

## Digital Transformation in SMEs in West Java Digital Marketing Capability Analysis and Use of Chatbots in CRM

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### Abstract

*This research examines the impact of Digital Marketing Capabilities on Marketing Performance, mediated by the use of CRM Chatbots in SMEs in West Java. Utilizing SmartPLS 3.2.9 software for analysis, the study finds that Digital Marketing Capabilities significantly influence Marketing Performance both directly and through CRM Chatbots. These results underscore the importance of robust Digital Marketing Capabilities and CRM Chatbot usage in enhancing the Marketing Performance of SMEs. The findings contribute valuable insights into the factors affecting marketing outcomes and highlight the need for strategic management of Digital Marketing and Media Capabilities to support digital transformation in the market.*

### Keywords

Digital Marketing Capabilities; CRM Chatbots; SMEs, Marketing Performance; Digital Transformation



### I. Introduction

The potential MSME industry has opened the door for digital marketing strategies to contribute to improving business performance and establishing strong relationships with existing and prospective owners. Therefore, the main objective of this research is to examine the impact of digital marketing on business performance by mediating the role of owner relationship management M. Nuseir and G. El Refae / International Journal of Data and Network Science 6 (2022) 297. In addition, current research it provides a comprehensive overview of digital marketing impact on the business performance of the MSME sector in CRM-motivated organizations. Additionally, this research explores the phenomenon of CRM mediating between digital marketing and business performance in the UAE. However, few have focused on the influence of digital marketing and CRM on purchase intent.

While this research specifically focuses on the MSME sector to investigate the mediating effect of CRM between digital marketing capabilities and improved business performance to fill the research gap. Based on the researcher's knowledge, there has been no research that looks at this perspective. Apart from that, this research will be useful for regulators and policy makers to protect consumer interests and develop MSME business perspectives in this digital world. (Muhammed Nuseira et.al 2022). The government assesses that digitalization which has penetrated the world of Micro, Small and Medium Enterprises or MSMEs has not developed as expected. Digitalization in general is still limited to increasing competition, not yet increasing the capacity of business actors to be able to penetrate the global market. This was stated by the Minister of Cooperatives and Small and Medium Enterprises (UKM)

"Current developments, our digital transformation has not produced a new economy, but has only produced new traders and old traders," he said. According to government data, there will be 19 million digital MSMEs in 2022. This number is smaller than the more than 65 million MSMEs that exist. Not Yet Entering the Digital Ecosystem. In terms of

economic contribution, in 2021 the digital economy will contribute 5.7 percent to Indonesia's Gross Domestic Product (GDP). Meanwhile, the contribution of MSMEs which dominate the offline market is capable of generating 61 percent of GDP equivalent to IDR 8.573 trillion. The low income from the digital economy is also due to the limited adaptation of digital technology used for downstreaming or for sales. However, MSMEs can benefit more from digitalization in the upstream or production sector.

The hopes of MSME actors: First, the regulation must prohibit the sale of imported products under 100 dollars or Rp. 1.5 million. Because, if it is not prohibited, lower middle class people will flock to buy cheap imported products under 100 US dollars. Second, retailers asked the Minister of Trade to regulate predatory pricing, as found by the government, including the Minister of Cooperatives and SMEs. On the other hand, digital technology can be a double-edged sword for MSMEs



Source: Pre-research carried out by the research team

Abohet al. in Mojaye and 100 US dollars. Second, retailers asked the Minister of Trade to regulate predatory pricing, as found by the government, including the Minister of Cooperatives and SMEs. On the other hand, digital technology can be a double-edged sword for MSMEs. Based on the explanation above, researchers found research phenomena and gaps between previous research results and the latest research results. Looking at current conditions, it is very likely that there are differences in the results from previous research on Indonesian MSMEs. Therefore, the author wants to conduct research with the title "Study of the MSME Life Sector: Digital Marketing Capabilities, Mediated by the Use of Chatbots in Customer Relationship Management (CRM) to Improve Marketing Performance"

### 1.1 Objectives of the Study

Based on the background description above, the problem formulation in this research can be formulated as follows: 1) Does the use of digital marketing capabilities (use of social media, online advertising, marketing content) have a significant effect on marketing performance? 2) Does the use of digital marketing capabilities (use of social media, online advertising, marketing content) have a significant effect on CRM chatbots? 3). Does the use of digital marketing capabilities (use of social media, online advertising, marketing content) have a significant effect on marketing performance via CRM chatbot?

## II. Review of Literatures

### 2.1 Digital Marketing

Digital Marketing also influences owners' purchasing intentions through searches and time spent by consumers searching for MSMEs in the West Java industry (Frans Sudirjo1, et al. 2023). MSME businesses strive to attract existing and new owners to their websites; this is only possible by considering the impact of digital marketing on owner relationships (M.Novan Fihrianto,et.al,2023). The concept of owner relationship management (CRM) emerged from complex and efficient companies that combined advanced owner services with rapid technological changes to increase consumer purchasing power (Frans Sudirjo1, et al. 2023; Chotipong Sansern (2022). The traditional form of CRM is now included in new technology through the application of digital marketing to communications, advertising and owner services to achieve owner loyalty and satisfaction (M.Novan Fihrianto, et.al, 2023). According to Tjiptono in Marlizar (2020) marketing performance is a function that has the greatest contact with the external environment, even though the company only has limited control over the company's environment. In the world of marketing, consumers are assets that must be maintained and maintained their existence in order to remain consistent with the products we produce (Romdonny and Rosmadi, 2019).

### 2.1 CRM Implementation

CRM implementation offers owners more facilities for data collection, better understanding, and access to strategic marketing information, which contributes to reducing costs through wrong marketing tactics (Wong et al., 2019). Apart from that, digital transformation in the MSME sector can be beneficial in terms of reducing costs, accuracy, flexibility, work speed and of course will increase the competitiveness of insurance companies. With digitalization, business people will introduce new products and develop different marketing platforms. However, the MSME sector is still relatively young. The regulatory body, the MSME Authority, was only created in 2020 to protect consumer interests (Raj, 2020). There is rapid change in the MSME sector, much of this transition is caused by the consumer shift towards technological change. E-commerce is booming in the UAE, currently, the figure is over \$16 billion annually and is expected to grow 23% annually. for the next few years (G.N. Andhika Mahendra, 2023). This change opens the door for MSME companies to move towards digitalization. Micro, small and medium enterprises (MSMEs) represent around 90% of businesses and more than 50% of employment worldwide. MSMEs can be said to be one of the important pillars in the structure of the Indonesian economy. Based on data from the Ministry of Cooperatives and SMEs in 2021, currently there are 64.2 million MSMEs with a contribution of 61.07% or IDR 8,573.89 trillion to the country's GDP .Most importantly, MSMEs provide employment for 97% of the country's total workforce – around 117 million workers – 64.5% of whom are women. This pandemic has caused a huge global economic shock, causing a recession over the last two years, which has largely impacted the MSME sector. Data shows that 80-90% of MSME income comes from the MSME sector. lost during the pandemic due to several problems. The first problem is capital difficulties – the majority of MSMEs in Indonesia are managed traditionally, unplanned, and have little access to proper credit financing. Second, an official business license is a requirement for obtaining bank loans and proper credit. Third, the lack of business management, innovation and distribution skills makes MSMEs unable to compete. Fourth, training is still a problem - MSMEs still lack training to handle financial management, product innovation and network building skills.

This pandemic has changed consumer purchasing behavior from offline to online, thus providing new challenges and opportunities for MSMEs. However, the rapid development of digitalized MSMEs, especially in the new economic sector, only occurs in urban areas and provinces with high levels of technology adoption. This causes a digital divide, namely the gap between regions in various regions in Indonesia, the largest archipelagic country in the world. Apart from that, this also has an impact on human resources and entrepreneurship. Based on the researcher's knowledge, there has been no research that looks at this perspective. Apart from that, this research will be useful for regulators and policy makers to protect consumer interests and develop MSME business perspectives in this digital world.

There are several studies related to this research, including about Customer Relationship Management (CRM), which is one way to manage and improve the relationship between MSME companies and their owners. This involves better understanding the owner, their preferences, and the owner's needs. CRM plays an important role in managing and improving relationships between MSME companies and owners (Caroline et al., 2020). By understanding owners and their needs more deeply, MSME companies can provide personalized services, increase owner satisfaction and increase owner satisfaction (M.Novan Fithrianto et al., 2023). Implementing effective CRM practices requires investment in technology infrastructure, an owner-centered culture, and the development of loyalty programs (Saini & Singh, 2020). By adopting this strategy, MSME companies can benefit from CRM and gain a competitive advantage in the industry (Sang Uk Jung., 2023).

### **2.3 Online Advertising**

Online advertising is a powerful marketing tool used by MSME companies to promote their products and services and increase the visibility of their websites or information systems (Wely Hadi Gunawan et al., 2021). The core of MSME companies' marketing plans now includes online advertising. To make an MSME company website more visible, it is necessary to use the internet and online platforms to promote goods and services. Both non-search and search advertising formats have shown that this type of marketing. The use of effective and efficient CRM implementation will improve company performance (Golan Hasan et.al, 2023).

### **2.4 Content Marketing**

Content marketing aims to provide information and education to the audience, with a focus on solutions to problems or owner needs. Content marketing is a powerful strategy that focuses on providing valuable information and education to the audience. By addressing an owner's problem or need, businesses can build trust, interact with their audience, and drive organic traffic to their website (Siddoo & Sawattawee, 2020). Person with emotional and behavioural difficulties are faced with interpersonal relationships, and their maladjusted behaviours are only a way of coping with difficult situations (Gadour, 2009).

Implementing an effective content marketing campaign requires thorough research, a well-defined content strategy, and the creation of high-quality, engaging content (du Plessis, 2022). By adopting this strategy, businesses can leverage content marketing to establish themselves as industry experts, connect with target audiences, and achieve their marketing goals. The strategy workshops typically involve an initial explanation of the strategies to be learned, followed by extensive practice sessions (Gadour, 2013).

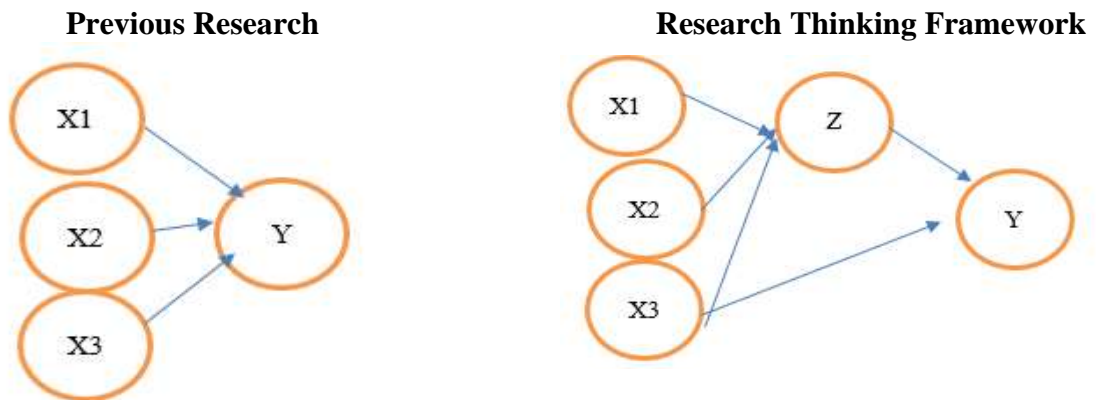


## 2.5 Current Chatbots

Current chatbot cannot handle more complex questions or requests, such as complex product inquiries or complex claims situations. Although chatbots are increasingly popular in owner service and support, they may not be able to handle more sophisticated questions or requests, especially those related to complex items or claims scenarios (Um et al., 2020). This paper aims to explore the limitations of chatbots in handling complex questions, the challenges associated with understanding and responding to those questions, and potential solutions to improve chatbots' ability to answer complex owner needs.

## 2.6 Theoretical Framework

Framework for Thinking and Recency Hypothesis



X: Digital Marketing Capabilities  
 X1: use of social media  
 X2: online advertising,  
 X3: marketing content  
 Z : CRM chatbot  
 Y: Marketing Performance

## III. Research Methods

This research adopts a quantitative approach using SmartPLS 3.29 for data analysis. This study involves SMEs in West Java as the research population, with data collected through structured questionnaires distributed to business owners and managers.

The analysis focuses on the relationship between Digital Marketing Capabilities, CRM Chatbot usage, and Marketing Performance. Descriptive statistics, validity and reliability tests, and structural equation modeling (SEM) are employed to analyze the data.

### 3.1 Fishbond Images Research Methods



## IV. Result and Discussion

### 4.1 Characteristics of Respondents

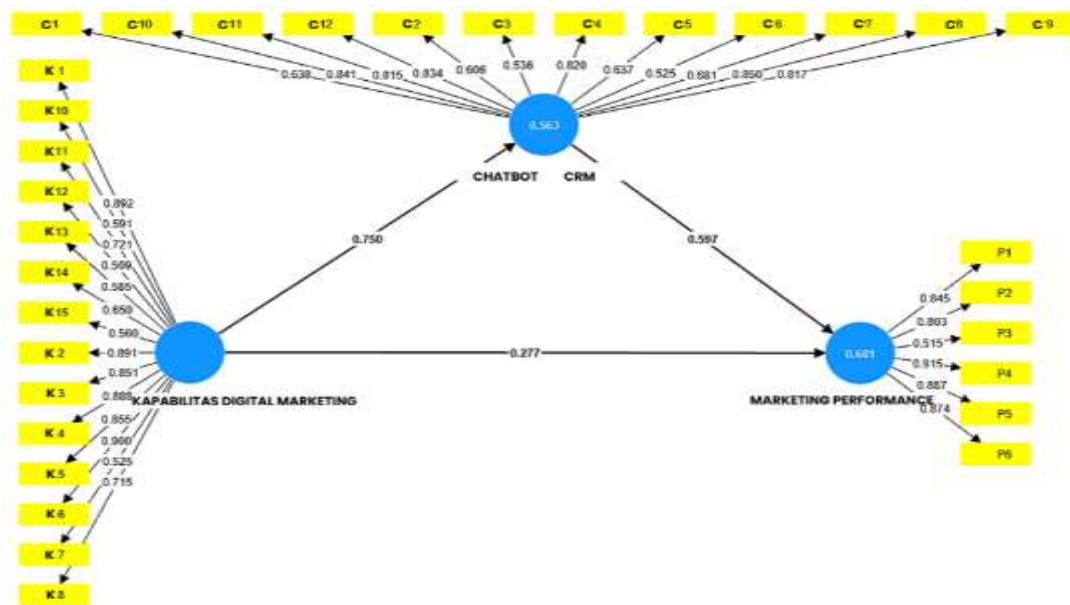
According to Owner's Domicile Based on the questionnaires that have been distributed, the results of the characteristics based on the respondent's domicile are as follows. Calculation Results of Respondents According to Owner's Domicile

Warga Negara Indonesia	Jumlah	Presentase
Jabodetabek	312	78,4%
Luar Jabodetabek	86	21,6%
Jumlah	111	100%

Sumber: Data Diolah 2024

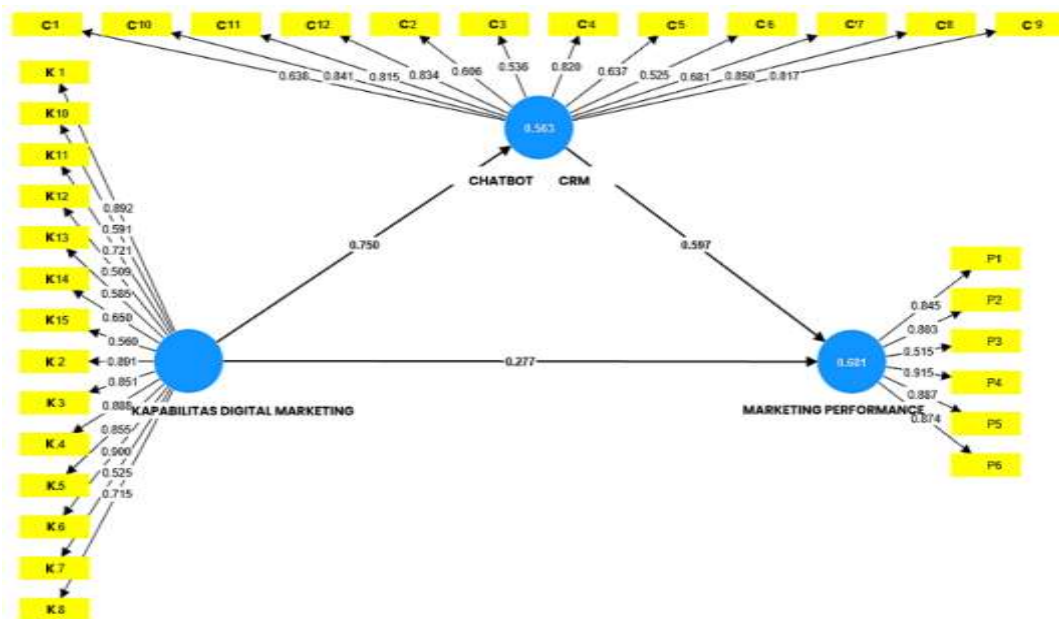
### 4.2 Measurement Model (Outer Model)

Validity test can be obtained by using the first path with the SmartPLS application to form an initial path diagram. The formation of diagrams using model testing is appropriate to fulfill convergent validity, namely the loading factor of each statement on the digital marketing capabilities, Chatbot CRM and Marketing Performance variables. Form a path diagram in the image below:



**Figure 1. Outer Initial Model**  
Source: SmartPLS Output Results

An indicator is said to be valid if it obtains a relationship value that exceeds 0.7. However, in research that is still in the process of being developed, a loading scale of 0.5 to 0.6 is still acceptable (Juliansyah, 2014). Based on Figure 12, if there are statement instrument values in the digital marketing capabilities, Chatbot CRM, and Marketing Performance variables, the results are below the loading factor, namely smaller than 0.5, then they are not used to analyze the next data test and will be removed from the path diagram in the image below:



**Figure 2. Outer Model After Re-Estimation**  
 Source: SmartPLS Output Results

Next, another test is carried out, namely the discriminant validity test which can be seen from the AVE value on each statement instrument for the indicators used in the research. The SmartPLS 4.0 output obtained from the AVE results is as follows:

### 4.3 Average Variant Extracted (AVE)

		Average Variand Extracted (AVE)
Capabilities	digital	0.545
marketing		
Chatbot CRM		0.528
Marketing		
Performance		0.668

A good AVE value is one that exceeds 0.5 (Ghozali, 2021). Based on table 15 above, it can be seen that the AVE value for each indicator is more than 0.5. Service quality has an AVE value of 0.545, Chatbot CRM has an AVE value of 0.528 and Marketing Performance has an AVE value of 0.668. So, from these data it can be concluded that each instrument of the indicators in this research variable can be said to be valid so that it can be continued to the next stage.

After carrying out validity testing, analysis will then be carried out using a reliability test. The reliability test can be seen from the output results in the SmartPLS application, which are obtained from the Croobach Alpha and Composite Reliability values of each variable.

### 4.4 Testing the Reliability of Indicators

Testing the reliability of indicators on the digital marketing capabilities, Chatbot CRM, and Marketing Performance variables can be done in 2 ways, namely composite reliability and Cronbach's alpha (Ghozali, 2021). Composite Reliability value from SmartPLS 4.0 output

	<i>Composite Reliability</i>
Capabilities digital marketing	0.950
Chatbot CRM	0.929
Marketing Performance	0.915

Sumber: Data Diolah 2024

#### 4.5 The Determinant Coefficient (R-Square)

The Determinant Coefficient (R-Square) is a tool that measures how far the model explains variations in the dependent variable. The coefficient of determination values are zero and one. If the relationship has a small value, it explains that the variance of the dependent variable has limits and if the value is close to 1 then the independent variable provides almost the information needed to make predictions on the dependent variable (Ghozali, 2021). According to (Ghozali, 2021), if the R<sup>2</sup> value is 0.67, it means good, the R<sup>2</sup> value is 0.33, it means moderate, and the R<sup>2</sup> value is 0.19, it means weak. The results of the SmartPLS application output are as follows

	-	R Square Adjusted
Chatbot CRM	0.681	0.675
Marketing Performance	0.563	0.559

Sumber: Data Diolah 2024

Based on table above, the results of the R-Square for the Chatbot CRM variable are 0.681, which according to (Ghozali, 2021) includes a good influence. In terms of the percentage of digital marketing capabilities to Chatbot CRM, it is  $(0.681 \times 0.681) \times 100\%$ , meaning that digital marketing capabilities can be explained by the achieved Chatbot CRM value of 46.3% and the remaining 53.7% is due to other variables not used in this research, such as quality, product, brand image and others. The Marketing Performance variable obtained an R-Square value of 0.563, which according to (Ghozali, 2021) includes a moderate influence. In terms of the percentage of digital marketing capabilities to Marketing Performance, it is  $(0.563 \times 0.563) \times 100\%$ , meaning that digital marketing capabilities can be explained by the achievement of a Marketing Performance value of 31.69%, while 68.31% is influenced by other factors not used in this research, such as Trust, price, etc

#### 4.6 Value of SRMR, d\_ ULS, d G

In this research, we will only use three model suitability test statistics based on Henseler's opinion in (Latan & Noonan, 2017), namely Strdizeld Root Mean Square Residual (SRMR), Unweighted Least Squares Discrepancy (d\_ ULS) and Geodesic Discrepancy (d\_ G).



Nilai SRMR, d_ ULS, d G				
	Saturated		Kriteria Model Fit	Kesimpulan
	model	Estimated model		
SRMR	0,077	0,077	SMSR < 0,08	Baik
d_ ULS	3,096	3,096	d_ ULS > 2.000	Baik
d_ G	2,565	2,565	d_ G > 0,900	Baik

Sumber : Hasil Output SmartPLS 4.0

In the table above, the SRMR value for the research results is 0.077, referring to Weltzells (2009) and Schellmellelh et al (2003), so it is included in the Gof Meldilum value and it is still acceptable, so it is concluded that the model used is suitable or close to the experimental data. This is also supported. The conditions of  $d\_ULS > 2,000$  and  $d\_G > 0.900$  indicate that the model used is suitable for the test data.

#### 4.7 VAF Test

Tabel 21. Hasil Uji <i>Variance Accounted For</i> (VAF)		
	Pengaruh Tidak Langsung	Indirect Effect
1	Capabilities digital marketing → Chatbot CRM → Marketing Performance	0.448
	Pengaruh Langsung	Original Sampel
1	Capabilities digital marketing → Chatbot CRM CRM	0.750
2	Capabilities digital marketing → Marketing Performance	0.277
3	Chatbot CRM → Marketing Performance	0.597
	Pengaruh Total	(PTL + PL)
1	Capabilities digital marketing → Chatbot CRM → Marketing Performance	0.725
VAF = Pengaruh Tidak Langsung / Pengaruh Total		
1	VAF = Capabilities digital marketing (0.448/0.725)	0.617 (61.7%)

Sumber Data Diolah (2024)

Based on the Variance Accounted For VAF calculation to test the influence of the CRM Chatbot variable as a mediator between the influence of digital marketing capabilities on Marketing Performance, it is 0.617 or 61.7%, which means that the CRM Chatbot is able to mediate fully in accordance with the requirements of  $VAF > 20\%$  = mediate fully.

#### 4.8 Table of T Test

	Original (O)	Sample	Sample Mean (M)	Strt (STDEV)	Deviation (O/STDEV)	T Statistics (O/STDEV)	P Value
X->Z	0.750		0.759	0.052		14.454	0.000
X->Y	0.277		0.275	0.115		2.420	0.016
X->Z->Y	0.448		0.456	0.081		5.498	0.000

ber: Data Diolah 2024

Based on table above, it can be seen from the original sample that the digital marketing capabilities variable on CRM chatbots produces a value of 0.750, meaning that

digital marketing capabilities have a positive influence on CRM chatbots. The results of testing the digital marketing capabilities variable on Chatbot CRM resulted that the t count of 14,454 was greater than the t table of 1.982 and had a significant value of 0.000 below 0.05. This shows that digital marketing capabilities have a significant influence on CRM chatbots. So, these results show that H1 can be accepted.

Digital marketing capabilities on Marketing Performance produced an original sample value of 0.277, meaning that digital marketing capabilities have a positive influence on Marketing Performance. The results of testing the digital marketing capabilities variable on Marketing Performance resulted in the t count of 2,420 being greater than the t table of 1.982 and having a significant value of 0.016 below 0.05, meaning that digital marketing capabilities have a significant influence on Marketing Performance.

Digital marketing capabilities on Marketing Performance via Chatbot CRM produced an original sample value of 0.448, meaning that digital marketing capabilities have a positive influence on Marketing Performance via Chatbot CRM. Then, the results of testing the digital marketing capabilities variable on Marketing Performance via Chatbot CRM resulted in the t count of 5,498 being greater than the t table of 1.982 and having a significant value of 0.000 below 0.05, meaning that digital marketing capabilities have a significant influence on Marketing Performance via Chatbot CRM.

#### **4.9 Discussion**

##### **a. The Influence of Digital Marketing Capabilities on CEM Chatbots**

The positive and significant influence proves the digital marketing capabilities are one of the factors influencing SMEs's CRM chatbot products. In line with research according to (Nadhifah, 2021) that as digital marketing capabilities increase, the CRM chatbot tends to increase. So, it can be interpreted that the indicators of digital marketing capabilities influence the CRM chatbot, namely physical evidence (tangible), reliability, responsiveness, assurance, and empathy which make a big contribution to its role. to influence the CRM Chatbot. This is also proven by the highest outer loading value with the statement. So, indicators of digital marketing capabilities can be a determining factors in increasing decisions to buy SMEs products.

##### **b. The Influence of Digital Marketing Capabilities on Marketing Performance**

The positive and significant influence proves that digital marketing capabilities are one of the factors that influence marketing performance. In line with research according to (Hasan, 2013) the equality of the owner is a strong factor in marketing performance. It can also be interpreted that indicators of digital marketing capabilities influence marketing performance. Physical evidence (tangible), reliability, responsiveness, assurance, and empathy which make a big contribution to their role in influencing marketing performance. So, indicators of digital marketing capabilities can be determining factor in determining the level of marketing performance capabilities on marketing performance.

##### **c. The Influence of Digital Marketing Capabilities on Marketing Performance via CRM Chatbots**

SMEs management in improving their digital marketing capabilities must prioritize and increase the size of the owner's decision to purchase SMEs product to achieve marketing performance. The positive and significant influence prove that digital marketing capabilities are one of the factors that influence marketing performance via Chatbot CRM

for SMEs. In line with research according to (Budiono, 2020) the product CRM Chatbot determines marketing performance. So, it can also be interpreted that the indicators of the CRM Chatbot influence marketing performance, namely product choice, dealer choice, purchase timing, number of purchase, and method. Payment makes a big contribution to its role in influencing marketing performance. So, the CRM chatbot variable can be a determining factor in improving marketing performance.

## V. Conclusion

Based on the results of the research that has been carried out, the results of the analysis and discussion that have been explained in the previous chapters regarding marketing performance, Chatbot CRM and service quality in SMEs after the COVID-19 pandemic, as well as the test that have been carried out, the following conclusions can be drawn.

Digital marketing capabilities have a significant influence on SMEs CRM Chatbots, meaning that digital marketing capabilities are one of the elements that can increase the decision to buy products and SMEs.

Digital marketing capabilities have a significant influence on the marketing performance of SMEs, meaning that digital marketing capabilities are one element that can improve marketing performance when making purchase at SMEs.

DIGITAL marketing capabilities have a significant influence on marketing performance through chatbot CRM SMEs, meaning that companies that have good digital marketing capabilities can influence the decision to buy SMEs, which will increase marketing performance when making a purchase and can also increase company profits

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