The Effect of Digital Marketing Mix Strategy on Marketing Performance through the Implementation of Customer Relationship Management MSME 4.0 DKI Jakarta

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Abstract

There was a decline in the growth rate of DKI Jakarta's Gross Regional Domestic Product in 2020 due to the Covid-19 pandemic. GRDP is closely related to income and sales volume sold for MSME. Revenue and sales volume are dimensions of marketing performance. The purpose of this study is to examine the effect of digital marketing mix strategy and customer relationship management on marketing performance. Researchers used a quantitative approach by distributing questionnaires to 231 owners or managers of MSME 4.0 in DKI Jakarta. The proposed research model was tested using the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) specifically using the Smart-PLS 3.3 program. The results of data analysis show that: (1) Digital Marketing Mix Strategy has a significant effect on Customer Relationship Management MSME 4.0 DKI Jakarta (2) Customer Relationship Management has a significant effect on Marketing Performance of MSME 4.0 DKI Jakarta (3) Digital Marketing Mix Strategy has a significant effect on Marketing Performance MSME 4.0 DKI Jakarta.

Keywords: *MSME 4.0, Marketing Performance, Digital Marketing Mix Strategy, and Customer Relationship Management.*

1. Introduction

The development of the Indonesian economy cannot be separated from the participation of Micro, Small and Medium Enterprises (MSME). Almost 90% of the total business in the world is a contribution from MSME and solve the problem of unemployment (Lubis, 2017:228). In 2019, the number of MSME in Indonesia reached 65,465,497 units (*Badan Pusat Statistik (BPS)*, 2020). However, in 2020 it is estimated that there will be a decrease in the number of MSME, around 64.2 million units due to the Covid-19 pandemic (*Kementerian Koperasi Dan Usaha Kecil Menengah*, 2021).

Whereas MSMEs in Indonesia have a major contribution to Gross Domestic Product (GDP). In 2019, Indonesian MSME have contributed to 60.4% of GDP (*Kementerian Koordinator Bidang Perekonomian Republik Indonesia*, 2021). However, in 2020 the contribution of MSMEs to GDP fell to 38.14% when compared to the previous year and was the lowest since 2010.

In 2020, DKI Jakarta is the largest contributor to Gross Regional Domestic Product (GRDP) in Indonesia, also experienced a decline in the growth rate of Gross Regional Domestic Product (GRDP) due to the Covid-19 pandemic, with a percentage of -2.36% (*Badan Pusat Statistik (BPS)*, 2020). GRDP is closely related to income and sales volume sold for business actors. Revenue and sales volume are dimensions of marketing performance (Sidi & Yogatama, 2019:136).

A breakthrough and innovation is needed so that MSMEs can survive in the midst of the Covid-19 pandemic, namely by digitalization (*Kementerian Koperasi Dan Usaha Kecil Menengah*, 2021). However, there is a gap between MSME that have gone digital and those that have not. MSME in Indonesia that have gone digital have only reached 19 percent or around 12 million MSMEs.

In addition, based on a survey by KemenKopUKM with IDEA (*Indonesian E-Commerce Assiciation*) as many as 75% of the sustainability of MSME after entering sales in e-commerce is difficult to maintain in terms of characteristics, challenges of market access that have not been fully optimized, after-sales service and low production capacity. These problems indicate some problems related to digital marketing mix strategies and customer relationship management. MSME that have gone digital or called MSME 4.0 are currently led by the DKI Jakarta area with a percentage of 28.2% *Kementerian Koperasi Dan Usaha Kecil Menengah*, (2021).

The explanation above is in line with the research of Frösén et al., (2013) which suggests that to assess marketing performance in the right way can improve business performance. In addition, according to Shamma & Hassan, (2013) marketing performance benchmarks have gone beyond the basic marketing audit to a more comprehensive multi-dimensional approach. Improving the marketing performance of MSME 4.0 in DKI Jakarta is expected to improve product quality and develop businesses.

According to research by Sayed Soliman, (2011) states that customer relationship management that CRM leads to increased marketing performance. Meanwhile, according to Alawiyah & Humairoh, (2017) research results say that the effective and efficient use of CRM implementation will improve marketing performance.

According to Stokes, (2013:22) the main strength of a digital marketing mix strategy is that almost everything can be measured, from people, processes, to results. By implementing a digital marketing mix strategy well, it is hoped that it will improve the quality and marketing performance of MSME 4.0, especially in DKI Jakarta. However, according to Alawiyah & Humairoh, (2017:138) MSME have not really established relationships with their customers even in the 4.0 business era.

The results of the study (Qurtubi et al., 2019; Sidi & Yogatama, 2019) show that there is a relationship between marketing mix strategy variables and marketing performance. However, this is not in line with research by O'Cass & Julian, (2003) which states that marketing strategy does not affect marketing performance. This shows that there is a gap between previous studies related to marketing performance and marketing strategy.

Thus, this study will discuss the influence of digital marketing mix strategy, customer relationship management (*CRM*), and marketing performance.

2. Literature Review

a. Micro, Small and Medium Enterprises (MSME)

Micro, Small and Medium Enterprises (MSME) are the nature or factual conditions inherent in the business activities and behavior of entrepreneurs related to running a business. This is a differentiator between business actors according to their respective business scales. According to the World Bank, MSME are grouped into three types, namely: 1. Micro Enterprises with 10 employees; 2. Small Business with 30 employees; and 3. Medium Enterprises with up to 300 employees (Sarwono, 2015:12).

b. Digital Marketing Mix Strategy on Customer Relationship Management

A digital marketing mix strategy can help businesses build the components that make up a brand's offering, differentiation, and marketing. The marketing mix has been fundamentally changed by the internet and needs to be seen in a digital context through a consumer perspective

and help build good relationships with customers (Stokes, 2013:23). Several previous studies have proven that digital marketing mix strategy has an effect on CRM (Al-Zyoud, 2019; Nurmartiani et al., 2020). Thus, it can be concluded that the digital marketing mix strategy has an effect on customer relationship management.

H_1:Digital marketing mix strategy is suspected to have an effect on CRM.

c. Customer Relationship Management on Marketing Performance

CRM is defined as a strategic process to select customers that can be served with the most benefit by the company and shape the interaction between the company and customers (Kumar & Reinartz, 2018:5). Several previous studies have proven that CRM has an effect on marketing performance (Alawiyah & Humairoh, 2017; Namjoyan et al., 2013; Sayed Soliman, 2011). Thus, it can be concluded that customer relationship management has an effect on marketing performance.

H_2:CRM is suspected to have an effect on marketing performance.

d. Digital Marketing Mix Strategy on Marketing Performance

The adoption of a digital marketing mix strategy has broad implications for all stakeholders. So the marketing mix is a very useful framework to provide information for improving marketing performance (Chaffey, Dave., & Chadwick, 2016:251). According to research results ((Qurtubi et al., 2019; Naili et al., 2017; Sidi & Yogatama, 2019) show that marketing mix variables have an effect on marketing performance. So, it can be concluded that the digital marketing mix strategy has an effect on marketing performance.

H_3:Digital marketing mix strategy is suspected to have an effect on marketing performance.

e. Research Framework

In accordance with the description above, it can be described the influence of the digital marketing mix strategy variables with the dimensions of product, price, promotion, distribution, people, process, and physical evidence on CRM and marketing performance through the framework of thought in the following figure.
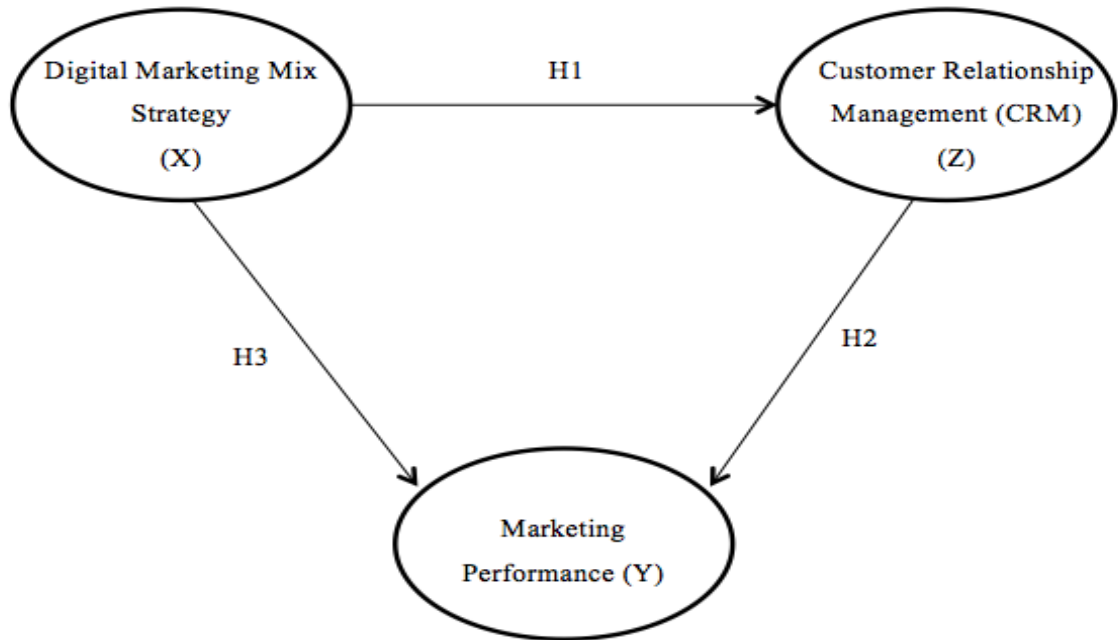
Figure 1. Research Framework

3. Research Method

The type of data in this study is quantitative data. According to Sugiyono, (2019), quantitative data is a type of data that is numerical in nature or in the form of numbers that can be analyzed using statistics with the aim of proving the established hypothesis. The total percentage of MSME 4.0 in DKI Jakarta is 28.2% of the total number of MSME 4.0 in Indonesia, which is 12 million MSMEs, so the population in this study is MSME 4.0 in DKI Jakarta, which is 3,384,000 units. The sampling technique in this study is purposive sampling which is included in the non-probability criteria method, namely MSME 4.0 in DKI Jakarta that sells in e-commerce. Determining the number of valid sample calculations, the sample size guideline depends on the number of indicators multiplied by 5 (Hair et al, 2014). Based on the above calculation, the number of samples taken is 230 respondents.

Data collection used a questionnaire or questionnaire technique. The questionnaire is a data collection technique by providing a series of written questions/statements to respondents to answer (Sugiyono, 2019). In this study, the questionnaire was addressed to MSME 4.0 actors in DKI Jakarta who sell in e-commerce. The questionnaire is in the form of a google form that can be accessed using a link that will be distributed by researchers through community forums or personal chats for each e-commerce store.

Descriptive analysis in this study uses PLS output, namely looking at the mean (average), median (middle value), min (smallest value), and max (largest value) of each indicator item. Inferential statistics is a statistical technique for analyzing sample data and the results will be applied to the entire population (Sugiyono, 2019). This study uses non-parametric statistics because the type of data analyzed is on an interval scale. The data analysis technique uses the help of the SmartPLS software version 3.0.

The steps of PLS are the first, namely the structural model can explain the existence of a relationship between variables. In this study, the formulation of the problem and the hypothesis that was built were based on the marketing performance variable (Y), the CRM variable (Z), and the digital marketing mix strategy variable (X) which contained dimensions such as product (X1), price (X2), distribution (X3), promotion (X4), people (X5), process (X6), and physical evidence (X7). The second step is to design a measurement model (outer model), the characteristics of the indicators and dimensions used by these variables become the basis for the formation of a measurement model plan. The third step is constructing a path diagram, forming a path diagram as an illustration of the results of the calculation of the outer model and inner model. The fourth step is the conversion of the path diagram to a system of equations. Then the fifth step is parameter estimation. PLS estimation is a small square method through iterations. The sixth step is the evaluation of goodness of fit, consisting of several tests, namely validity test, reliability test, and determinant test (R2). The last step is hypothesis testing (resampling bootstrapping), hypothesis testing (β, ,) in PLS is carried out using bootstrap resampling calculations. The test statistic used is t statistic or t test.

4. Result and Discussion

The population of this research is MSME 4.0 DKI Jakarta selling in e-commerce. Questionnaires were distributed to 231 respondents who are MSME 4.0 actors. The following is the identity of respondents who are MSME 4.0 actors in DKI Jakarta based on gender, age, area of business domicile, type of business, length of establishment, business income, and number of employees:

Table 1. Respondent Description

Demographics	Category	Frequency	Percentage
Gender	Male	80	35%
	Female	151	65%
Age	Below 17 years	0	0%
	17-25 years	57	25%
	26-35 years	98	42%
	36 years and above	76	33%
Business Domicile	South Jakarta	104	45%
	East Jakarta	38	16%
	North Jakarta	20	9%
	Central Jakarta	25	11%
	West Jakarta	44	19%
	Kepulauan Seribu	0	0%
Type of Business	Merchandising	205	89%
	Service	25	11%
	Manufacturing	1	0%
Business Age	Below 1 years	22	10%
	1-5 years	125	54%
	6-10 years	64	28%
	11 years and above	20	9%
Business Income	Less than IDR 25.000.000	112	50%
	IDR 25.000.001-IDR 208.000.000	58	26%

	IDR 208.000.001-IDR 4.000.000.000	52	23%
Number of	1-10 employees	165	71%
Employees	11-30 employees	59	26%
	31-300 employees	7	3%

In this study, MSME 4.0 actors DKI Jakarta consisted of men and women. Where the owners, managers, or employees of MSME 4.0 DKI Jakarta are dominated by women by 65%. The age of 26-35 years dominates with a percentage of 42%, so it can be interpreted that the MSME 4.0 actors in the DKI Jakarta area are those aged 26-35 years. MSME 4.0 actors in DKI Jakarta are dominated by actors in South Jakarta, with a percentage of 45%. The largest number after that is in the West Jakarta area with a percentage of 29%, and so on. The MSME 4.0 actors in DKI Jakarta are dominated by the type of trading business with a percentage of 89%. The percentage with the largest length of time in business is in the 1-5 year period with a percentage of 54%. Operating income of less than IDR 25,000,000 dominates MSME 4.0 actors in DKI Jakarta with a percentage of 51%. In summary, the majority of MSME 4.0 actors in DKI Jakarta are women aged 26-35 years, located in South Jakarta, trading, with a business duration of 1-5 years, and an income of less than IDR 25,000,000.

Validity Test

There were several statement instruments that were deleted and not included and then recalculation or re-estimation was carried out for model 2 with the following results:

Table 2. Convergent Validity Based on Outer Loading After Re-Estimation

Item Statement	Outer Loading	Description
Marketing Perfomance		
• Over the past three years, the results of company's sales have continued to increase	0.926	Valid
• Over the past three years, the number of products we sell has continued to increase	0.915	Valid
• Over the past three years, the number of customers has continued to grow	0.915	Valid
• Over the past three years, the sales area of company has continued to expand	0.870	Valid
• Over the past three years, company's profits have continued to increase	0.841	Valid
Customer Relationship Management		
• Has the ability to identify interesting customers	0.786	Valid
• Has the ability to set attractive target customers	0.887	Valid
• Has the ability to build a dialog with customers in selected market segments	0.916	Valid

Item Statement	Outer Loading	Description
• Has the ability to focus on meeting long-term target customer needs	0.900	Valid
• Has the ability to maintain attractive loyalty among customers	0.876	Valid
• Has the ability to improve the quality of attractive customer relationships	0.879	Valid
Digital Marketing Mix Strategy		
Product		
• Offers consistent quality products that meet customer needs and wants	0.768	Valid
• Product design is customised to meet customer needs and wants	0.687	Valid
• Provides a unique, distinctive and memorable product experience	0.722	Valid
• Has a strong product reputation and an appealing brand image	0.689	Valid
• Builds brand reputation by providing a distinctive service quality	0.667	Valid
• Provides right products all the time	0.709	Valid
• Quickly modifies products to meet changing customer requirements	0.636	Valid
• Has a well-developed strategy for developing and introducing new products	0.684	Valid
• Uses excellent customer service as a differentiation element of its service offering strategy	0.728	Valid
Price		
• Have different price levels according to the market segments we serve	0.694	Valid
• Have different price levels for the different classes of rooms we provide to the market	0.627	Valid
• Pricing is based on what customers are willing to pay	0.828	Valid
• Pricing is based on target profit	0.783	Valid
• Pricing is based on level of demand	0.779	Valid
• Pricing is solely based on costs	0.770	Valid
• Pricing is based on competition	0.665	Valid
• Uses promotion pricing such as price discounts	0.763	Valid
• Uses value based pricing approach	0.783	Valid
• Pricing considers environmental protection and sustainability issues	0.584	Valid

Item Statement	Outer Loading	Description
Place		
• Uses direct sales force to sell products	0.788	Valid
• Uses travel agencies to sell products	0.571	Valid
• Uses tour operators to sell products	0.536	Valid
• Uses electronic distribution channels such as internet to deliver products	0.715	Valid
• Uses multi-channel distribution to deliver services based on the market segment	0.616	Valid
• Conveniently located such that our customers easily find their way here	0.736	Valid
• Distribution channels that are environmentally friendly for sustainability	0.682	Valid
• Uses market segmentation to assign the most appropriate distribution channel to each segment	0.795	Valid
Promotion		
• Uses advertising media such as billboards, newspapers and magazines	0.580	Valid
• Uses advertising media such as brochures, fliers and business cards	0.728	Valid
• Uses personal selling, electronic mail, short message service (SMS) and telemarketing for promotion	0.761	Valid
• Uses public relations, publicity and sponsorships for promotion	0.753	Valid
• Attends tourism and hospitality expos, shows and exhibitions showcasing our products	0.666	Valid
• Uses internet or online platforms such as a website for promoting products	0.733	Valid
• Uses online social media platforms such as Facebook, Twitter, YouTube, WhatsApp, and Instagram for promoting products	0.564	Valid
• Uses sales promotions tool such as gifts, price discounts, competitions and complimentary services for promoting products	0.741	Valid
• Promotes environmentally friendly practises among employees, customers and society at large using its communications mix	0.683	Valid
People		
• Staff is appropriately qualified, competent, empowered and possess complete product knowledge to serve our customers well	0.745	Valid

Item Statement	Outer Loading	Description
• Customer needs and wants are the focus of everything	0.781	Valid
• Employees are consistently courteous, prompt, reliable and initiative towards serving guests.	0.758	Valid
• Regularly collect information about guests' needs, wants and requirements	0.662	Valid
• Measures guests' satisfaction systematically and frequently	0.634	Valid
• Always looking at ways to create valuable relationships with customers.	0.682	Valid
• Top management involves staff when planning and making decisions	0.763	Valid
• Has ongoing training programs for our staff on both technical and customer care skills.	0.665	Valid
• Follows best practises in the hiring, selection, induction, motivating, rewarding and retaining of employees for the good	0.655	Valid
• Considers the broader needs of the society or host community and the environment in its business activities	0.660	Valid
Process		
• Have standard operating procedures (SOP) regarding all the activities of the lodge to serve customers well	0.792	Valid
• Business processes are designed to enhance the quality of customer interactions and experiences	0.801	Valid
• Adopted the use of information communication technology in processing our work such as computerising work processes	0.778	Valid
• Design of the service delivery process is based on meeting needs and wants of customers.	0.765	Valid
• Maintains an interactive two way communication with its customers	0.767	Valid
• Has a central reservation system which handles all lodge reservation	0.781	Valid
• Has online payment processing systems for the convenience of our customers	0.686	Valid
• Has the flexibility to meet the changing needs and wants of customers	0.777	Valid
• Considers environmental protection and sustainability issues in its business processes	0.559	Valid

Item Statement	Outer Loading	Description
• Activities of various departments are coordinated to ensure customer satisfaction	0.773	Valid
Physical Evidence		
• Have a comfortable physical environment, furnishings, decor, colours for creating a good atmosphere	0.748	Valid
• Facilities design and layout is visually appealing and projects the best image of the compan	0.713	Valid
• Customer satisfaction is our prime objective in designing our working environment	0.715	Valid
• The appearance of lodge buildings, vehicles, and equipment and garden facilities is best to ensure the best image	0.577	Valid
• The design, layout, colour and appearance of lodge rooms and other facilities ensures customer satisfaction	0.711	Valid
• Service and image online matches our service and image offline	0.571	Valid
• Considers the natural environment in the design and layout of guest amenities and facilities	0.561	Valid
• Has modern and comfortable facilities and amenities for the satisfaction of guests.	0.761	Valid

The table above shows that all loading factor values are above 0.5 with the lowest value being 0.536 in the SPL3 statement item and the highest value being 0.926 in the KP1 statement item. This means that all indicators in this study have been declared valid or have met convergent validity. Therefore, it can be said that the variables of marketing performance, CRM, and digital marketing mix strategy have met the requirements of the convergent validity test.

Table 3. Average Variance Extracted

Variables	AVE
Digital Marketing Mix Strategy (X)	0.500
CRM (Z)	0.795
Marketing Performance (Y)	0.769

The table above shows the AVE value above 0.50 for all the variables studied, namely marketing performance, CRM, and digital marketing mix strategy. Thus it can be concluded that the variables of marketing performance, CRM, and digital marketing mix strategy are declared

valid. Based on the two tests, it can be concluded that all the instruments in this study are able to measure the variables studied.

Reliability Test

Reliability tests on reflective indicators can be known in 2 ways, namely based on the value of composite reliability and Cronbach's Alpha. The following are the results of data processing using SmartPLS 3.3.3 for the composite reliability value:

Table 4.Composite Reliability

Variables	CR
Digital Marketing Mix Strategy (X)	0.984
CRM (Z)	0.951
Marketing Performance (Y)	0.952

The table above shows that the composite reliability results for all variables are > 0.70. This shows that all statements of marketing performance, customer relationship management, and digital marketing mix strategies on each of the estimated indicators can meet the criteria.

Table 5. Cronbach's Alpha

Variabel	CA
Digital Marketing Mix Strategy (X)	0.984
CRM (Z)	0.936
Marketing Performance (Y)	0.940

The table above shows that the results of Cronbach's Alpha for all variables are > 0.70. This shows that all statements of marketing performance, CRM, and digital marketing mix strategies on each of the estimated indicators can meet the criteria. Thus, it can be concluded that if a similar study was conducted using the same instrument, the quality of the data would not change.

Coefficient of Determination Test (R^2)

At this stage is the testing of the research structural model with the R square test. Here are the results of the R square test in the table below:

Table 6. R Square

	R Square	R Square Adjusted
Marketing Performance	0.566	0.562

The value of R Square Adjusted on the marketing performance variable is 0.562, which means that the contribution of the CRM variable, and the digital marketing mix strategy with its seven dimensions, namely product, price, distribution, promotion, people, process, and physical evidence on marketing performance is 56.2%. While the remaining 43.8% contribution to the

marketing performance variable is filled by variables other than CRM, digital marketing mix strategy with seven dimensions, namely product, price, distribution, promotion, people, process, and physical evidence.

Hypothesis Testing

The purpose of the t-statistical test is as a step to determine whether or not it is positive or not and whether or not each variable is significant between CRM (Z), Digital Marketing Mix Strategy (X) on Marketing Performance (Y). Look for the t_{table} value based on a significance level of 0.05 where df = number of samples - number of variables. Then it is known that t_{table} = 1.9706 which is obtained from the formula df = N-K or df = 231-9 = 222, with a degree of freedom of 95, and an error rate of 0.05. So that it is obtained t_{table} = 1.9706. The following are the results of the significance test (t test), as shown in the table below:

Table 7. t-Statistic

Variabel	OS	T-Statistics	P-Values
Digital Marketing Mix Strategy -> *CRM*	0.713	18.470	0.000
CRM -> Marketing Performance	0.573	7.854	0.000
Digital Marketing Mix Strategy -> Marketing Performance	0.227	3.083	0.002

The digital marketing mix strategy has an influence on CRM, meaning that the better the digital marketing mix strategy carried out by MSME 4.0 DKI Jakarta actors, the CRM will increase. This statement is supported by the results of the t-statistical test with a t_{hitung} value of 18.470 > t_{table} 1.9706 and a P Value of 0.000 <0.05. This is because the CRM variable is part of the service quality dimension, which as a whole can affect customers towards certain brands, services, or products. So basically when MSME 4.0 DKI Jakarta actors manage a digital marketing mix strategy approach, it can affect how to manage services and satisfaction and loyalty from the other side (Al-Zyoud, 2019:92).

Based on the original sample value, the digital marketing mix strategy has a positive relationship of 71.3% to CRM, meaning that if the MSME 4.0 DKI Jakarta actors apply the right digital marketing mix strategy, it will increase CRM so that it will increase business profits. The digital marketing mix strategy has far-reaching implications for all stakeholders, regardless of whether an organization is directly involved or not in e-commerce transactions. So the digital marketing mix strategy is a very useful framework for improving the quality of customer relationship management (Chaffey, Dave., & Chadwick, 2016:251).

This is in accordance with the conditions that occur in MSME 4.0 DKI Jakarta currently based on (SahabatUMKM.id, 2021) that to rise during the Covid-19 Pandemic, Jakarta MSME actors carry out a strategy in the form of product innovation by improving, improving, and developing products. In addition, it also conducts digital marketing to several social media to interact more intensely directly with consumers, thereby expanding the market and increasing sales.

The results of this study are in line with previous research such as that conducted by (Al-Zyoud, 2019; Nurmartiani et al., 2020), where the digital marketing mix strategy affects CRM. As the theory expressed by (Chaffey, Dave., & Chadwick, 2016:251), the digital marketing mix provides advantages for customer relationship management as an alternative strategic approach.

CRM has an influence on marketing performance, meaning that the better the CRM carried out by MSME 4.0 DKI Jakarta actors, the marketing performance will increase. This statement is supported by the results of the t-statistical test with a t-$_{hitung}$ of 7.854 > t-$_{table}$ 1.9706 and a P-value of 0.000 <0.05, which means that CRM has an effect on marketing performance.

The original sample value in this study shows a positive relationship of 57.3% between CRM and marketing performance, meaning that if the MSME 4.0 DKI Jakarta actors manage CRM optimally, marketing performance will increase, where one of the dimensions of marketing performance is sales volume and profit. effort. This is in accordance with research (Alawiyah & Humairoh, 2017) which says that CRM results in increased customer loyalty, customer satisfaction, thereby increasing business profits. This happens because; First, customer satisfaction increases customer loyalty, influences customer repurchase intentions and behavior in the future. When this happens, business profits will increase. Second, highly satisfied customers are willing to pay a premium and become less price sensitive. This implies that customers tend to pay for the benefits they receive and are not concerned about price increases, which in turn improves marketing performance.

This is in accordance with the conditions that occur in MSME 4.0 DKI Jakarta currently based on (Beritasatu.com, 2021) that to rise during the Covid-19 Pandemic, Jakarta MSME actors carry out digital transformation by utilizing technology platforms that are used daily, namely; WhatsApp Business for labeling all conversations, interactions, subscribers and interaction statistics with customers, company performance, bulk messaging; and Facebook or Instagram direct message features. By doing this, MSME 4.0 DKI Jakarta is able to increase its scale and develop its business better.

The results of this study are in line with research (Alawiyah & Humairoh, 2017; Namjoyan et al., 2013; Sayed Soliman, 2011), where CRM has an effect on marketing performance. With the application of CRM, it is proven that it can lead to an increase in sales volume, sales profits, customer satisfaction, and customer loyalty (Alawiyah & Humairoh, 2017).

The digital marketing mix strategy has an influence on marketing performance, meaning that the better the digital marketing mix strategy carried out by MSME 4.0 DKI Jakarta actors, the marketing performance will increase. This statement is supported by the results of the t-statistical test with a t-$_{hitung}$ value of 3.083 > t-$_{table}$ 1.9706 and a P-value of 0.002 <0.05.

Based on the original sample value, the digital marketing mix strategy has a positive relationship of 22.7% on marketing performance, so it can be interpreted that the better the digital marketing mix strategy carried out by MSME 4.0 actors in DKI Jakarta, the marketing performance will also increase. However, this percentage is the lowest when compared to the influence of digital marketing mix strategy on CRM, and the influence of CRM on marketing performance. This indicates that to improve the optimal marketing performance of MSME 4.0 DKI Jakarta, it is necessary to implement good customer relationship management. With the application of CRM it is proven that it can lead to an increase in sales volume, sales profits, customer satisfaction, and customer loyalty both now and in the future (Alawiyah & Humairoh, 2017).

According to (Qurtubi et al., 2019:7) in his research said that, when MSME actors create a marketing mix strategy, namely by product innovation, price consistency, being able to know customer desires, understanding customer needs for products, and being able to create a brand

using promotional techniques. Then it will create a high selling value as well as competitiveness. So it affects marketing performance.

This study is in line with research conducted by (Naili et al., 2017; Qurtubi et al., 2019; Sidi & Yogatama, 2019), showing the influence of digital marketing mix strategy on marketing performance. Digital marketing mix strategy is a very useful framework to provide information for improving marketing performance (Chaffey, Dave., & Chadwick, 2016:251).

5. Conclusions and Implications

In accordance with the research conducted, the results of the analysis and discussion have been explained in previous chapters regarding the digital marketing mix strategy, and CRM on the marketing performance of MSME 4.0 DKI Jakarta, as well as the tests that have been carried out, it can be concluded than the digital marketing mix strategy can have a significant effect on CRM 4.0 DKI Jakarta MSMEs, meaning that the digital marketing mix strategy is one element that can improve the quality of MSME 4.0 DKI Jakarta customer relationship management. Second, CRM can have a significant effect on the marketing performance of MSME 4.0 DKI Jakarta, meaning that CRM is one of the elements that can improve the marketing performance of MSME 4.0 DKI Jakarta. Third, the digital marketing mix strategy can have a significant effect on the marketing performance of MSME 4.0 DKI Jakarta, meaning that the digital marketing mix strategy is one element that can improve the marketing performance of MSME 4.0 DKI Jakarta.

Research that has been carried out and compiled in accordance with established procedures, however, there are still some limitations in the preparation of this research. First, the number of respondents in this study was only 231 MSME 4.0 actors in DKI Jakarta, so the data collected and which could be concluded were only based on the data contained in the questionnaire. Second, this research was conducted during the Covid-19 pandemic, so researchers have limited space in conducting research, namely filling out questionnaires only online.

In accordance with the conclusions that have been made, the researchers can provide suggestions as follows. First, DKI Jakarta MSME 4.0 actors can create digital marketing mix strategies, so as to improve relationships with customers in order to survive the impact of the Covid-19 Pandemic. In accordance with the results of the outer loading which has the highest value, so that MSME 4.0 DKI Jakarta actors continue to maintain pricing in accordance with the customer's willingness to pay. Meanwhile, according to the lowest outer loading results, DKI Jakarta MSME 4.0 actors use distributors more in selling products. Second, MSME 4.0 actors in DKI Jakarta can improve Customer Relationship Management to customers, so as to improve marketing performance. In accordance with the results of the outer loading which has the highest value, so that MSME 4.0 DKI Jakarta actors continue to maintain for setting attractive target customers. Meanwhile, according to the lowest outer loading results, DKI Jakarta MSME 4.0 actors are more focused on meeting the long-term needs of customers. Third, MSME 4.0 actors in DKI Jakarta can formulate a digital marketing mix strategy according to the type of business being run, so as to improve marketing performance. And for further research that wants to research on the same topic as this research, it is expected to add independent variables so that the research to be carried out can be more varied and further strengthen the marketing performance.

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