

Research Article

Valued-Based Selling Capability and Marketing Support Advantage: Suggestions and an Assessment Of Past Research To Improve the Sales of a Shipping Company

Kundori¹, Sukrisno²

¹Faculty Maritime, Universitas Maritim AMNI, Semarang, Indonesia

²Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia (STIEPARI), Semarang, Indonesia

ORCID

Kundori: <https://orcid.org/0000-0001-7447-3562>

Sukrisno: <https://orcid.org/0000-0002-1836-4844>

Abstract.

To boost sales performance through marketing and a focus on entrepreneurship, this study developed and suggested a new fundamental model by adopting a variable valued-based selling capability. The model was tested on 110 respondents who were chosen through purposive sampling from a shipping business in Surabaya. Four hypotheses were suggested using quantitative research methods with Amos 22 as a data analysis tool. The results showed that the concept successfully drove sales performance, so the valued-based selling capability became an indicator of the key to success, demonstrating different marketing strategies for improving sales performance.

Keywords: Marketing Support Advantage, Entrepreneurial Orientation, Valued Based Selling Capability, Sales Performance

Corresponding Author: Kundori;
email: kundori.jaken@gmail.com

Published 26 May 2023

Publishing services provided by
Knowledge E

© authors et al. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the ICASI Conference Committee.

1. Introduction

The various viewpoints that salesforce researchers and sales managers hold are the foundation for dissecting the sales force mechanism of success. There is general agreement about the role of the sales force as the primary resource for sales revenue, real-time market intelligence, trend reconnaissance, and business forecasting, but there is a growing emphasis on developing a broader understanding of a sales staff's ability to meet increasing customer expectations [1]. The rapid change in environmental business ensures the realignment of the roles faced by customers in an organization to serve the present and future needs of its customers [2].

OPEN ACCESS

Performance remains a key concern for businesses as they focus their sales strategies on generating greater levels of shareholder value and customer value. As a result, businesses must clearly grasp the components that make up performance: selling power [3]. Based on the background of the above problems it has been shown that there is a gap related to increased Sales Performance, a conceptual model is proposed to try to solve this problem by adopting The concept of Value-Based Selling Capability (VBSC) research seeks to complete an increase in Sales Performance (SP) through Marketing Support Advantages (MSA) and Entrepreneurial Orientation (EO).

There is research related to research on EO which provides a quite controversial meaning. First, EO is viewed as a strategic idea for the development of an innovation strategy that is capable of accepting and managing risks, which will be followed by a decision to be made based on the company's managerial position in conducting business [4]–[9]. This ability will be characterized as a motivation and related direction to turn organizational assets into a capability that can be recognized as a risk-taking, innovative and proactive one. The concept of EO is conceptualized as a behavior in the business concept to refer to a trend of processes and behaviors that lead or a market that has been quite established with new products or services so EO is articulated as an innovation strategy that shows the company's ability to compete in business with innovation as a dominant characteristic of companies that are oriented towards the concept of entrepreneurship [4], [10].

In marketing theory there is the main view in relation to marketing advantage, there are three factors that become the reference, namely the degree of advantage in the allocation of human resources and the adoption of resources to have a strategy that will be used when there is competition, the findings of previous studies have mentioned that market advantage is still low and Human resources in marketing are still low and few, even though changes are quite dynamic and competition is fierce and uncertainty and irregularities change quite rapidly when it occurs in the market [11]–[13], meanwhile a concept of strategic advantage that is quite clear implicitly can be created. in the form of advantage which includes a very strategic marketing instrument in building breakthroughs in marketing strategy, this is emphasized because the advantage is the main asset in winning the competition in the market [11]–[13].

So that the company is expected to always have sufficient dynamic power in the face of competitive competition. The concept of adaptation-based sales ability has been widely researched by previous researchers, the results of research related to

implementation planning and utilization of value to bind customers based on that value capability [14], their study emphasizes how the ability of productive salespeople to increase customer satisfaction and generate purchase intentions. The study in this research emphasizes the role of innovative sales force innovation by tying the users of the marketing distribution channel which will eventually become the delivery of products from producers to end users.

A successful salesperson or salesperson is a salesperson who is able to increase the value of his sales through the sales ability process. In the face of fairly competitive market competition, while the salesperson must be able to offer services and prices that are quite good to consumers, this is because in the midst of competitive market competition, companies must leave the conventional marketing zone to think cognitively to see the density of suppliers from other companies. Customers who are on the same marketing distribution channel and must also be able to provide replacement products in this case a salesperson must be able to articulate the bid value based on its value in time from the bidder [14].

An innovativeness must be owned by a salesperson, this can be manifested in the form of an ability portfolio that is reflected in the delivery of values such as the ability to convince customers that in the monetary form of a product, this product can be realized through a value of price competition, a product that is valuable in terms of business time. and money and how salespeople are able to influence customers [14]. There are interactions and commitments that must be had to develop basic skills when selling products to customers even to end-users through value creation and delivery of value for these products [15].

A strategic effort to maintain and maintain SP, this must a major concern for salespeople to build a conceptual framework for increasing SP according to company expectations [14], [15]. Value-giving efforts are the key to improving the SP of a salesperson, this can be done, among others, through obtaining optimal market share, seeking to get new customers, being able to exceed new sales targets and generating high enough monetary sales, if all things can be obtained from the sales force this will be able to improve the SP of the company [16].

Based on the description above, the following hypothesis can be drawn:

H1: The higher the EO, the higher the MSA

H2: the higher the EO, the higher the VBSC

H3: The higher the MSA, the higher the VBSC

H4: the higher the VBSC, the higher the SP

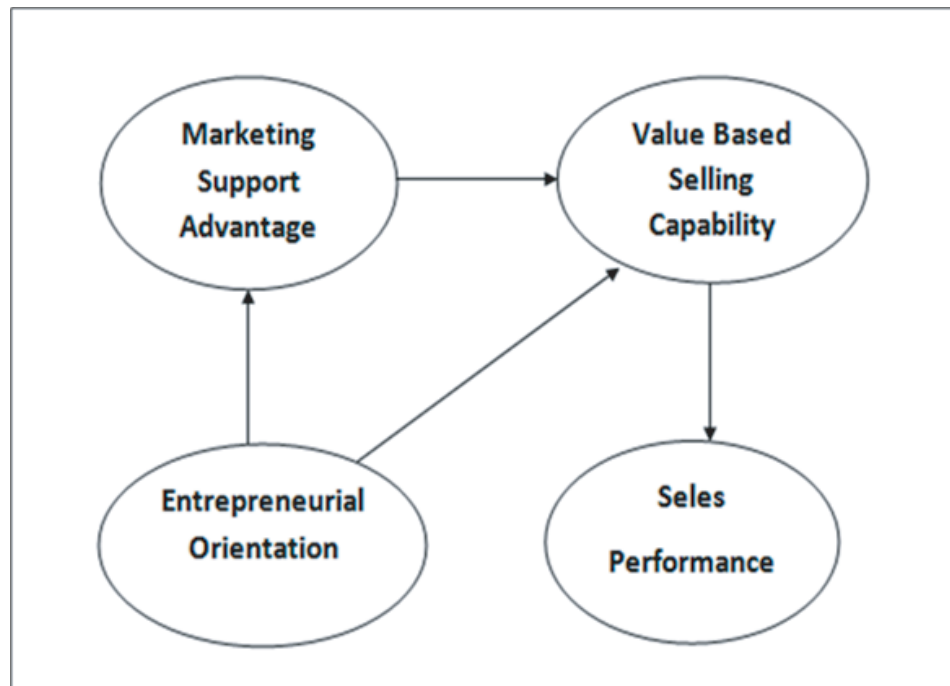


Figure 1: Theoretical framework, 2022.

2. METODE

2.1. Location and Time of Research

The object of this research was carried out at a shipping company in Surabaya years 2022. Among the population respondents, there were 60 males (60%) and 50 females (40%). Regarding the age, 10% of the total respondents were 20-30 years old; 60% were 31-40 years old, and 40% were above 41 years old. In terms of education levels, 41% of the total respondents had high school level education; 55% had undergraduate college degrees, and 4% had master's degrees. Sampling Techniques According to the top management status, 97% of the total respondents were the owner and only 3% were managed the business by the Manager.

2.2. Types and Methods of Data Collection

Researchers designed validity a questionnaire with 15 questions. Reliability Testing the measure consisted of a multi-item scale adopted from previous research. The measure

consisted of a multi-item scale adopted from previous research. Table 1 shows the variables used in our model, as well as the indicators and question items.

2.3. Analysis Method

Validation and Reliability Test

For all constructs greater than the cut-off level of the standard 0.50, the validity test is conducted using the loading factor or Average Variance Extracted technique, which compares the value obtained from each individual question item with the overall value [17], [18]. an instrument is said to be reliable if the Cronbach Alpha value is greater than or equal to 0.6 ". Research instruments and test results are presented in table form

TABLE 1: Research instrument and test results.

Name and reflective scale items (measured on a Likert scale of 1-5 points indicating the extent to which the respondent agrees with the following statement)	Loading Factor
Marketing Support Advantage (MSA) (Cronbach's $\alpha = 0,740$) - Product support based advantage - Resource support based advantage - Sales support based advantage	0,711 0,722 0,788
Entrepreneurial Orientation (EO) (Cronbach's $\alpha = 0,839$) - innovativeness - Consumer communication capability - Creating mutual value	0,635 0,721 0,722
Value Based Selling Capability (VBSC) (Cronbach's $\alpha = 0,713$) - Ability to offer good service for a price - Ability to articulatulate worth in time effort and money - Ability to make consumer fill getting money worth	0,622 0,632 0,718
Sales Performance (SP) (Cronbach's $\alpha = 0,824$) - Sales volume - Sales value - Sales growth	0,812 0,723 0,819

Source: author's data processing, 2022

3. RESULTS AND DISCUSSION

Researchers used variance based Structural Equation Modeling (SEM), namely, partial least-squares SEM, to analyze the data in this study the inclusion of formally measured constructs and due to our small sample size [18]–[21]. The table of Goodness of Fit criteria to test the feasibility of the whole model (full model) in the SEM analysis, is shown in the table.

Hypothesis test

TABLE 2: Goodness of Fit Model Criteria.

Goodness of fit model indicate	Cut off Value	Result of Cut of Values
χ^2 (Chi Square)	Expected small	97,283
Significant Probability	$\geq 0,05$	0,431
CMIN/DF	$\leq 2,00$	99
RMSEA	$\leq 0,08$	0,073
GFI	$\geq 0,90$	0,822
TLI	$\geq 0,95$	0,792
CFI	$\geq 0,95$	0,971

The next step is testing the hypothesis for the causal relationship between variables using the CR-Critical ratio criteria equal to or greater than 2.0 [17], [22] . The empirical analysis paradigm is then tested (output model). The outer model is a model that establishes how latent constructs and their signs relate to one another. In other words, the hypothesis establishes the relationships between each indicator and the other latent categories listed in the Table

TABLE 3: Hypothesis testing results.

Hypotheses	Estimate	S.E	Critical Ratio	P value ($\leq 0,05$)	Results
H1: The higher the EO , the higher the MSA	0,532	0,42	2,343	0,00	Accepted
H2: The higher the EO , the higher the VBSC	0,524	0,53	2,718	0,00	Accepted
H3: The higher the MPA, the higher the VBSC	0,619	0,61	2,712	0,01	Accepted
H4: The higher the VBSC, the higher the SP	0,623	0,66	2,608	0,02	Accepted

Source: author's data processing, 2022

H1. The role of EO, influencing MSA (table 4.2.) Describes the structural relationship model between EO and MSA. The findings of the structural pathway indicate that there is a significant relationship between the strategic EO and MSA ($t = 2,343 > 1.96$) with a significance value ($0.00 < 0.05$). Therefore, Hypothesis 1 is accepted.

H2. The role of EO, affecting VBSC (table 4.2.) Describes the structural relationship model of EO with VBSC. The findings of the structural pathway show that there is a significant relationship between the strategic EO and VBSC ($t = 2,718 > 1.96$) with a significance value ($0.00 < 0.05$). Therefore, Hypothesis 2 is accepted.

H3. The role of MSA, influencing the VBSC (table 4.2.) Describes the structural relationship model of MSA with the VBSC. The findings of the structural pathway indicate

that there is a significant relationship between the strategic MSA and VBSC ($t = 2,712 > 1.96$) with a significance value ($0.01 < 0.05$). Therefore, Hypothesis 3 is accepted.

H4. The role of VBSC has an effect on the SP (Table 4.2.) Describing the structural relationship model VBSC with the SP. The findings of the structural pathway show that there is a significant relationship between the strategic VBSC and SP ($t = 2,608 > 1.96$) with a significance value ($0.02 < 0.05$). Therefore, Hypothesis 4 is accepted.

The results of the study provide an understanding regarding the improvement of SP in a company by putting forward a conceptual model as an effort to improve SP based on EO which has been sufficient to provide ideas in increasing SP as a real contribution to increasing SP. However, There are many financial gaps that exist to improve SP based on EO by adopting various variables of MSA and value-based selling capability. Strategies in EO internally to build a network strength so as to be able to bind the end users of the product, it is hoped that EO will be able to attract external resources that are a da outside the company through innovations that are quite practiced in doing business. In addition, the concept of MSA also has a role in increasing the contribution to SP, this concept includes the advantage of continuous innovation to utilize useful marketing resources during difficult times and the ability to give priority to the weighted score for the advantage of the company's marketing resources.

This is done optimally and will be able to improve the company's SP. In addition, the concept of value-based selling capability also provides room to improve the company's SP, which is able to articulate value-based selling capabilities, so the company has been able to optimize the company's existing marketing resources, this can be achieved through service offerings and prices that are competitive enough to attract users. The company also needs to articulate value, time and money as an effort to optimize sales resources in the company, there is one other concept that we should not put aside is how we are able to pay attention to the interests of our customers, among others, we can provide this customer interest. The empathy that customers must also feel as if they deserve the money if this is done we are able to provide the ability to sell which is able to hold consumers with the articulation of value to support the ability to sell, ensi to improve SP.

4. CONCLUSIONS AND POLICY RECOMMENDATION

This study has succeeded in providing empirical evidence to show that the adoption of a model in increasing SP of a concept of valued based selling capability has been adopted and has become a driver in increasing SP and all the hypotheses proposed in this study have been successfully accepted. This conclusion shows that the neoteric implications have been able to be shown to support the increase in SP through a new basic model that seeks to build novelty in this study besides it is expected for companies to be able to make changes to work methods as a recommendation in this study regarding the certainty that service prices are expected to be achieved. They are also expected to be able to positively articulate the value of the time the customer value and money are able to provide an abstract form of appreciating customer value emphatically, besides that the company must also be able to provide a positive sales atmosphere which will have a considerable impact related to increased SP as measured by volume sales value and increased sales growth.

The concept of this research has been created well, but various limitations may arise in this study, the first limitation is due to the scope of SP in the shipping company but generalizations are transplanted to other companies selling materials for the industry in general besides that the study only focuses on product salespeople. Consumers but the application to the overall sales force of the company in general, further research is expected to be able to explore the concept of customer satisfaction, customer experience and leadership quality to be included in this model there must be a time interval for sales staff innovation and SP. Therefore, cross-sectional design surveys are necessary. This investigation suggests a longitudinal study.

References

- [1] Rapp MA, Schnaider-Beerl M, Grossman HT, Sano M, Perl DP, Purohit DP, et al. Increased hippocampal plaques and tangles in patients with Alzheimer disease with a lifetime history of major depression. *Arch Gen Psychiatry*. 2006 Feb;63(2):161–7.
- [2] Singh R, Venugopal P. The impact of salesperson customer orientation on sales performance via mediating mechanism. *J Bus Ind Mark*. 2015;30(5):594–607.
- [3] Agnihotri R, Kothandaraman P, Kashyap R, Singh R. Bringing ‘social’ into sales: the impact of salespeople’s social media use on service behaviors and value creation.

- J Pers Sell Sales Manage. 2012;32(3):333–48.
- [4] Al-Dhaafri HS, Al-Swidi AK, Al-Ansi AA. Organizational excellence as the driver for organizational performance: a study on Dubai police. *Int J Bus Manage*. 2016;11(2):47.
 - [5] Covin JG, Slevin DP. Strategic management of small firms in hostile and benign environments. *Strateg Manage J*. 1989;10(1):75–87.
 - [6] Lumpkin GT, Dess GG. Clarifying the entrepreneurial orientation construct and linking it to performance. *Acad Manage Rev*. 1996;21(1):135–72.
 - [7] Miller D, Friesen PH. Innovation in conservative and entrepreneurial firms: two models of strategic momentum. *Strateg Manage J*. 1982;3(1):1–25.
 - [8] Walter A, Auer M, Ritter T. The impact of network capabilities and entrepreneurial orientation on university spin-off performance. *J Bus Venturing*. 2006;21(4):541–67.
 - [9] Wiklund J. The sustainability of the entrepreneurial orientation—performance relationship. *Entrep Theory Pract*. 1999;24(1):37–48.
 - [10] Hughes M, Morgan RE. Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth. *Ind Mark Manage*. 2007;36(5):651–61.
 - [11] Combe C. Introduction to E-business. Routledge; <https://doi.org/10.4324/9780080492780>.
 - [12] Combe IA, Rudd JM, Leeftang PS, Greenley GE. Antecedents to strategic flexibility: management cognition, firm resources and strategic options. *Eur J Mark*. 2012;46(10):1320–39.
 - [13] Klingebiel R, Rammer C. Resource allocation strategy for innovation portfolio management. *Strateg Manage J*. 2014;35(2):246–68.
 - [14] Ruiz R, Kang H, Detcheverry FA, Dobisz E, Kercher DS, Albrecht TR, et al. Density multiplication and improved lithography by directed block copolymer assembly. *Science*. 2008 Aug;321(5891):936–9.
 - [15] Hammervoll T, Toften K. Value creation initiatives in buyer–seller relationships. *Eur Bus Rev*. 2010;22(5):539–55.
 - [16] Kim M, Hoegen M, Dugundji J, Wardle BL. Modeling and experimental verification of proof mass effects on vibration energy harvester performance. *Smart Mater Struct*. 2010;19(4):045023.
 - [17] Arbuckle J. “IBM® SPSS® AmosTM user’s guide,” 2016.

- [18] Malhotra NK, Kim SS, Patil A. Common method variance in IS research: A comparison of alternative approaches and a reanalysis of past research. *Manage Sci.* 2006;52(12):1865–83.
- [19] Haenlein M, Kaplan AM. A beginner's guide to partial least squares analysis. *Underst Stat.* 2004;3(4):283–97.
- [20] Reinartz W, Haenlein M, Henseler J. An empirical comparison of the efficacy of covariance-based and variance-based SEM. *Int J Res Mark.* 2009;26(4):332–44.
- [21] Richter NF, Cepeda-Carrion G, Roldán Salgueiro JL, Ringle CM. European management research using partial least squares structural equation modeling (PLS-SEM). *Eur Manage J.* 2016;34(6):589–97.
- [22] Arbuckle JL. *Ibm Spss Amos 21*. Chicago (IL): Amos Development Corporation; 2012.