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Encouraging Digital Marketing Readiness for Cibaduyut MSMEs: Needs Analysis and Enhancement Strategies

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ABSTRACT

This study aims to identify the need to improve the digital marketing readiness of Cibaduyut shoe and footwear craftsmen. Cibaduyut is one of the largest and oldest local shoe and footwear industry centers in Bandung City that is in demand by both national and international markets. However, several problems were found to be experienced by craftsmen, including the monetary crisis, which caused a decline in people's purchasing power, the existence of the ASEAN-China free trade area (ACFTA), which facilitated the entry of imported products, digital developments, and globalization which brought significant changes to the decline in shoe and footwear sales, and the low understanding of craftsmen regarding digital marketing which resulted in craftsmen losing out to sellers who implemented digital marketing. This study applies the digital marketing readiness model and Refined Kano. Non-probability sampling was used for sampling with a purposive sampling technique. A survey of 100 Cibaduyut shoe and footwear craftsmen was conducted to assess 15 attributes of needs. Among these needs, nine attributes require improvement, while the remaining require further development.

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are the foundation of an economy that is closely related to a country's economic growth [1]. In Indonesia, MSMEs have a major role and contribution to improving the Indonesian economy by contributing 61.07 to the Gross Domestic Product (GDP) [2]. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises (Ministry of KUKM), MSMEs can absorb 97% of the total workforce and can raise 60.4% of total investment in Indonesia [3]. One integral part of MSMEs that contributes to economic growth is the creative industry. The creative industry is a field of economic activity that has proven to have great potential as one of the industrial sectors that has high competitiveness [4]. The creative industry is grouped into 17 subsectors with the culinary, fashion, and craft subsectors as the most contributing industries [5], [6]. Bandung City has potential in various industrial sectors, both large, medium, and small-scale industries [7]. One area that has economic potential in the city of Bandung is the Cibaduyut shoe and footwear industry center [8]. In the area, many craftsmen produce shoes, especially high-quality leather shoes, that can penetrate national and international markets [9].

Digital developments bring significant changes in producing to marketing products, and only a few craftsmen can keep up with these changes and experience business setbacks [10]. Starting when Indonesia experienced a monetary crisis that had an impact on the price of raw materials for making shoes and other footwear, resulting in a decrease in people's purchasing power. The existence of the ASEAN-China free trade area (ACFTA) makes it easier for imported products with cheaper prices to enter Indonesia, thus causing a decrease in turnover and business setbacks for the Cibaduyut shoe and footwear industry center [7]. Before 2016, many business units experienced a decrease in sales volume of up to 80%, meaning that they only produced 1.5 million pairs of shoes and footwear per year [11]. This decline in sales was also caused by low technology adoption, conventional business processes, digital-based business management, minimal knowledge support, and marketing activities only through offline stores [2]. The Cibaduyut shoe and footwear industry center is experiencing a significant decline due to globalization and digitalization [9], [12]. Limited capital resources to place large orders, limited human resources in the face of digitalization, lack of socialization, training, and guidance from the government regarding the implementation of digitalization of MSME products [13]. To identify in more detail other things that are factors in the decline in the competitiveness of the Cibaduyut shoe and footwear industry center, direct observation and in-depth interviews were conducted with several shoe and footwear craftsmen to find out the obstacles experienced during the business. A recapitulation of the in-depth interview results is presented in the table below.

Table 1 - The Obstacles for Cibaduyut Shoe and Footwear Craftsmen

No	The Obstacles
1	Low digital technology knowledge
2	A limited number of adaptive young craftsmen
3	Not using creative ways to market products
4	Difficult to adjust promotion methods by utilizing existing technology
5	Access to digital facilities and infrastructure is constrained
6	Left behind by sellers who make sales with digital marketing
7	Have not received training that encourages the use of digital marketing
8	Do not understand how to analyze the effectiveness of digital marketing used
9	Difficult to adapt business processes to changing demands
10	Do not understand the use of social media well
11	Offline stores are experiencing a decline in sales

Table 1 above shows the various problems experienced by the craftsmen, which indicated a significant gap in their digital readiness, especially in facing the challenges of globalization and digitalization [14], [15]. Existing research tends to focus more on information and communication technology development among MSMEs in general [16] and does not go in-depth into the specific needs and challenges faced by specific subsectors, such as the shoe and footwear industry in Cibaduyut. Most current research focuses on general aspects of digital transformation [17], such as improving digital infrastructure and providing internet access, but needs to understand the cultural, knowledge, and capability barriers that local craftsmen face on the ground. In addition, while there have been training initiatives and support programs from the government to increase the use of digital technology among MSMEs [18], the implementation and impact of these programs have been minimally evaluated. Limited resources, both in terms of capital and skilled labor, as well as the need for specialized training in digital marketing, are significant barriers for craftsmen to shift from conventional to digital business methods [10]. Previous research has also not explored the impact of using digital platforms such as social media and e-commerce at the small and micro-enterprise scale. Therefore, this study aims to fill the gap by identifying the specific needs required by shoe and footwear craftsmen in Cibaduyut to enhance their readiness in digital marketing.

This research was conducted by adapting the dimensions of digital maturity in research conducted by [19], into the dimensions of the digital marketing model obtained from Voice of Customer and several previous studies. The digital marketing model is a method used to identify the attributes of craftsmen's needs to improve the digital readiness of craftsmen. This model will be integrated with the Refined Kano Model. The Refined Kano model is used to identify the attributes of needs and determine improvement priorities based on the level of importance of these attributes. The results of this study are expected to fulfill True Customer Needs and provide benefits to various parties, especially the craftsmen in Cibaduyut.

2. METHOD

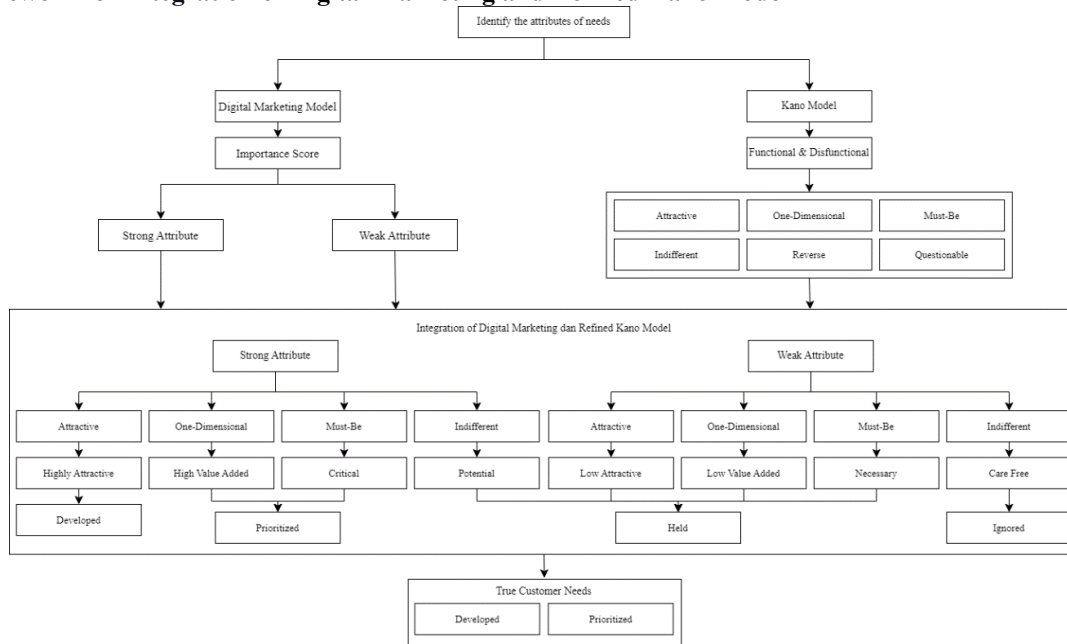### 2.1 Framework for Integration of Digital Marketing and Refined Kano Model

Figure 1 - Framework for Integration of Digital Marketing and Refined Kano Model

Research conducted by [20] focuses on developing service quality by integrating service quality and the Kano model. The purpose of the integration is to measure the gap between customer expectations and perceptions of service quality by classifying service attributes into Kano categories, which can help prioritize service improvement. Research by [20] focuses only on improving service quality, while this study focuses on enhancing the digital marketing readiness of Cibaduyut shoe and footwear craftsmen. Therefore, modifications were made to integrate digital marketing and the Refined Kano model. Integrating the digital marketing and Refined Kano model will result in developed, prioritized, held, and ignored attributes. Figure 1 is an integration of the digital marketing model and Refined Kano modified from [20].

In the initial stage, the attributes of needs were identified through in-depth interviews with craftsmen, direct observation, and literature study. Next, the digital marketing and Kano model questionnaire will be collected and processed data on the importance, functional, and dysfunctional levels. Digital marketing model questionnaire data processing is done by looking at the importance value of each attribute with the average importance value calculated from all respondents. Furthermore, attributes will be grouped into strong and weak attributes. Strong attributes are attributes with an importance value more than the average value of importance. In contrast, weak attributes are attributes with an importance value less than the average value of importance. Kano model questionnaire data processing is done by grouping functional and dysfunctional answers. Furthermore, the data is categorized based on the Kano evaluation table and Blauth's formula. The results of the Kano model questionnaire are attributes of needs categorized into Kano model categories: must-be (M), one-dimensional (O), attractive (A), indifferent (I), reverse (R), and questionable (Q). The must-be (M) category is an attribute that will reduce the readiness of craftsmen if not fulfilled. One-dimensional (O) is an attribute that will make craftsmen achieve high readiness if the attribute performance is high. Attractive (A) is an attribute that makes craftsmen feel more ready if this attribute can be fulfilled; if not fulfilled, it will not reduce the level of readiness of craftsmen. Indifferent (I) is an attribute that makes craftsmen will not be affected by changes in the increase or decrease in attribute performance. Reverse (R) is the opposite of the one-dimensional category. Questionable (Q) is an attribute that occurs if the craftsman's answer contradicts the Kano question [6].

The next stage is the integration of the digital marketing and Refined Kano model. The Refined Kano model is a development method of the Kano model developed by Prof. Noriaki Kano to identify user needs and expectations through preference classification [21]. The Refined Kano model was developed by adding customer regard for explicit quality factors and integrating the Kano model with an evaluation of the apparent significance of each quality factor [22]. By developing this, [22] changed the quality elements of the Kano model into eight categories based on the level of importance to consumers. The Refined Kano model has eight elements that are distinguished based on their level of importance [22], [23]: highly attractive, less attractive, high value-added, low value-added, critical, necessary, potential, and carefree. Highly attractive is an attribute that will provide readiness for craftsmen but will not cause unpreparedness if not used. Less attractive is an attribute that has a lower attractiveness that will provide readiness if used but will not cause unpreparedness if not used. High value-added is an important attribute in the one-dimensional category of the Kano model that will affect the readiness of craftsmen, so if the attribute is not used, it will reduce the readiness of craftsmen. Low value-added is an attribute that has a lower level of importance in the one-dimensional category of the Kano model that will influence the readiness of craftsmen so that the readiness of craftsmen will decrease if not used. Critical is the integration of attributes from the high level of importance of the must-be category in the Kano model that will have little impact on enhancing the readiness of craftsmen. Necessary is an integration of less important must-be attributes in the Kano model that do not need to be prioritized in considering their implementation, but must still be maintained to maintain the readiness of craftsmen. Potential is an attribute that can not be prioritized but still exists because it has the potential to become an attractive attribute in the Kano model category. Care-free is an integration of indifferent weak importance attributes in the Kano model that does not influence the readiness of craftsmen. The digital marketing and Kano model questionnaire processing results will be used in this integration process. The results of processing strong attributes with attractive and highly attractive categories will be developed. The results of processing strong attributes with the categories of one-dimensional and high value-added, and must-be and critical will be prioritized. The results of processing strong attributes with indifferent and potential categories, weak attributes with attractive and low attractive, one-dimensional and low value-added, must-be, and necessary categories will be held. Meanwhile, weak attributes with indifferent and care-free categories will be ignored. The attributes, along with the results of the analysis of developed and prioritized actions, will become True Customer Needs, which will be used as material for improvement recommendations.

2.2 Research Design

The data collection process is carried out based on the type of data: primary data and secondary data. Primary data is data collected directly by researchers from the first source, such as participants or research objects. Primary data is divided into two types of data: qualitative and quantitative data. Qualitative data is obtained by conducting direct observations and interviews with several craftsmen and the chairman of the Alliance of Footwear Producers (ASPAK) West Java. Meanwhile, quantitative data is the data from filling out the digital marketing and Kano model questionnaires. Secondary data is data derived from literature studies on previous research. Secondary data is obtained by processing data from pre-existing sources.

This research uses two questionnaires: the digital marketing and the Kano model questionnaires. The digital marketing model questionnaire measures the digital marketing readiness of Cibaduyut shoe and footwear craftsmen and has one measurement scale, the level of importance. The measuring instrument used in the questionnaire is a Likert scale with a scale of 1 to 4 for the digital marketing model questionnaire with an importance level of "Strongly Disagree" to "Strongly Agree". The Kano model questionnaire is used to classify requirement attributes into Kano categories based on two measurement levels: the functional level and the dysfunctional level. The scale used for the Kano model measurement is a scale of 1 to 5 with a measurement level of "Strongly Disagree" to "Strongly Agree". The results of the distribution of the digital marketing and Kano model questionnaires will be tested for reliability using Cronbach's Alpha coefficient. This reliability test is used to measure the extent to which instruments in research can be trusted and provide consistent results [24]. The instrument is reliable if the Cronbach's Alpha coefficient is more than 0,60 [25].

In this study, the technique used for sampling is non-probability sampling with a purposive sampling technique. Determination of the number of samples can be done by multiplying the number of research attributes by 5 to 10 [25]. In this study, there are 15 attributes to be tested, so the number of samples can be calculated with 15 x 5 = 75 to 15 x 10 = 150. Therefore, the sample size in this study was around 75 to 150 respondents. Furthermore, the questionnaire was distributed to Cibaduyut shoe and footwear craftsmen through online media, such as personal chat via WhatsApp and the Cibaduyut shoe and footwear craftsmen community on Facebook. This study obtained 100 respondents who will be used for data processing. The criteria for respondents in this research questionnaire are craftsmen and owners of Cibaduyut shoe and footwear business units who have not implemented the use of digital marketing optimally. The scale of the business owned by the respondents is a micro business unit in the Cibaduyut area.

After data collection will be done data processing digital marketing model questionnaire by calculating the importance value. Measurement is done by looking at the importance value and the average value of the importance of the digital marketing model, then separating the strong attributes and weak attributes. Strong attributes are attributes that have an

importance value more than the average value of importance, while weak attributes are attributes that have an importance value less than the average value of importance. Meanwhile, the data processing of the Kano model questionnaire was carried out by categorizing using the Kano evaluation table and Blauth's formula.

3. RESULT AND DISCUSSION

3.1 Identification of Need Attributes

This study has 15 need attributes obtained from in-depth interviews with several craftsmen and previous research that will produce the Voice of Customer, which is the need of the craftsmen. The obtained attributes of needs will be grouped into the dimensions of the digital marketing model. The 15 attributes of needs are described below.

Table 2 - Research Dimensions

No	Dimension	Need Attributes	Attribute Code	Statement	Source
1	Strategy	Digital transformation	ST1	Almost all work is done manually.	VOC
		Market analysis	ST2	Low knowledge of market needs.	VOC
		Innovation	ST3	Do not use creative ways to market products.	[26], VOC
2	Technology	Hardware	TC1	Limited technology tools.	VOC
		Integrated data	TC2	Internal data management is done manually using bookkeeping.	[16], VOC
		Software	TC3	Have not adjusted the way of promotion by utilizing existing technology.	[17], VOC
3	Human Resources	Skills	HR1	Low digital marketing skills and understanding.	[27], VOC
		Training	HR2	Have not received training that encourages the use of digital marketing.	[28], VOC
		Performance evaluation	HR3	Do not have resources that understand how to analyze the effectiveness of digital marketing used.	[29], VOC
4	Organization	Organizational structure	OG1	Lack of resources skilled in using digital marketing.	[28], VOC
		Job description	OG2	Difficulty dividing tasks according to work.	VOC
		Business process	OG3	Difficulty adjusting business processes to the demands of change.	VOC
5	Marketing Program	Website	MP1	Not able to optimize the application of digital technology properly (Example: website).	[30], VOC
		Social media	MP2	Uneven use of social media between business units.	[19], VOC
		Marketplace	MP3	Offline stores lose out to online stores.	VOC

3.2 Digital Marketing Model Data Processing

The processing of the digital marketing model questionnaire will produce attributes with strong attribute categories and weak attributes. The following are the data processing results of the digital marketing model questionnaire.

Table 3 - Digital Marketing Model Questionnaire Data Processing Results

No	Attribute Code	Importance Value	Average Importance	Attribute Category
1	ST1	3,36	2,96	Strong Attributes
2	ST2	2,90	2,96	Weak Attributes

No	Attribute Code	Importance Value	Average Importance	Attribute Category
3	ST3	3,03	2,96	Strong Attributes
4	TC1	3,05	2,96	Strong Attributes
5	TC2	2,75	2,96	Weak Attributes
6	TC3	2,47	2,96	Weak Attributes
7	HR1	3,37	2,96	Strong Attributes
8	HR2	3,08	2,96	Strong Attributes
9	HR3	3,02	2,96	Strong Attributes
10	OG1	2,57	2,96	Weak Attributes
11	OG2	2,70	2,96	Weak Attributes
12	OG3	3,04	2,96	Strong Attributes
13	MP1	2,47	2,96	Weak Attributes
14	MP2	3,29	2,96	Strong Attributes
15	MP3	3,37	2,96	Strong Attributes

Based on the results of data processing of the digital marketing model questionnaire, attributes that are less than the average of importance value are categorized as weak attributes, and attributes that are more than the average of importance value are categorized as strong attributes. In this study, there are six weak attributes and nine strong attributes. With an average importance value of 2.96, the strong attributes obtained are digital transformation (ST1), innovation (ST3), hardware (TC1), skills (HR1), training (HR2), performance evaluation (HR3), business processes (OG3), social media (MP2), and marketplace (MP3).

3.3 Kano Model Data Processing
The Kano model questionnaire data processing involves grouping functional and dysfunctional answers to obtain attribute categories from each respondent using the Kano model evaluation table and Blauth's formula [6]. The following are the results of the Kano model questionnaire processing.

Table 4 - Kano Model Questionnaire Data Processing Results

No	Attribute Code	A	O	M	A+O+M	I	Q	R	I+Q+R	Kano Category
1	ST1	7	42	23	72	22	4	2	28	O
2	ST2	13	26	28	67	24	3	6	33	M
3	ST3	17	30	31	78	16	3	3	22	M
4	TC1	12	35	30	77	20	0	3	23	O
5	TC2	16	31	13	60	28	3	9	40	O
6	TC3	9	41	21	71	22	2	5	29	O
7	HR1	6	39	21	66	29	0	5	34	O
8	HR2	9	28	27	64	27	2	7	36	O
9	HR3	4	15	33	52	36	3	9	48	M
10	OG1	7	15	37	59	29	2	10	41	M
11	OG2	7	42	18	67	26	1	6	33	O
12	OG3	8	25	31	64	30	2	3	35	M
13	MP1	15	25	24	64	23	2	11	36	O
14	MP2	13	47	20	80	14	2	4	20	O
15	MP3	14	56	13	83	14	2	1	17	O

Based on the results of the Kano model questionnaire data processing, from 15 attributes, five attributes are obtained that fall into the must-be (M) category, and ten attributes are included in the one-dimensional (O) category.

3.4 Integration of The Digital Marketing and Refined Kano Model Data Processing
After both questionnaires are processed, the next stage is combining the digital marketing model categories and Refined Kano. This is done to identify attributes that need to be developed, prioritized, held, and ignored. Below are the results of integrating the digital marketing and Refined Kano model.

Table 5 - Integration of The Digital Marketing and Refined Kano Model

No	Attribute Code	Importance Value	Attribute Category	Kano Category	Refined Kano Category	Action
1	ST1	3,36	Strong Attributes	O	High Value-Added	Prioritized
2	ST2	2,90	Weak Attributes	M	Necessary	Held
3	ST3	3,03	Strong Attributes	M	Critical	Prioritized
4	TC1	3,05	Strong Attributes	O	High Value-Added	Prioritized
5	TC2	2,75	Weak Attributes	O	Low Value-Added	Held
6	TC3	2,47	Weak Attributes	O	Low Value-Added	Held
7	HR1	3,37	Strong Attributes	O	High Value-Added	Prioritized
8	HR2	3,08	Strong Attributes	O	High Value-Added	Prioritized
9	HR3	3,02	Strong Attributes	M	Critical	Prioritized
10	OG1	2,57	Weak Attributes	M	Necessary	Held
11	OG2	2,70	Weak Attributes	O	Low Value-Added	Held
12	OG3	3,04	Strong Attributes	M	Critical	Prioritized
13	MP1	2,47	Weak Attributes	O	Low Value-Added	Held
14	MP2	3,29	Strong Attributes	O	High Value-Added	Prioritized
15	MP3	3,37	Strong Attributes	O	High Value-Added	Prioritized

Based on the integration results above, six attributes fall into the high value-added category, four fall into the low value-added category, three fall into the critical category, and two fall into the necessary category. It also produced attributes with recommended actions that held as many as six attributes and prioritized as many as nine attributes. Attributes with recommended actions prioritized and developed will result in the real needs of craftsmen or so-called True Customer Needs. Below are the True Customer Needs resulting from the integration of the digital marketing and Refined Kano model depicted in the radar diagram.
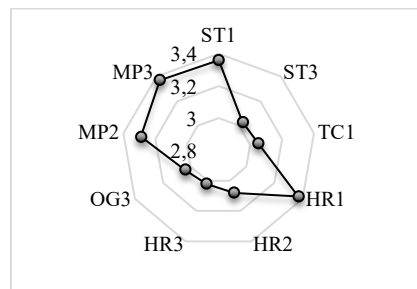

Figure 2 – Integration of The Digital Marketing and Refined Kano Model

Nine attributes become True Customer Needs are considered as needs for enhancing the digital marketing readiness of Cibaduyut shoe and footwear craftsmen. Digital transformation (ST1) and innovation (ST3) are attributes derived from the strategy dimension. Hardware (TC1) is an attribute derived from the technology dimension. Skills (HR1), training (HR2), and performance evaluation (HR3) are attributes derived from the human resource dimension. Business process (OG3) is an attribute derived from the organization dimension. Social media (MP2) and marketplace (MP3) are attributes derived from the marketing program dimension. The nine attributes have different priorities based on the importance value obtained. The attributes with the highest value are the skills (HR1) and marketplace (MP3) attributes with an importance value of 3,37.

The skills attribute (HR1) and marketplace (MP3) are the attributes with the highest importance value. This shows that the readiness of digital marketing craftsmen will be enhanced if they have skills in managing digital marketing and can take advantage of a well-managed marketplace. The marketplace can be utilized properly by optimizing available features. The digital transformation attribute (ST1) has an importance value of 3.36, which means that the digital marketing readiness of craftsmen will be enhanced if they optimize the use of the latest digital media. The social media attribute (MP2) has an importance value of 3.29, which means that the digital marketing readiness of craftsmen will be enhanced if they have well-managed social media. Social media can be managed with the help of online platforms, such as Creator Studio. The training attribute (HR2) has an importance value of 3.08, which means that the digital marketing readiness of craftsmen will be enhanced if they conduct training on how to organize digital marketing in a planned

manner. The hardware attribute (TC1) has an importance value of 3.05, which means that the readiness of digital marketing craftsmen will be enhanced if they have adequate technological devices. The hardware in question can be a cellphone or computer. The business process attribute (OG3) has an importance value of 3.04, which means that the digital marketing readiness of craftsmen will be enhanced if they can ensure that each job is by established business process standards. The innovation attribute (ST3) has an importance value of 3.03, which means that the digital marketing readiness of craftsmen will be enhanced if they take a creative approach to promoting their products. The approach can be done using interactive videos and features on social media. The performance evaluation attribute (HR3) has an importance value of 3.02, which means that the digital marketing readiness of craftsmen will be enhanced by evaluating the effectiveness of digital marketing for craftsmen who have tried to implement it. Evaluation can be done with the help of the latest technology, such as Google Analytics and Social Media Insight.

4. CONCLUSION

This research uses the digital marketing model and the Refined Kano approach. By identifying 15 attributes based on Voice of Customer and relevant literature studies. The identification results in this study show that business success today is determined by the quality of products or services and the ability to adapt to changes in digital and global markets. The approach to overcome this is to explore the attributes of digital marketing readiness needs for Cibaduyut MSMEs that have never been studied. Based on the study results, the attributes that need to be prioritized are digital transformation (ST1), innovation (ST3), hardware (TC1), skills (HR1), training (HR2), performance evaluation (HR3), business processes (OG3), social media (MP2), and marketplace (MP3). All nine attributes are included in the five dimensions used in the study. The attribute with the highest level of importance is the skills and marketplace attribute, which is 3,37. One of the main obstacles Cibaduyut craftsmen face is their low knowledge of digital technology. Therefore, there is a need for empowerment and continuous education in digital technology to improve the readiness of craftsmen to implement digital marketing, such as the marketplace. The main purpose of creating a marketplace is to help increase the marketing reach of MSMEs by integrating various features and services.

The digital marketing and Refined Kano model can be tested in other MSME sectors to strengthen the research findings. This approach requires more specific data collection as much research on the same topic has yet to be done. Therefore, future research needs to collect information more comprehensively to determine the appropriate attributes for the need.

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