

THE INFLUENCE OF DIGITAL TRANSFORMATION, MARKET ORIENTATION, AND STRATEGIC DIFFERENTIATION ON MARKETING PERFORMANCE (SURVEY ON CAFES IN SUKABUMI CITY)

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Abstract

Cafes are a rapidly growing culinary business in Sukabumi City. Although many cafes have sprung up and become trendy at first, many have experienced a decline in performance since then. This indicates a problem in marketing performance influenced by various factors such as digital transformation, market orientation, and strategic differentiation. The purpose of this study was to determine the influence of digital transformation, market orientation, and strategic differentiation on cafe marketing performance in Sukabumi City. This study used a quantitative method with an associative descriptive approach. The population in this study was all cafe managers in Sukabumi City, with a purposive sampling method for 45 respondents. The results of the F-test (simultaneous) indicate that digital transformation, market orientation, and strategic differentiation jointly have a significant effect on marketing performance. The results of the t-test (partial) indicate that digital transformation, market orientation, and strategic differentiation have a significant effect on marketing performance.

Keywords: Digital Transformation, Market Orientation, Strategic Differentiation, Marketing Performance

Abstrak

Cafe merupakan salah satu bentuk usaha di sektor kuliner yang berkembang pesat di Kota Sukabumi. Meskipun banyak cafe yang bermunculan dan sempat tren di awal pembukaan, tidak sedikit yang mengalami penurunan performa setelahnya. Hal ini menunjukkan adanya masalah dalam kinerja pemasaran yang dipengaruhi oleh berbagai faktor seperti digital transformation, market orientation, dan strategic differentiation. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh digital transformation, market orientation, dan strategic differentiation terhadap kinerja pemasaran cafe di Kota Sukabumi. Penelitian ini menggunakan metode kuantitatif dengan pendekatan deskriptif asosiatif. Populasi dalam penelitian ini adalah seluruh pengelola café di Kota Sukabumi, dengan teknik pengambilan sampel menggunakan metode purposive sampling sebanyak 45 responden. Hasil uji F (simultan) menunjukkan bahwa digital transformation, market orientation, dan strategic differentiation secara bersama-sama berpengaruh signifikan terhadap kinerja pemasaran. Hasil uji t (parsial) menunjukkan bahwa digital transformation, market orientation dan strategic differentiation berpengaruh signifikan terhadap kinerja pemasaran.

Kata Kunci: Digital Transformation, Market Orientation, Strategic Differentiation, Kinerja Pemasaran



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INTRODUCTION

The culinary industry is a rapidly growing sector and makes a significant contribution to the national economy, particularly in creating jobs and driving local economic growth. One subsector of the culinary industry that is currently on the rise is the cafe industry. This phenomenon has become a popular trend, especially among the younger generation, because cafes serve not only as places to enjoy food and drinks but also as social spaces, informal workplaces, and strategic locations for creating social media content. This development requires cafe businesses to continuously innovate to survive amidst increasingly fierce competition. Success in facing these challenges depends heavily on effective marketing performance, as marketing performance reflects a company's level of success over a given period.¹ This performance can be improved gradually through a deep understanding of market needs and the ability to adapt to changes in customer tastes.² Therefore, cafe business owners need to optimize their strategies through the implementation of digital transformation, market orientation, and strategic differentiation as an effort to increase their competitiveness and marketing performance.^{3,4}

Growth of Cafe Business in Sukabumi City

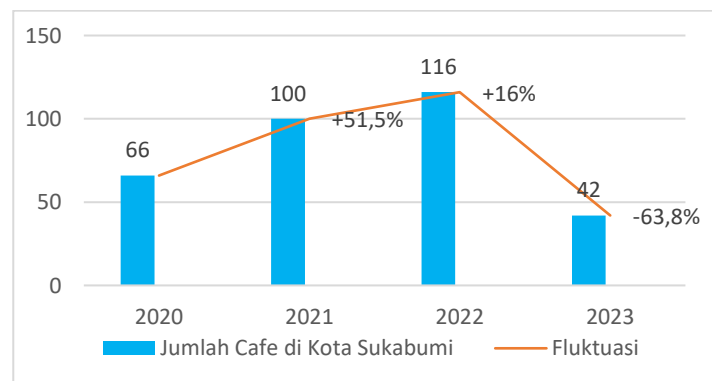


Chart 1. Cafe Business Growth

Source: opendata.sukabumikota.go.id

¹ E. Jayaningrum, "Pengaruh Orientasi Pasar, Inovasi, Orientasi Kewirausahaan terhadap Keunggulan Bersaing dan Kinerja Pemasaran," 2017, <http://repository.ub.ac.id/id/eprint/8503>.

² A. Nasir, "The Influence of Product Innovation toward Marketing Performance at Furniture Companies in Pasuruan Regency," *Referensi: Jurnal Ilmu Manajemen dan Akuntansi* 5, no. 1 (2017), <https://jurnal.unitri.ac.id/index.php/refrensi/article/view/559/547>.

³ H. Kusumo et al., "Peran Transformasi Digital dan Orientasi Pasar dalam Mempengaruhi Keunggulan Bersaing dan Kinerja Pemasaran UMKM," *Jurnal Manajemen Sosial Ekonomi (Dinamika* 4, no. 2 (2024): 207–15.

⁴ A. Maesaroh, "Analisis Strategi Diferensiasi dan Inovasi dalam Keunggulan Bersaing Guna Meningkatkan Kinerja Pemasaran (Studi Kasus pada Batik Pringmas," Desa Papringan, Banyumas, 2020, https://repository.uinsaiwu.ac.id/81117/2/Ani%20Maesaroh_Analisis%20Strategi%20Diferensiasi%20dan%20Inovasi%20dalam%20Keunggulan%20Bersaing%20Guna%20Meningkatkan%20Kinerja%20Pemasaran%20Studi%20Kasus%20pada%20Batik%20Pringmas%20C%20Desa%20Papringan%20C%20Banyumas%201.pdf.

Figure 1 shows that the number of cafes in Sukabumi City has increased continuously from 2020 to 2022. However, the data also shows a significant decline of 63.8% from 2022 to 2023. The large number of cafes in 2020-2022, which continues to grow rapidly following trends, makes it easier for consumers to switch from one cafe to another. As a result, many cafe owners in Sukabumi City face a decline in their sales in 2023, which impacts income and even threatens the survival of their businesses if there are no customers. This is similar to research Delano et al.,⁵ his decline shows a significant impact on marketing performance.

Marketing performance is a crucial indicator in assessing a business's success, particularly in the service sector, such as cafes, which rely heavily on customer perception and satisfaction. Marketing performance is measured not only by sales levels but also by a business's ability to build relationships with customers, create competitive advantages, and capitalize on market opportunities. Therefore, an appropriate strategy is needed to improve and maintain marketing performance in the long term.

Another suspected cause of digital transformation is the problems faced by Padang restaurant business owners in Sukabumi City. The results of observations are problems in terms of increasingly heavy business competencies, which have implications for the raw materials obtained, as well as a lack of innovation in the marketing system.

Digital Transformation

According to Temara⁶ explains that digital transformation is a process that aims to improve business entities by responding to environmental changes through the use of digital technology, which includes changes in operations, value creation, corporate culture, human resource involvement, and organizational structure to achieve better results and relevance in the digital world.

Market Orientation

According to Mahadewi & Suasana⁷ explains that market orientation is part of an organizational culture that shapes employee behavior to provide the best value to customers and

⁵ B. Delano et al., "Analisis TOWS terhadap Penentuan Strategi Pemasaran di Cafe Time420s Kecamatan Langowan Utara," *Jurnal EMBA* 10, no. 1 (2022): 101–12, <https://ejournal.unsrat.ac.id/index.php/emba/article/view/37568/34559>.

⁶ D.O. Temara, "Analisis Dampak Transformasi Digital terhadap Kinerja Perusahaan," 2023, <http://repository.unpas.ac.id/66572/>.

⁷ A.A.A.D.P. Mahadewi and I.G.A.K.G. Suasana, "Orientasi Pasar dan Kinerja Pemasaran: Konsep dan Aplikasi," 2023, https://books.google.co.id/books?hl=id&lr=&id=DJMJEQAAQBAJ&oi=fnd&pg=PA2&dq=orientasi+pasar+dimensi+indikator&ots=PL47n18cNB&sig=EnZMiTyIhkXNIFcd4a_Cg4jVMU&redir_esc=y#v=onepage&q&f=false.

improve company performance, especially in situations of intense competition.

Strategic Differentiation

According to Mariyana⁸ states that differentiation is the process of adding elements of significant value and significance to distinguish a company's products or services from those of competitors. The differentiation strategy itself aims to clearly define these differences in order to create a competitive advantage in the market.

Marketing Performance

According to research Novrianda & Shar,⁹ explains that marketing performance indicates a company's capacity to achieve marketing goals, as measured by the effectiveness of activities such as increased sales, market share, and customer satisfaction, thus contributing to business growth and profitability.¹⁰ emphasizes that marketing performance also functions as a measuring tool to assess the extent to which a company's products have achieved success in the market.

RESEARCH METHODS

The research method used by the researcher is descriptive and associative research with a quantitative approach. The descriptive approach is used to describe digital transformation, market orientation, strategic differentiation, and marketing performance. The associative approach aims to analyze the influence of digital transformation, market orientation, and strategic differentiation on the marketing performance of cafe owners or managers in Sukabumi City.

The method used for sampling in this research is "purposive sampling". According to Yusra & Nanda¹¹ the purposive sampling method is used by taking samples with certain considerations and must be representative of the population being studied. The sample used in this study consisted of 40 cafes, with the following criteria being considered:

⁸ D. Mariyana, "Pengaruh Strategi Diferensiasi terhadap Loyalitas Pelanggan (Studi Kasus Toko Buku Zanafra) Metropolitan City Pekanbaru," *JOM FISIP* 4, no. 2 (2017), <https://www.neliti.com/id/publications/187070/pengaruh-strategi-diferensiasi-terhadap-loyalitas-pelanggan-studi-kasus-toko-buk>.

⁹ H. Novrianda and A. Shar, "Analisis Pengembangan Orientasi Kewirausahaan dalam Meningkatkan Kinerja Pemasaran pada UMKM di Kota Bengkulu," no. 2, 2021, 4:1–12, <https://doi.org/file:///C:/Users/serli/Downloads/arifah,+Section+editor,+2284-production.pdf>.

¹⁰ D.M.O. Anugerah et al., "Strength of Marketing and Social Media Performance in Increasing Competitive Advantage," *Costing: Journal of Economic, Business and Accounting* 5 (2022).

¹¹ I. Yusra and R. Nanda, "Pengaruh Kualitas Produk, Lokasi dan Harga terhadap Keputusan Pembelian pada Cafe Kinol Bistro N'Poll di Kota Padang," *Jurnal Pundi* 3, no. 3 (2020): 161, <https://doi.org/10.31575/jp.v3i3.173>.

1. Willing to participate in filling out the questionnaire.
2. *Cafewhich* has been operating for at least 6 months, so that it has experience in implementing business and marketing strategies.
3. *Cafewhich* is located in the Sukabumi City area.

RESULTS AND DISCUSSION

The respondents in this study were 45 cafe business owners in Sukabumi City. Respondents completed a questionnaire detailing their personal data and business identity before answering a number of questions. Data related to the respondents included the cafe's name, age, gender, age, highest level of education, and length of business. This was done to ensure the respondents provided information in the form of answers to the questionnaire, ensuring clarity and honesty. Data processing in this study was assisted by SPSS 26 software, as follows:

Validity and Reliability Test

The following are the results of the Validity and Reliability tests using SPSS 26 software which show the following results:

Validity Test Table X1, X2, X3 and Y

Variables	Item No.	R count	R critical	Information
<i>Digital Transformation(X1)</i>	X1.1	0.550	0.3	Valid
	X1.2	0.599	0.3	Valid
	X1.3	0.622	0.3	Valid
	X1.4	0.637	0.3	Valid
	X1.5	0.419	0.3	Valid
	X1.6	0.387	0.3	Valid
	X1.7	0.413	0.3	Valid
	X1.8	0.717	0.3	Valid
	X1.9	0.580	0.3	Valid
<i>Market Orientation(X2)</i>	X2.1	0.347	0.3	Valid
	X2.2	0.388	0.3	Valid
	X2.3	0.548	0.3	Valid
	X2.4	0.653	0.3	Valid
	X2.5	0.700	0.3	Valid
	X2.6	0.581	0.3	Valid

	X2.7	0.806	0.3	Valid
	X2.8	0.482	0.3	Valid
	X2.9	0.609	0.3	Valid
<i>Strategic Differentiation(X3)</i>	X3.1	0.672	0.3	Valid
	X3.2	0.552	0.3	Valid
	X3.3	0.817	0.3	Valid
	X3.4	0.744	0.3	Valid
	X3.5	0.786	0.3	Valid
	X3.6	0.699	0.3	Valid
	X3.7	0.636	0.3	Valid
	X3.8	0.761	0.3	Valid
	X3.9	0.550	0.3	Valid
	X3.10	0.632	0.3	Valid
Marketing Performance	Y1	0.797	0.3	Valid
	Y2	0.872	0.3	Valid
	Y3	0.725	0.3	Valid
	Y4	0.594	0.3	Valid
	Y5	0.763	0.3	Valid
	Y6	0.833	0.3	Valid

Source: Data Processing Results, 2025

The results of the validity test show that all items from the above variables have a coefficient value of more than 0.3, so they are declared valid.

Reliability Test Results

Variables	Cronbach's Alpha	N of Item
<i>Digital Transformation(X1)</i>	0.711	9
<i>Market Orientation(X2)</i>	0.732	9
<i>Strategic Differentiation(X3)</i>	0.880	10
Marketing Performance (Y)	0.857	6

Based on Table 3.3, the tested data is declared reliable because the Cronbach's Alpha value exceeds 0.600. Therefore, the data can be used in this study.

Normality Test

This test aims to measure whether the obtained data is normally distributed or not, where the data is centered on the mean and median values. The calculation of the normality test in this study was calculated using the Kolmogorov-Smirnov test, where if the probability value is greater than the 0.05 confidence level, then the regression model is declared normal. The normality test was calculated in SPSS 26 software, with the test results as follows:

Results of the Normality Test of X1, X2, and X3 Against Y		
		Unstandardized Residual
N		45
Norma Parameters a,b	Mean	.0000000
	Stb. Deviation	2.32153819
Most Extreme Differences	Absolute	.096
	Positive	.084
	Negative	-.096
Test Statistics		.096
Asymp. Sig. (2-tailed)		.200c.d

Source: Questionnaire Data Processing Results, 2025

Table resultsIt can be seen that the normality test of Digital Transformation (X1), Market Orientation (X2), and Strategic Differentiation (X3) on Marketing Performance (Y) obtained a probability value of 0.200 so that it can be declared normal because it exceeds the confidence value of 0.05.

Multicollinearity Test, Tolerance and VIF

The multicollinearity test aims to determine whether there is a significant correlation between the independent variables in a regression model. If the VIF value is <10 and the Tolerance value is >0.1, then multicollinearity is not present. Using the same data and variables as in the regression test in the previous chapter, the classic assumption of multicollinearity can be detected from the SPSS 26 output in the coefficients table below:

Multicollinearity Test Results for Variables X1, X2, X3 and Y

Model	Unstandardized		Standardize		Sig.	Collinearity	
	<u>Coefficients</u>		d	t		<u>Statistics</u>	
	B	Std. Error	Beta	ts		Tolerance	VIF
(Constant)	-9,187	4,731		-1,942	.059		
1 <i>Digital Transformation</i>	.342	.119	.364	2,866	.007	.661	1,513
<i>Market Orientation</i>	.279	.136	.268	2,050	.047	.622	1,608
<i>Strategic Differentiation</i>	.214	.106	.271	2,022	.050	.591	1,691

a. Dependent Variable: Marketing performance

Source: Questionnaire Data Processing Results, 2025

Based on the test table through *Variance Inflation Factor* (VIF) in the research results of the SPSS output table *coefficients*, each independent variable is *Digital Transformation*, *Market Orientation*, And *Strategic Differentiation* have a VIF of no more than 10.00 and a value *Tolerance* not less than 0.1. Then it can be stated that multicollinearity does not occur.

Durbin Watson Autocorrelation Test

This test aims to determine whether in research with This regression model accounts for sample changes over time. This test was conducted using SPSS 26 software and compared with the Du value in the Durbin-Watson table. In this test, the final result can be considered to be free of autocorrelation if it meets the following test criteria:

1. If $Dw < D_l$ or $Dw > 4 - D_l$, then H_0 is rejected, meaning there is autocorrelation
2. If $D_u < Dw < 4 - D_u$ then H_0 is accepted, meaning there is no autocorrelation
3. If $D_l < Dw < D_u$ or $4 - D_u < Dw < 4 - D_l$, it means there is no conclusion

The results of the autocorrelation test are presented in the following table:

Autocorrelation Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate	Durbin-Watson
1	.751	.563	.531	2.40497	2,298

a. Predictors: (Constant), digital transformation, market orientation, strategic differentiation

b. Dependent Variable: marketing performance

Source: Questionnaire Data Processing Results, 2025

Based on the table, the results of the autocorrelation test show that the Durbin-Watson value is 2.298, while the Du value is found in the Durbin-Watson table listed in the appendix based on the number of independent variables ($k = 3$) and the total number of samples ($n = 45$), so the Du value is 1.48. The results of the autocorrelation test show that the Du value is smaller than the Durbin-Watson value and greater than $4 - Du$ ($Du < Dw < 4 - Du$). So it can be concluded that there is no autocorrelation.

Scatterplots Heteroscedasticity Test

This test was conducted to determine whether there were differences between the observations made on each sample in this study. This test has criteria to determine whether heteroscedasticity occurred in this study or not. If the significance value is less than 0.05, it can be concluded that heteroscedasticity occurs. Conversely, if the significance value exceeds 0.05, it can be concluded that heteroscedasticity occurs. The following are the results of the heteroscedasticity test using SPSS 26 software:

Heteroscedasticity Test Results

Coefficients^a

		Unstandardized		Standardized		
Model		Coefficients		Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1,655	3.105		.533	.597
1	Digital Transformation	-.086	.078	-.205	-1.101	.277
	Market Orientation	-.037	.089	-.080	-.419	.677
	Strategic Differentiation	.107	.069	.302	1,535	.133

. Dependent Variable: ABS_RES

Source: Questionnaire Data Processing Results, 2025

Based on the table, it can be seen that the significance valueThe significance value of the Digital Transformation variable is 0.277, the Market Orientation value is 0.677, and the significance value of the Strategic Differentiation variable is 0.133. This indicates that both have significance values exceeding 0.05. Therefore, it can be concluded that heteroscedasticity occurred in this study.

Linearity Testing

This test was conducted to determine whether the independent variable (Digital Transformation) in this study has a linear relationship with the dependent variable (Business Performance). If the deviation from linearity significance value is > 0.05 , then there is a linear relationship between the independent variable and the dependent variable. Meanwhile, if the deviation from linearity significance value is < 0.05 , then there is no linear relationship between the independent variable and the dependent variable. The following are the results of the linearity test using the SPSS 26 application.

Linearity Test Results of X1 Against Y

ANOVA Table							
			Sum of	df	Mean	F	Sig.
			Squares		Square		
Marketing Performance* <i>Digital Transformation</i>	Between Groups	(Combined)	324,104	13	24,931	3,529	.002
		Linearity	223,734	1	223,734	31,669	.000
		Deviation					
		from	100,370	12	8,364	1,184	.336
		Linearity					
Within Groups			219,007	31	7,065		
Total			543,111	44			

Source: Questionnaire Data Processing Results, 2025

Based on the table of linearity test results on Digital Transformationon Marketing Performance shows a Deviation from linearity value of 0.336, therefore the relationship between variable X2 and Y has a linear relationship because the significance value exceeds 0.05. While the linear relationship between variables X2 Regarding Y, it can be seen based on the following table:

Linearity Test Results of X2 Against Y

ANOVA Table							
			Sum of		Mean		
			Squares	df	Square	F	Sig.
Marketing Performance * Market Orientation	Between Groups	(Combined)	231,806	12	19,317	1,986	.060
		Linearity	198,187	1	198,187	20,372	.000
		Deviation					
		from	33,619	11	3,056	.314	.977
		Linearity					
Within Groups			311,306	32	9,728		
Total			543,111	44			

Source: Questionnaire Data Processing Results, 2025

Based on Table 4.10, the results of the linearity test on Market Orientation towards Marketing Performance show a Deviation from linearity value of 0.977, therefore the relationship between variable X2 and Y has a linear relationship because the significance value exceeds 0.05.

While the linear relationship between variables X3 Regarding Y, it can be seen based on the following table:

Linearity Test Results of X3 Against Y

ANOVA Table			Sum of		Mean		Sig.
			Squares	df	Square	F	
Marketing Performance * Strategic Differentiation on	Between Groups	(Combined)	366,744	15	24,450	4,020	.001
		Linearity	207,749	1	207,749	34,160	.000
		Deviation					
		from Linearity	158,995	14	11,357	1,867	.076
	Within Groups		176,367	29	6,082		
	Total		543,111	44			

Source: Questionnaire Data Processing Results, 2025

Based on the results of the linearity test on Strategic Differentiation on Marketing Performance, the Deviation from linearity value is 0.076, therefore the relationship between variable X3 and Y has a linear relationship because the significance value exceeds 0.05.

Based on the classical assumption tests that have been carried out, all the data obtained meet the criteria for each classical assumption test so that it can be stated that the variables taken in this study can meet the Best Linear Unbiased Estimator (BLUE) or can be said to have a perfect, linear and definite relationship between some or all of the variables in this study.

Multiple Correlation Coefficient Test Results

Multiple correlation is used in research to determine the relationship between two or more independent variables and one dependent variable. It is a number that indicates the direction of the strength of the relationship between two variables with another variable, usually symbolized by R. The following are the results of the multiple correlation test using the SPSS 26 application.

Multiple Correlation Test Results

Model Summary

		R	Adjusted	Std.	<u>Change Statistics</u>				
Mode	R	Square	R	Error	R Square	F	df1	df2	Sig. F
1			Square	of the	Change	Change			Change
				Estimate					
1	.751a	.563	.531	2.4049	.563	17,634	3	41	.000
				7					

a. Predictors: (Constant), Strategic Differentiation, Digital Transformation, Market Orientation

Source: Questionnaire Data Processing Results, 2025

Based on the table it can be seen thatThe value of the linear relationship between the variables Digital Transformation, Market Orientation and Strategic Differentiation on Marketing Performance is 0.751, the calculation results that can be obtained can then be given an intervention to the strength of the relationship by using guidelines such as the following table:

Correlation Coefficient Table According to Guilford Criteria

Coefficient Interval	Relationship Level
0.00-0.199	Very Low
0.20-0.399	Low
0.40-0.599	Currently
0.60-0.799	Strong
0.80-1000	Very strong

Source: Tambajong et al.,¹²

Based on the above criteria, the correlation calculation results are 0.751 with a 5% error, or $\alpha = 0.05$. Therefore, the resulting value falls within the moderate criteria, meaning that Digital Transformation, Market Orientation, and Strategic Differentiation empirically have a strong linear relationship with Marketing Performance.

¹² Gifly Jeremy Tambajong et al., “Korelasi Antara Harga Lahan Dengan Kepadatan Terbangun Di Kecamatan Malalayang, Kota Manado,” *SPASIAL* 6, no. 1 (2019): 24–32, <https://doi.org/10.35793/sp.v6i1.22331>.

Coefficient of Determination Test

The following are the results of the coefficient of determination test using SPSS software version 26:

Table of Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.751a	.563	.531	2.40497

. Predictors: (Constant), Digital Transformation, Market Orientation, Strategic Differentiation

Source: Questionnaire Data Processing Results, 2025

Based on the table, it can be seen that the coefficient of determination or R Square is 0.563. The R square value is obtained from squaring the R value, namely $0.563 \times 0.563 = 0.316969$, which when rounded up becomes 0.307 or equals 30.7%. Therefore, it can be concluded that the contribution of Digital Transformation, Market Orientation, and Strategic Differentiation to Marketing Performance is 30.7%. While the remaining 30.7% ($100\% - 30.7\% = 69.3\%$) is influenced by other variables not examined in this study. Therefore, it can be concluded that $k_d = 0.307$ is close to 0, which means that the influence of Digital Transformation, Market Orientation, and Strategic Differentiation on Marketing Performance is stated to be weak.

Simultaneous Significance Test (F-Test)

The following are the results of the Simultaneous Significance Test (F-Test) using SPSS software version 26:

Simultaneous Significance Test Results Table (F-Test)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	305,971	3	101,990	17,634	.000b
	Residual	237,140	41	5,784		
	Total	543,111	44			

a. Dependent Variable: Marketing Performance

b. Predictors: (Constant), Digital Transformation, Market Orientation, Strategic Differentiation

Source: Questionnaire Data Processing Results, 2025

Based on the calculation results, the significance value of $0.000 < 0.05$ and the calculated F value of 17.634 indicate that the variables Digital Transformation, Market Orientation, and Strategic Differentiation simultaneously have a significant effect on Marketing Performance. With the degrees of freedom of the numerator (dk) = 3 and the denominator = 41 at a significance level of 5%, the F table value is 2.22. Because the calculated $F > F$ table ($17.634 > 2.22$), it can be concluded that the three independent variables together have a significant effect on the dependent variable, namely Marketing Performance.

Multiple Linear Regression Test

Results of Multiple Linear Regression Calculations

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		T
	B	Std. Error	Beta		
(Constant)	-9,187	4,731			1,942
1 Digital Transformation	.342	.119	.364		2,866
Market Orientation	.279	.136	.268		2,050
Differentiation Strategy	.214	.106	.271		2,022

a. Dependent Variable: marketing performance

Source: Questionnaire Data Processing Results, 2025

The results of the multiple linear regression test show that the three independent variables, namely digital transformation, market orientation, and strategic differentiation, simultaneously have a positive effect on marketing performance. The constant value of -9.187 indicates that without the contribution of these three variables, marketing performance is predicted to be negative. Digital transformation has the strongest influence with a coefficient of 0.342 and a significance of 0.007, followed by market orientation with a coefficient of 0.279 (sig. 0.047), and strategic differentiation with a coefficient of 0.214 (sig. 0.050). All variables are significant at the 95% confidence level, indicating that improvements in these three aspects can drive improved marketing performance, especially in the context of the cafe industry in Sukabumi City.

Simultaneous Significance Test (t-Test)

Simultaneous Significance Test Results Table (t-Test)

Model	Coefficients ^a			T	Sig.
	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	-9,187	4,731		1,942	.059
Digital Transformation	.342	.119	.364	2,866	.007
Market Orientation	.279	.136	.268	2,050	.047
Differentiation Strategy	.214	.106	.271	2,022	.050

. Dependent Variable: marketing performance

Source: Questionnaire Data Processing Results, 2025

Based on the results of the simultaneous significance test (t-test) in the table, it is known that the three independent variables, namely digital transformation, market orientation, and strategic differentiation, show a positive and significant influence on the marketing performance of cafes in Sukabumi City. This is evident from the significance value of each variable which is below the threshold of 0.05, and the calculated t value is greater than the t table (1.680).

Digital transformation recorded a t-value of 2.866 with a significance level of 0.007, indicating the most significant influence. Furthermore, market orientation had a t-value of 2.050 (sig. 0.047), and strategic differentiation a t-value of 2.022 (sig. 0.050). Thus, all three were proven to contribute positively to improving café marketing performance in Sukabumi.

CONCLUSION

This study shows that digital transformation, market orientation, and strategic differentiation simultaneously and partially have a positive and significant effect on the marketing performance of cafes in Sukabumi City. Digital transformation is the most dominant factor in improving marketing performance, as reflected in increased sales, customer satisfaction, and market share. Overall, these three variables explain most of the variation in marketing performance, so cafe marketing strategies need to focus on utilizing digital technology, market orientation, and creating strategic differentiation to maintain competitiveness and business sustainability.

The test results in this study indicate that Digital Transformation, Market Orientation, and Strategic Differentiation simultaneously have a positive and significant influence on Marketing Performance. The partial test results (t-test) show that Digital Transformation, Market Orientation, and Strategic Differentiation have a positive and significant influence on Marketing Performance.

SUGGESTION

Based on the results of the research and discussions that have been carried out, the researcher provides suggestions for cafe business actors and further researchers, namely:

1. Cafe businesses in Sukabumi City are advised to further optimize digital transformation, market orientation, and strategic differentiation to improve marketing performance. Leveraging digital technology, understanding consumer needs, and creating unique value that differentiates their businesses from competitors will help cafes survive and thrive amidst intense market competition.
2. For future researchers to be able to develop other variables outside the variables that researchers have already used.

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