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# The Role of Entrepreneurial Marketing in Improving Marketing Performance in Batik Smes In Pekalongan Regency

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## ABSTRACT

The purpose of this study was to examine and analyze the effect of entrepreneurial marketing on marketing performance. The subjects of this study were 61 Batik SMEs in Pekalongan Regency. Entrepreneurial marketing is measured by opportunity focused, proactiveness, customer intensity, risk-taking, resource leveraging, value creation, innovation. The large number of business people in Pekalongan Regency makes each actor must read the opportunities and determine what to do so that they can survive among the many other actors, especially for those who are just starting their business. Appropriate market orientation and determination of the right market strategy that can be carried out by business people, especially in the batik sector will have an impact on the profits that will be obtained by the perpetrators. In addition, actors are also able to innovate products so that they are able to provide uniqueness to the products offered, which can have an impact on marketing performance so that what the actors get is a profit. This research uses multiple linear regression analysis method. The results of this study prove and conclude that: (1) opportunity focused has a significant positive effect on marketing performance; (2) proactiveness has no significant negative effect on marketing performance; (3) customer intensity has a significant positive effect on marketing performance; (4) risk-taking has no significant negative effect on marketing performance; (5) resource leveraging has a significant positive effect on marketing performance; (6) value creation has no significant negative effect on marketing performance; and (7) innovation has a significant positive effect on marketing performance.

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## 1. INTRODUCTION

With so many SMEs that exist, business competition in the scope of the batik business is increasingly fierce. Batik SMEs must be able to provide something more to consumers. Business actors must work hard to think of new innovations or maintain the quality of products that have been known by consumers from these SMEs. It can also be by improving in terms of quality provided to consumers to further increase profits for the company. Pekalongan Regency has a different

distribution of batik industries, where the buaran area which is the first predicate of the region that has the most batik industry totaling 39 batik SMEs and the second predicate is occupied by wiradesa totaling 38 batik SMEs. This shows that Pekalongan Regency has quite a lot of Batik SMEs and is a potential possessed by Pekalongan Regency in boosting the regional economy.

Marketing performance in Pekalongan Regency is already quite high. However, there are still several factors that become complaints of entrepreneurs to further develop their business. Batik entrepreneurs in Pekalongan Regency are still unable to develop their industry to be more developed. This is due to the lack of understanding customer desires, in taking action, establishing good relationships with customers, in making decisions, effective and efficient utilization of resources, and lack of new product innovation. Another problem that occurs in Batik SMEs in Pekalongan Regency is that batik competition is quite tight causing unhealthy competition among these Batik SMEs. The competition is in the form of cheating motifs or clothing modes with lower prices, blockades of fashion models not to use certain batik and disposal of batik waste into batik waste channels owned by other Batik SMEs. This unhealthy competition creates a sense of saturation in actors to innovate to create new motifs or contemporary fashion fashions.

An increase in sales volume is something that is expected by business actors. An increase in sales volume can be done with better market expansion. The limited ability of business actors in expanding the market is an obstacle in addition, the knowledge mastered has also not been encouraged in planning market expansion. Business actors need to plan market expansion in a way that they can master, namely by entrepreneurial marketing. Entrepreneurial Marketing is a set of processes of creating, communicating and delivering value, logically influenced guidance and used in uncertain business environments (Wilson 2022). Entrepreneurial marketing can also be defined as the process of creative and innovative individuals taking advantage of opportunities to create value and profit by considering risk. In imitating other people's businesses will be much easier and there is no harm, but creating something unique and different products is very necessary for SMEs in the face of increasingly competitive business competition.

In research (Al Mushowwiru and Fitria 2019) found that analysis that Customer intensity, value creation, and innovation have a significant positive effect on marketing performance. Meanwhile, proactiveness, opportunity focused, risk management, resource leveraging have a positive insignificant effect on marketing performance. Meanwhile, the study (Halida and Fitria 2019) found that Proactiveness, opportunity focused, resources leveraging, value creation and innovation have a significant positive effect on marketing performance. Meanwhile, customer intensity and risk management have a positive insignificant effect on marketing performance. And in research (Arifin and Sunaryo 2018) found that Proactiveness, Risk Management, Innovation have a significant positive effect on marketing performance.

This research refers to research conducted by (Halida and Fitria 2019; Arifin and Sunaryo 2018; Al, Mushowwiru and Fitria, 2019). Where it has similarities using all entrepreneurial marketing indicators consisting of Opportunity Focused, Proactiveness, Customer Intensity, Risk Taking, Resource Leverage, Value Creation, Innovation and the use of variables tied to marketing performance. The difference in research results, the object of research taken and the phenomena that occur behind this research and reference research are the reasons why this topic is raised again. Based on the background above, the purpose of this study is to find out everything related to entrepreneurial marketing in improving marketing performance that encourages to motivate batik entrepreneurs in Agriculture to develop their business with opportunity focus, proactivity, customer intensity, risks taking, resource leveraging, value creation, and innovation.

## 20 RESEARCH METHOD

This type of research is causal research. This type of causal research aims to determine the causal relationship between the independent variable and the dependent variable of a phenomenon and to determine the nature and influence of the relationship between variables (Ghozali 2015). In this study, the causality relationship referred to is the variables Opportunity Focused, Proactiveness, Customer Intensity, Risk Taking, Resource Leverage, Value Creation, Innovation are the causes that

result in marketing performance in Batik SMEs in Pekalongan Regency. The object of this research is on Batik SME entrepreneurs in Pekalongan Regency.

In a study, the population to be selected is very closely related to the problem to be studied. According to (Ghozali 2015), population is a generalized area consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study is batik SMEs in Pekalongan regency which amounts to 153 Batik SMEs. The sampling technique in this study is purposive sampling. Purposive sampling, namely samples based on certain criteria to be able to provide information optimally. The criteria set out in this technique are tailored to the needs of the researcher. Research on the performance of employees in Pekalongan district in Batik SMEs was determined by the criteria for Batik SMEs in Pekalongan Regency which were sampled. The criteria are: 1) Batik SME entrepreneurs in Pekalongan Regency. 2) The duration of Batik SMEs is established for at least 5 years.

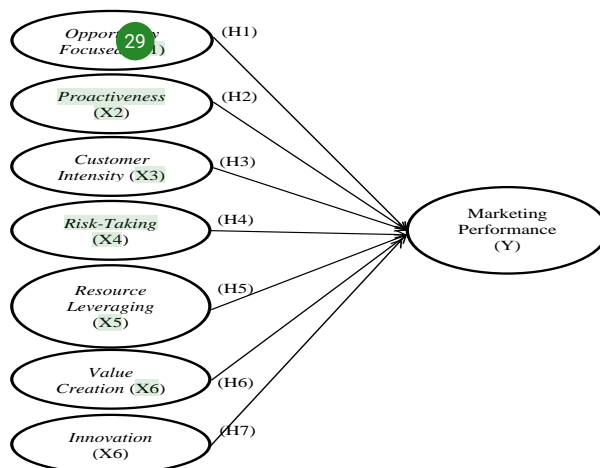
### 2.1 Operational Definition of Research

Based on the problems and hypotheses to be tested, this study uses independent variables and dependent variables. The definition of these variables is as follows:

Research Variables	Operational Definition	Indicator
<i>Proactive</i>	Proactive can be interpreted as taking action or initiative to do something to achieve a predetermined goal (Permadi 2018).	<ul style="list-style-type: none"> <li>Respond to competitors' actions with sensitivity</li> <li>Have the ability to always take initiative when faced with a problem</li> </ul>
<i>Innovation</i>	Innovation is the process of creating something new and combining existing resources in a new and more productive way (Kusuma and Rastini 2017).	<ul style="list-style-type: none"> <li>Product and service innovation</li> <li>Marketing innovation</li> </ul>
<i>Value Creation</i>	Value creation is innovative value creation, on the assumption that value creation is a condition for transactions and relationships (Winarti et al. 2018).	<ul style="list-style-type: none"> <li>Cost sensitivity</li> <li>Analysis of new objects</li> </ul>
<i>Opportunity Focused</i>	<i>Opportunity Focus</i> is about opportunity focus, shows that companies with an entrepreneurial marketing perspective have a better awareness in filtering and evaluating opportunities in line with current strategies and their position in the market. (Hatta 2014)	<ul style="list-style-type: none"> <li>Sustainable exploitation of opportunities</li> <li>Identify opportunities</li> </ul>
<i>Customer Intensity</i>	<i>Customer intensity</i> is a customer-centered orientation by using innovation to create, build and maintain customer relationships (Wahyudi 2018).	<ul style="list-style-type: none"> <li>Increase in the number of customers</li> <li>Increased service satisfaction</li> </ul>
<i>Risk-Taking</i>	<i>Risk-taking</i> is a courageous attitude in making decisions and being able to predict and calculate the risk that will be obtained in decision making. The ability to reduce the risks inherent in opportunities by taking calculated actions (Utami 2019).	<ul style="list-style-type: none"> <li>Risk reduction orientation</li> <li>Antisipatif</li> </ul>
	<i>Resource leveraging</i> is the ability to find resources that have not been used optimally, see how resources can be used in other contexts and convince resource owners to entrust resources to marketers, requiring vision, experience and ability (Safitri and Fajrin 2019).	<ul style="list-style-type: none"> <li>Expenditure effectiveness</li> <li>Efficiency of use</li> </ul>

Research Variables	Operational Definition	Indicator
<i>Proactive</i> (Al Mushowwiru and	Proactive can be interpreted as taking action or initiative to do something to achieve a predetermined goal (Permadi 2018).	Respond to competitors' actions with sensitivity Have the ability to always take initiative when faced with a problem
<i>Innovation</i>	Innovation is the process of creating something new and combining existing resources in a new and more productive way (Kusuma and Hastini 2017).	Product and service innovation Marketing innovation
<i>Value Creation</i>	Value creation is innovative value creation, on the assumption that value creation is a condition for transactions and relationships (Winarti et al. 2018).	Cost sensitivity Analysis of new objects
<i>Opportunity Focused</i>	<i>Opportunity Focus</i> is about opportunity focus, (Hatta 2014) shows that companies with an entrepreneurial marketing perspective have a better awareness in filtering and evaluating opportunities in line with current strategies and their position in the market.	Sustainable exploitation of opportunities Identify opportunities
<i>Customer Intensity</i>	<i>Customer intensity</i> is a customer-centered orientation by using innovation to create, build and maintain customer relationships (Wahyudi 2018).	Increase in the number of customers Increased service satisfaction
<i>Risk-Taking</i>	<i>Risk-taking</i> is a courageous attitude in making decisions and being able to predict and calculate the risks that will be obtained in decision making. The ability to reduce the risks inherent in opportunities by taking calculated actions (Utami 2019).	Risk reduction orientation Antisipasif
<i>Resources Leveraging</i>	<i>Resource leveraging</i> is the ability to find resources that have not been used optimally, see how resources can be used in other contexts and convince resource owners to entrust resources to marketers, requiring vision, experience and ability (Safitri and Fajrin 2019).	Expenditure effectiveness Efficiency of use
Marketing Performance	According to (Winarti et al. 2018), marketing performance is an important element of company performance in general because the performance of a company can be seen from the marketing performance that has been carried out so far.	Sales Volume Sales growth Customer Growth

## 2.2 Conceptual Framework



## 3 RESULTS AND DISCUSSIONS

The data used in this study is primary data derived from the distribution of questionnaires directly, namely Batik SME Owners in Pekalongan Regency. The questionnaire distribution process starts from May 31 to June 2, 2022. The distribution of questionnaires is carried out offline or outside the network. The characteristics of respondents in this study include age, gender, address and since establishment. The characteristics of respondents in this study are as follows.

### 3.1 Characteristics of respondents by age

**Tabel 1.** Characteristics of respondents by age

No	Age	Total	Percentage
1	17 to 27 years old	28	45,9%
2	28 to 40 years old	16	26,2%
3	over 40 years old	17	27,9%
	Total	61	100%

Based on table 1 above, it shows that respondents are dominated by the age range of 17 to 27 years by 28 respondents or 45.9%. The age range is the young age range. This shows that the owners of Batik SMEs in Pekalongan Regency are dominated by young people.

### 3.2 Characteristics of respondents by gender

The following characteristics of respondents by gender are presented in table 3. 2

**Tabel 2.** Characteristics of respondents by gender

No	Gender	Jumlah	Percentage
1	Male	36	59%
2	Female	25	41%
	Total	61	100%

Based on Table 2, it is known that the number of respondents is male, the number is 36 (59%) while the respondents who are female are 25 (41%). Batik SME owners in Pekalongan Regency are dominated by men. The characteristics of this batik business can be said to be quite competitive so that it requires more effort and these characteristics are precisely given to men.

### 3.3 Characteristics of respondents by Domicile

The following characteristics of respondents based on domicile are presented in table 3.3

**Tabel 3.** Karakteristik Responden Berdasarkan Domisili

No	Domicile	Jumlah	Percentage
1	Bojong	3	4,6%
2	Buaran	16	25,5%



3	Kandang Serang	6	9,8%
4	Kedungwuni	5	8,1%
5	Tirto	10	15,7%
6	Wiradesa	15	24,8%
7	Wonokerto	3	5,2%
8	Wonopringgo	3	5,2%
	Total	61	100%

Based on table 3. The 3 above shows that Batik SME owners in Pekalongan Regency are dominated by residents with Buaran addresses of 16 or 25.5%

### 3.1 Hypothesis testing

The following are the results of hypothesis testing using a partial test as follows.

#### Uji Parsial Test

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	7,843	3,382		2,319	0,024
	Opportunity	0,371	0,098	0,293	3,791	0,000
	Proactiveness	-0,027	0,099	-0,021	-0,274	0,785
	Customer	0,177	0,084	0,123	2,107	0,040
	Risk	-0,303	0,240	-0,113	-1,264	0,212
	Resources	0,315	0,223	0,118	2,414	0,016
	Value	-0,170	0,200	-0,081	-0,853	0,398
	Innovation	1,247	0,147	0,651	8,478	0,000

#### 1. The Effect of Opportunity Focused on Marketing Performance

Based on table 5.20 it is known that the t value of the Opportunity Focused (X1) variable is 3.791 with a signification value of 0.000. Because the significance value of the t test is less than 0.05 (0.000 < 0.05), it can be concluded that Opportunity Focused (X1) has a significant positive effect on Marketing Performance.

#### 2. The Effect of Proactiveness on Marketing Performance

Based on table 5.20 it is known that the t value of the Proactiveness (X2) variable is -0.274 with a signification value of 0.785. Because the significance value of the t test is more than 0.05 (0.785 > 0.05), it can be concluded that Proactiveness (X2) has a negative insignificant effect on Marketing Performance.

#### 3. The Effect of Customer Intensity on Marketing Performance

Based on table 5.20 it is known that the t value of the Customer Intensity (X3) variable is 2.107 with a signification value of 0.04. Because the significance value of the t test is less than 0.05 (0.04 < 0.05), it can be concluded that Customer Intensity (X3) has a significant positive effect on Marketing Performance.

#### 4. The Effect of Risk-Taking on Marketing Performance

Based on table 5.20 it is known that the t value of the Risk-Taking variable (X4) is -1.264 with a signification value of 0.212. Because the significance value of the t test is more than 0.05 (0.212 > 0.05), it can be concluded that Risk-Taking (X4) has a negative insignificant effect on Marketing Performance.

#### 5. The Effect of Resource Leveraging on Marketing Performance

Based on table 5.20 it is known that the t value of calculating the Resource Leveraging variable (X5) is 2.414 with a signification value of 0.016. Because the significance value of the t-test is less than 0,05 (0,016 < 0,05) It can be concluded that Resource Leveraging (X5) has a significant positive effect on Marketing Performance.

#### 6. The Effect of Value Creation on Marketing Performance

Based on table 5.20 it is known that the t value of the Value Creation variable (X6) is -0.853 with a signification value of 0.853. Because the significance value of the t test is more than 0.05 (0.853 > 0.05), it can be concluded that Value Creation (X6) has a negative insignificant effect on Marketing Performance.

### 7. The Effect of Innovation on Marketing Performance

Based on table 5.20 it is known that the t value of the Innovation variable (X7) is 8.478 with a significance value of 0.000. Because the significance value of the t test is less than 0.05 ( $0.000 < 0.05$ ) it can be concluded that Innovation (X7) has a significant positive effect on Marketing Performance.

## 3.5 Discussion

### The Effect of Opportunity Focused on Marketing Performance

Business people need to develop businesses with sensitivity to the environment such as sensitivity in responding to opportunities that occur. Analyzing competitors and creating ideas based on existing opportunities is necessary and in line with the application of appropriate marketing strategies (theories). Utilizing opportunities from the environment causes businesses to provide new markets or brilliant innovations and will be responded by consumers so as to increase sales volume.

Opportunity-focused is the tendency of business people to identify unmet market needs and identify sources of competitive advantage (Al Mushowwiru and Fitria 2019). A marketing action that is essential to the success of a small company is the company's ability to use its resources and capabilities to recognize and capture opportunities. (Setiyaningrum and Ramawati 2020) suggest that opportunity-focused is related to identifying market positions that have the potential to be a sustainable source of profit for companies so that the introduction of opportunities now has a very important role in theory and research on entrepreneurship.

Based on respondents' answers to the question 'Batik SMEs have awareness to identify new opportunities' shows an affirmative answer so that it can be interpreted that Batik SMEs in Pekalongan Regency are sensitive to new opportunities that arise in the environment and Batik SMEs immediately identify enough to increase orientation to opportunities that arise and impact on their batik SMEs. This shows that focusing on opportunities has a significant positive effect on marketing performance.

Conditions that occur in several Batik SMEs in Pekalongan Regency are quite competitive because business people are very sensitive in seeing opportunities by finding out batik motifs that are trending in the market and business people try to replicate the motifs desired by the market without losing the characteristics of Batik SMEs in Pekalongan District. The phenomenon in the field, the market is trending Grandma Gayeng motif (grandma motif who is standing and smiling) and many Batik SMEs imitate the motif with other different creativity. The results of this study support research conducted by (Arifin and Sunaryo 2018; Halida and Fitria 2019; Muyassirah and Arief 2021) stated that Opportunity Focused has a positive and significant effect on marketing performance.

### The Effect of Proactiveness on Marketing Performance

Business people need to develop their business by playing an active role in trying to create new products or modify products that are trending in the market. Analyzing competitors and creating ideas based on existing opportunities is necessary and in line with the application of appropriate marketing strategies (theories). Utilizing opportunities from the environment increases the active role of SMEs so that businesses can provide new markets or brilliant innovations that will be responded to by consumers and, can increase sales volume.

Proactiveness reflects the tendency of business people to show leadership traits by initiating actions that aim to affect changes in marketing practices (Darajat, Rizal, and Arifianti 2020). Proactiveness includes two interconnected marketing actions, namely organizational proactiveness which describes actions taken by the company to anticipate threatening situations and actions taken by the company to overcome those situations. Based on an entrepreneurial perspective, proactivity describes marketing actions by which companies redefine external conditions to reduce environmental uncertainty and reduce dependence and vulnerability (Setiyaningrum and Ramawati 2020).

Based on respondents' answers to the question 'Batik SMEs looking for information about new products as well as, production and sales methods' showed the most disagreeing and neutral answers. This indicates that batik SMEs are less looking for information about new products and less curiosity in finding the best method for their Batik SMEs. This causes the role of proactive to have an insignificant effect on marketing performance. Conditions that occur in the field where business people respond to the market by imitating trending batik motifs. Some SMEs imitate without modifying



even some buy trending motifs and resell them with branding their Batik SME names. This is considered less active or effortless in innovating to create new products so that proactiveness does not affect marketing performance. The results of this study are in line with the results of research conducted by (Al Mushowwiru and Fitria 2019) which states that Proactiveness has a negative insignificant effect on marketing performance.

#### **The Effect of Customer Intensity on Marketing Performance**

Business people need to develop businesses with sensitivity to the environment such as sensitivity in responding and trying to imitate motives that are trending in the market. Analyzing competitors and creating ideas based on existing opportunities is necessary and in line with the application of appropriate marketing strategies (theories). Focus on customers causes businesses to have a special closeness to consumers and consumers will feel privileged so as to increase sales volume. Customer intensity is the tendency of business people to establish marketing relationships that prioritize customer needs / wants / preferences and is related to how to serve customers in a more personal way (Wijaya and Harjanti 2013). According to (Muyassirah and Arief 2021), the customer intensity dimension is often seen as the core control force of marketing in customer-oriented companies where companies use innovative approaches to create, build, and maintain relationships with customers. Customer intensity is considered as an element that becomes the company's core values because it is able to form great desires for customers and employee understanding of products or services (Halida and Fitria 2019).

Based on respondents' answers to the question 'Batik SMEs establish good interaction and communication with customers' showed the most affirmative answers. This indicates that Batik SMEs are quite warm and try to interact harmoniously with Batik customers. This good relationship can create sufficient bonds and customer dependence so that the marketing performance of batik SMEs increases. Conditions in the field, where batik SMEs in Pekalongan Regency focus on the demand requested by consumers regarding certain motives. Motifs that are trending in the market are recreated and provide consumers to give input to the products created. In addition, focus on the customer by means of a touch to person approach that causes customers to feel privileged and become dependent on the product. The results of this study support research conducted by (Al Mushowwiru and Fitria 2019) stating that Customer Intensity has a positive and significant effect on marketing performance.

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Mushowwiru and Fitria 2019) stating that Customer Intensity has a positive and significant effect on marketing performance.

### **The Effect of Resource Leveraging on Marketing Performance**

Business people need to develop a business by utilizing resources owned and processed as much as possible such as modifying old products into new products that are more attractive to consumers. Analyzing competitors and creating ideas based on existing opportunities is necessary and in line with the application of appropriate marketing strategies (theories). Utilization of resources can minimize expenses and maximize all existing strengths or brilliant innovations that will be responded by consumers so as to increase sales volume. Resource leveraging is the tendency of business people to use limited resources effectively (Muyassirah and Arief 2021). Resource leveraging is not only limited to how companies use limited resources effectively, but also uses creative synergistic processes. (Al Mushowwiru and Fitria 2019) suggests that resource leveraging reflects a company's ability to use innovative marketing strategies to be able to access resources and do more with fewer resources. Small and medium-sized companies are found to prefer to use resource leverage such as resource sharing and outsourcing key functions (Setiyaningrum and Ramawati 2020).

Based on respondents' answers to the question 'Batik SMEs utilize cooperation networks with other parties or exchange resources for company development' showed the most affirmative answers. This shows that Batik SMEs establish good relationships with all agents and business suppliers so as to trigger strong bonds and sufficient trust. This has an impact on improving marketing performance. The utilization of resources by Batik SMEs in Pekalongan Regency is quite good. Because some Batik SMEs in Pekalongan Regency have restructured old products that are rarely sold into more attractive products. For example, geometric batik motifs are transformed into geometric batik motifs with the addition of Grandma Gayeng motifs embroidered on the edges. This Batik SME utilizes existing resources to update products into products that are being sought after by the market. The results of this study support research conducted by (Halida and Fitria 2019; Muyassirah and Arief 2021) stated that Resource Leveraging has a positive and significant effect on marketing performance.

### **The Effect of Value Creation on Marketing Performance**

Business people need to develop a business by utilizing resources owned and processed as much as possible such as modifying old products into new products that are more attractive to consumers. Analyzing competitors and creating ideas based on existing opportunities is necessary and in line with the application of appropriate marketing strategies (theories). Utilization of resources can minimize expenses and maximize all existing strengths or brilliant innovations that will be responded by consumers so as to increase sales volume. Value creation is the tendency of business people to use marketing efforts and resources for the purpose of finding and sending untapped value resources for customers (Muyassirah and Arief 2021). Value creation refers to the task of marketers to be able to find sources of unused customer value and create exclusive combinations of these sources to generate value (Setiyaningrum and Ramawati 2020). Based on respondents' answers to the question 'Batik SMEs have the ability to create value from untapped resources' showed the most neutral answers. This shows that Batik SMEs have not maximized their resources and utilized as much as possible for their business. The level of sensitivity to the environment and a sense of creativity also encourage actors to try new things by creating resources that have better use value. However, Batik SMEs in Pekalongan Regency prefer something that is trending so that many Batik SMEs provide products that are being sought after by the market at a certain moment. This is what causes value creation to have an insignificant effect on marketing performance.

Several Batik SMEs in Pekalongan Regency have perfected their products with the addition of features to their products. As in the quadrilateral daster product with 3/4 sleeve is added to the long arm daster so as to add value to the use of the aster. However, it is also necessary to be sensitive to batik SMEs responding to market demand. Some have developed the use value of the product but, consumers are not interested in the new product created so it needs to be re-evaluated the product. The results of this study agree with the results of research conducted by (Muyassirah and Arief 2021) which states that Value Creation has a negative insignificant effect on marketing performance.

### The Effect of Innovation on Marketing Performance

Business people need to develop businesses with sensitivity to the environment such as sensitivity in responding to opportunities that occur. Analyzing competitors and creating ideas based on existing opportunities is necessary and in line with the application of appropriate marketing strategies (theories). Utilizing opportunities from the environment causes businesses to provide new markets or brilliant innovations and will be responded by consumers so as to increase sales volume. Innovation is defined as a company's ability to maintain new ideas that can be interpreted into new products, services, technologies, or markets (Setyaningrum and Ramawati 2020). Innovation-oriented is the tendency of business people to look for new marketing ideas both from within the company and from the company's external activities (Halida and Fitria 2019). Innovation-oriented marketing actions encourage companies to focus on ideas that lead to the creation of new markets, products, or processes (Kusumowidagdo 2019). According to (Saragih and Tarigan, 2021), entrepreneurs are currently found to pay more attention to environmental uncertainty and innovate as a strategy to overcome environmental uncertainty. Product innovation is the main key in the development of a business because the business we build can compete with other business partners and can survive with other product innovations. (Juliana 2019) According to the results, it is interpreted that innovation has the aim of encouraging the expansion of sales networks, increasing the creativity of marketing performance in order to add innovations that exist in their business, and can compete with other businesses.

Based on respondents' answers to the question 'Batik SMEs are also creative by doing business through e-commerce as market expansion' showed the most affirmative answers from other questions. This shows that most Batik SMEs in Pekalongan Regency have expanded the market by using e-commerce which is considered practical and easy to achieve the desired development. This e-Commerce also increases the sales volume of Batik SMEs in Pekalongan Regency so that marketing performance increases. Most Batik SMEs in Pekalongan Regency have innovated by selling online and utilizing e-commerce in expanding market share. This effort is effective in increasing sales in addition, it is considered practical by Business SMEs in Pekalongan District. The results of this study support research conducted by (Al Mushowwiru and Fitria 2019; Arifin and Sunaryo 2018; Halida and Fitria 2019; Muyassirah and Arief 2021) which states that Innovation has a significant positive effect on marketing performance.

## 4. CONCLUSION

The results of this study prove and conclude that: (1) opportunity focus has a significant positive effect on marketing performance; (2) proactive does not have a significant negative effect on marketing performance; (3) customer intensity has a significant positive effect on marketing performance; (4) risk-taking does not have a significant negative effect on marketing performance; (5) resource leverage has a significant positive effect on marketing performance; (6) value creation does not have a significant negative influence on marketing performance; and (7) innovation has a significant positive effect on marketing performance. The limitations in this study are that as a objek, the research used is still relatively common because it targets Batik SMEs in Pekalongan Regency and the distribution of questionnaires offline is draining because of the wide coverage of Pekalongan Regency, besides that environmental uncertainty factors also hinder the process of distributing questionnaires. Suggestions and recommendations for future research are expected to use more detailed research objects or discuss more specific problems such as Batik SMEs in Pekalongan Regency specifically for batik producers and are expected to plan the questionnaire distribution process well and reduce the risks that may occur and adjust to the characteristics of existing respondents.

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