-5 years, the corona pandemic disaster, segmentation and is an individual company. Therefore, wedding organizer and planner companies in Surabaya that have dominant criteria as in this study should not only focus fully on innovation efforts.

Value creation has a significant effect on the performance of wedding organizer and planner companies in Surabaya. This shows that the value creation carried out by wedding organizer and planner companies in Surabaya has a good impact on company performance. So that sustainable efforts and developments in the value creation dimension need to be carried out by the company.

Customer intimacy does not significantly affect the performance of wedding organizer and planner companies in Surabaya. This shows that customer intimacy does not have an impact on the development of company performance even though the relationship they have shows is positive. Indications of the insignificant ness of this dimension are due to the young age of the company, the absence of an adequate work system, the company's revenue margin, the impact of the corona pandemic and being an individual company. Therefore, it is better for companies that match the criteria of the dominant respondents in this study not only to focus on the customer intimacy dimension to support the development of company performance.

Opportunity focus has no significant effect on the performance of wedding organizer and planner companies in Surabaya. This is indicated because of the age of the company, the respondents selected, the company's income and the strategy the company has chosen to survive in a pandemic situation. Therefore, the opportunity focus business should not be the main focus of wedding organizer and planner companies in Surabaya to improve company performance.

5.2.   Practical Implication

The results of the study indicate that the value creation indicator has a significant effect on company performance, while the indicators of innovation, customer intimacy, and opportunity focus have no significant effect even though they have positive results. This, as mentioned in the discussion, can be influenced by the age of the company which is still young, the company is managed individually so that it has limitations both in terms of resources and knowledge, to the impact of the corona virus pandemic factor.

As a result of increasing the innovation effort in the company so that it can have a significant effect on company performance. So researchers expect companies to try to increase their income as a provision to implement innovation. Maintaining and implementing the innovation dimension will be able to help the company to survive therefore even if there is a reduction in costs, this effort should still be increased. Companies can also take advantage of their young age and conditions during a pandemic disaster so that they can make more optimal innovations. This is because according to research by Wenzel et al. (2021) which states that innovations made during disasters will be better and will not hurt the company as in normal conditions. This optimal effort can make the company a pioneer in the industry and can be superior to competitors. Not only that, innovations that are carried out early with continuous efforts will boost the growth of the company's performance. In addition, innovations made during disasters will enable companies to survive and rise to face disasters.

Value creation is proven to have a significant impact on company performance. So the company is expected to continue to strive in conveying the benefits and image of both the services provided and the company so that consumers can understand and the expectations given are in accordance with what will be obtained later. In addition, it is better to further support this dimension so that companies can optimize and instill a sense of ownership and loyalty to human resources (employees).

Customer intimacy has no significant effect on the performance of wedding organizer and planner companies. One of them is due to experience, the impact of strategies that may be taken to survive in the midst of a pandemic and also the knowledge possessed by young companies is limited. Researchers suggest companies that meet the majority criteria in this study to try to increase their knowledge by conducting field surveys to competitors, reading scientific journals, observing the market and also participating in training. This is so that companies can increase their efforts in building good relationships with consumers to encourage increased company performance. In addition, it is better for the company to maintain this dimension improvement and not reduce customer intimacy efforts for long-term business sustainability.

In an effort to support opportunity focus, researchers expect companies to start looking at what resources they have and can be utilized more. One way that can be used is to conduct FGD, review the market, read journals and use IRRC marketing tools that can be used to find new markets (blue oceans). In addition, this effort should be increased by the company to be able to survive in the midst of a national disaster. Companies can look for ways that require minimal costs to generate more opportunity focus businesses so that a small revenue margin will not become an obstacle for the company. If the company's efforts are successfully carried out, the company will become a pioneer in the industry and will create new markets ahead of competitors who have not yet risen due to disaster constraints.

6.   References

Astuti, R. D., Afiff, A. Z., & Balqiah, T. E. (2018). Entrepreneurial marketing and marketing strategies of SMEs on marketing performance: An empirical analysis of fit. *Pertanika Journal of Social Science and Humanities*, *26*(August), 39–53.

Aulia, N. F., & Fitria, S. E. (2019). Analisa penerapan entrepreneurial marketing dan dampaknya pada kinerja (Studi pada UMKM Sutra Garut). *Jurnal Mitra Manajemen*, *3*(6), 702–715. https://doi.org/10.52160/ejmm.v3i6.249

Becherer, R. C., Helms, M. M., & McDonald, J. P. (2012). The effect of entrepreneurial marketing on outcome goals in SMEs. *New England Journal of Entrepreneurship*, *15*(1), 7–18. https://doi.org/10.1108/NEJE-15-01-2012-B001

Brockman, B. K., Jones, M. A., & Becherer, R. C. (2012). Customer orientation and performance in small firms: Examining the moderating influence of risk-taking, innovativeness, and opportunity focus. *Journal of Small Business Management*, *50*(3), 429–446. https://doi.org/10.1111/j.1540-627X.2012.00361.x

Devani, V. (2016). Pengukuran kinerja perusahaan dengan menggunakan metoda balanced scorecard. *Jurnal Sains, Teknologi Dan Industri*, *13*(1), 83–90. https://doi.org/http://dx.doi.org/10.24014/sitekin.v13i1.1266

Dharmayanti1, D., & Widjaja, G. G. (2020). Analisa pengaruh market orientation terhadap customer loyalty dengan customer value dan customer intimacy sebagai variabel intervening di Vasa Hotel Surabaya. *Jurnal Strategi Pemasaran*, *7*(1), 1–12.

Endrias, W. S. H. (2014). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel intervening (Studi kasus pada kantor pelayanan pajak pratama Ruteng). *MIX: Jurnal Ilmiah Manajemen*, *4*(1), 70–82.

Ermawati, A. (2018). Pengaruh brand image dan brand trust terhadap purchase decision produk united. *Agora*, *6*(2), 1–7.

Hacioglua, G., Eren, S. S., Eren, M. S., & Celikkand, H. (2012). The effect of entrepreneurial marketing on firms' innovative performance in Turkish SMEs. *Procedia - Social and Behavioral Sciences*, *58*, 871–878. https://doi.org/10.1016/j.sbspro.2012.09.1065

Handayani, I. (2020). *Nilai Bisnis Industri Pernikahan Capai Rp 56 Triliun*. Berita Satu. https://www.beritasatu.com/gaya-hidup/599836/nilai-bisnis-industri-pernikahan-capai-rp-56-triliun

Ionictă, D. (2012). Entrepreneurial marketing: a new approach for challenging times. *Management \& Marketing*, *7*(1). https://ideas.repec.org/a/eph/journl/v7y2012i1n9.html

K.H.M.A.R, K. (2020). Progression of theory of Entrepreneurial Marketing (EM). *International Journal of Engineering Technologies and Management Research*, *5*(5), 41–57. https://doi.org/10.29121/ijetmr.v5.i5.2018.225

Kusumawati, R. (2010). Pengaruh karakteristik pimpinan dan inovasi produk baru terhadap kinerja perusahaan untuk mencapai keunggulan bersaing berkelanjutan. *AKSES: Jurnal Ekonomi Dan Bisnis*, *5*(9), 53–64. https://doi.org/https://doi.org/10.31942/akses.v5i9.526

Mulyadi, M. (2013). Penelitian kuantitatif dan kualitatif serta pemikiran dasar menggabungkannya. *Jurnal Studi Komunikasi Dan Media*, *15*(1), 127–138. https://doi.org/10.31445/jskm.2011.150106

Nora, S.-D., Léo-Paul, D., & Veland, R. (2019). Entrepreneurial marketing dimensions and SMEs performance. *Journal of Business Research*, *100*, 86–99. https://doi.org/10.1016/j.jbusres.2019.03.025

Pahlawan, D. (2018). *Analisis pengaruh penerapan good corporate governance terhadap kinerja perusahaan (Studi pada perusahaan manufaktur yang terdaftar di BEI Periode 2014-2016)*. STIE Widya Gama Lumajang.

Pambudi, S. A. (2015). Analisis kesiapan pengguna sistem informasi akademik. *Seminar Nasional Teknologi Informasi Dan Multimedia*, *3*(1), 127–132.

Prakoso, B. (2005). Pengaruh orientasi pasar, inovasi dan orientasi pembelajaran terhadap kinerja perusahaan untuk mencapai keunggulan bersaing (Studi empiris pada industri manufaktur di Semarang). *Jurnal Studi Manajemen Dan Organisasi (JSMO)*, *2*(1), 35–57.

Prayudi, D., & Yulistria, R. (2020). Penggunaan matriks SWOT dan metode QSPM pada strategi pemasaran jasa wedding organizer: Studi kasus pada UMKM Gosimplywedding Sukabumi. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, *9*(2), 224–240. https://doi.org/10.30588/jmp.v9i2.516

Pudak Sari, N. P. A. (2014). Faktor – faktor yang memengaruhi struktur modal pada perusahaan non keuangan yang terdaftar di Bursa Efek Indonesia Tahun 2008-2012. *E-Jurnal Akuntansi Universitas Udayana*, *7*(1), 33–47.

Rashad, N. M. (2018). The impact of entrepreneurial marketing dimensions on the organizational performance within Saudi SMEs. *Eurasian Journal of Business and Management*, *6*(3), 61–71. https://doi.org/10.15604/ejbm.2018.06.03.007

Rodliyah, M. (2016). *Estimasi score factor dengan Partial Least Square (PLS) pada measurement model (Studi kasus: Remunerasi tenaga kependidikan di lingkungan ITS)*. Institut Teknologi Sepuluh Nopember.

Rusmiarti, D. A. (2015). Analisis difusi inovasi dan pengembangan budaya kerja pada organisasi birokrasi. *Masyarakat Telematika Dan Informasi: Jurnal Penelitian Teknologi Informasi Dan Komunikasi*, *6*(2), 85–100.

Sembiring, E. N. br, Hoyyi, A., & Santoso, R. (2018). Analisis kepuasan masyarakat terhadap pelayanan publik menggunakan pendekatan Partial Least Square (PLS)(Studi kasus: Badan Arsip dan Perpustakaan daerah Provinsi Jawa Tengah). *Jurnal Gaussian*, *6*(3), 313–322. https://doi.org/https://doi.org/10.14710/j.gauss.v6i3.19304

Shiratina, A., Kartini, D., Mulyana, A., Helmi, A., & Suryana, Y. (2019). Implementation innovation and value creation in improving business performance muslim fashion. *International Journal of Entrepreneurship*, *23*(2), 1–8.

Ulum, I., Ghozali, I., & Chariri, A. (2008). Intellectual capital dan kinerja keuangan perusahaan; Suatu analisis dengan pendekatan Partial Least Squares (PLS). *Simposium Nasional Akuntansi (SNA) Ke XI*.

Utami, C. W. (2019). The implication of managerial implementation of entrepreneurial marketing in business organization. *International Journal of Scientific \& Technology Research*, *8*(5), 136–144.

Utami, C. W. (2020). *Eksplorasi entrepreneurial marketing behavior dalam menumbuhkan organisasi yang memiliki kepekaan terhadap hal yang tidak diprediksi (Sensing the unpredictability)*. Surabaya: Buku Orasi Pengukuhan Jabatan Guru Besar Universitas Ciputra.

Wenzel, M., Stanske, S., & Lieberman, M. B. (2021). Strategic responses to crisis. *Strategic Management Journal*, *42*(2), V7–V18. https://doi.org/10.1002/smj.3161

Zein, S. Z., Yasyifa, L. Y., Ghozi, R. G., Harahap, E., Badruzzaman, F. H., & Darmawan, D. (2019). Pengolahan dan analisis data kuantitatif menggunakan aplikasi SPSS. *Teknologi Pembelajaran*, *4*(1), 1–7.