

The Role of Multi Actor Engagement

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7 **Abstract:** This study aims to meet the theoretical needs in answering the problem of the role of
8 marketing function on the dynamic capability that involve the role of multi actors through
9 engagement. In particular, the study discusses the capabilities of SMEs' business strategy in the
10 offline to online market. The population of this research are owners, managers, and owners and
11 managers of SMEs in Indonesia. The results of this study indicate that the integration of the supply
12 chain into the engagement can address the problem of the role of the marketing function that
13 connects marketing and operations. Supply chain engagement is also able to moderate employee
14 engagement to dynamic marketing engagements but not significantly moderate customer
15 engagement. While the basis of integration as a dynamic capability in market knowledge has a
16 significant effect on the multi-actor engagement consisting of customer engagement, employee
17 engagement, and supply chain engagement. Summary statement of contribution Our research
18 builds on the three elements of multi-actor engagement that are significant against the dynamic
19 marketing engagement. The main finding of this research is that the concept of novelty can answer
20 the proposition with the result that dynamic marketing engagement can improve business
21 performance.

22 **Keywords:** Market Knowledge; Multi-actor Engagement; Dynamic Marketing Engagement;
23 Business Performances.

25 1. Introduction

26 Knowledge is the key marketing strategy for Micro, Small and Medium Enterprises to enter,
27 understand, utilize and reach the place in the hearts of customers. Therefore it requires attitude and
28 behavior that have skill in increasing network/friendship to create or exploit opportunity from
29 competitive market (Winosa, 2016). The basis of the existence of a product that the customer may
30 demand is derived from the application and management of knowledge in the planning
31 arrangements related to the circulation of raw materials and finished materials, processes and
32 production, distribution services and the transparency of liabilities and business assets. Market
33 knowledge management capability is the competence and modern business asset that SMEs must
34 have in maintaining competitiveness (Hou & Chien, 2010).

35 Market knowledge is a source of competitive advantage and a concept that can be measured for
36 its influence on company performance (Bruni & Verona, 2009; Fang & Zou, 2009). Integrating market
37 knowledge into marketing capabilities can help companies grow (Bruni & Verona, 2009). To
38 implement and develop these goals requires a reputation in designing the market knowledge system
39 (Yan Chen, Ho, & Kim, 2010). In order to generate high quality market knowledge and can serve as
40 an intermediary bridge, it requires the support of information technology to provide learning in
41 capturing signals from knowledge providers (Jooryang, Jai-Yeol, & Kil-Soo, 2010; Zhang &

26

42 Sundaresan, 2010). Study Hou & Chien (2010) exploring the impact of market knowledge
43 management competencies on performance through "dynamic capabilities" finds a positive
44 relationship between dynamic capabilities, market knowledge management competencies and
45 business performance. While dynamic capabilities in marketing perspectives according by Barrales-
46 Molina, Martínez-López, & Gázquez-Abad (2014), today become one of the significant problems with
47 the role of marketing function in the development of dynamic capabilities so that it is necessary to
48 collaborate on marketing and operations to integrate market knowledge into In the supply chain. It
49 is therefore necessary for the participation of middle managers in the planning process to identify
50 potential business and relevant supply chains to become informed in marketing strategy decisions
51 (Darkow, 2014).

52 Research on the dynamic marketing capabilities of Barrales-Molina et al. (2014) still rarely
53 analyzes the effects of dynamic marketing capabilities on strategic variables of a company, such as
54 performance or (sustainable) competitive advantage. While in a dynamic global market, the role of
55 internal and external functions of the company is needed in the process of creating product value to
56 be difficult to imitate by competitors as a competitive advantage (Lee, Olson, & Trimi, 2012). Different
57 capabilities of resource quality and value characteristics inherent in high performing products are the
58 company's goal to grow an existing market share and win the competition. (Zacca, Dayan, & Ahrens,
59 2015). According Hollebeek, Srivastava, & Chen (2016), in today's rapidly growing marketplace, the
60 organization's agility in responding (or ideally, getting around) changing customer-driven trend
61 trends is the key to competitive success (Lusch, Vargo, & Tanniru, 2010). Kumar & Pansari (2015) that
62 focuses on understanding internal (employee) and external (customer) engagement as organizational
63 stakeholders finds that the level of engagement can be improved by identifying the current level of
64 internal (employee) and external (customer) engagement and applying to relevant strategies.

65 While in strategic management research based on microfoundation, the value of co-creation is
66 viewed in the context of a service ecosystem involving the role of actors' attachment. It indicates the
67 need to explore attachments not only as customer Engagement but also the acumen of other actors
68 such as from suppliers, manufacturers, retailers and providers (Chandler & Lusch, 2015). According
69 Finsterwalder (2016) to understand and build multi-actor engagement requires The use of item
70 measurements and the appropriate scale to assess the degree of Engagement of each actor in the focus
71 of the interaction, whether to the perpetrator or other objects, such as resources, or both as the focus
72 of sustainable value creation activities. According Frow, Nenonen, Payne, & Storbacka (2015)
73 sustainable creation benefits include improved employee integration of supply chain integrity, while
74 from a customer perspective, interaction with a company enables sustainable creation of the
75 consumption experience, enhances customer brand experience and rewards for strengthening
76 relationships while Grönroos & Helle (2012) argues that business engagement is established on
77 mutually beneficial calculations of benefits and Marcos-cuevas, Nätti, Palo, & Baumann (2016) argue
78 that sustainable creation practices and capabilities are reinforced by mutual ends together widely in
79 mind (ie goals) And continuous engagement in expanding the scope and nature of the collaborative
80 effort (ie engagement) to create value in a shared sphere where the actors involved operate over time
81 (ie sustainability). It can be interpreted that Engagement and sustainability is about the company's
82 ability to establish relationships with employees, supply chains and customers (Payne, Storbacka, &
83 Frow, 2008; Karagouni & Protogerou, 2016). Thus Engagement and sustainability is about a
84 relationship in creating shared value. While in view of Ranjan & Read (2016), relationships are

85 defined as Engagement; Network; Lasting Exchange; Engagement; Interdependence; Collaboration
86 and it is a mutual, reciprocal, and recurring process that is the basis of the relationship between
87 customers and objects in an active communication environment and / or attachment. The linkage is
88 reinforced by Karagouni & Protogerou (2016) which suggests that research both in the perspective of
89 dynamic ability and sustainable value creation, both highlights the role of capabilities that enable
90 firms to engage in value creation activities. While dynamic ability can be considered as a facilitator
91 in the process of sustainable value creation. While research on the role of capability in view of
92 microfoundation by Pérez-Cabañero, Cruz-Ros, & González-Cruz (2015) explains that marketing
93 ability is a strategy part of the dynamic capabilities embedded in the business management process
94 (Fan & Zou, 2009).

95 Based on these explanations it can be stated that the Dynamic Marketing Engagement study has
96 two solid foundations. First; That the context of dynamic marketing ability has a relationship with
97 internal and external Engagement as a process of competitive advantage. Second; there is a need to
98 include the Engagement of internal and external sources of the company as a source of knowledge
99 information from a continuously growing and sustainable market (Storbacka, Brodie, Böhmman,
100 Maglio, & Nenonen, 2016; Chandler & Lusch, 2015; Barrales-Molina et al., 2014). To follow up these
101 needs into this research, it is necessary to discuss the capacity gap from several studies related to
102 dynamic capability and internal / external Engagement to the company's business performance.
103 These differences will be described in the research gap and are interpreted with a SME business
104 perspective. According to Hou & Chien (2010), market knowledge has become a major asset of
105 modern business and the key to maintaining competitiveness. Study Dietmar, Jaeger, & Staubmann
106 (2013) also explains that product-related export / service capabilities, partner relationship capabilities
107 and relationship process capabilities can replace resource shortages. In contrast to Park & Kim (2013)
108 research explaining the type of strategy and market maturity affecting the level of dynamic
109 capabilities, but those obtained from the environment (such as customer types and technological
110 regimes) have no relationship to dynamic levels of ability. As with Anabel Fernández-Mesa, Alegre-
111 Vidal, Chiva Gómez, & Gutiérrez-Gracia (2013), the organization's learning capabilities are needed
112 to improve product innovation through the intermediate of design management capabilities. This is
113 useful for the business performance of a customer-oriented company, as the effect of market
114 intervention can improve company performance (Shafei & Zohdi, 2014). In addition, adaptability,
115 absorptive capacity and corporate innovation are essential in establishing relationships in
116 competitive markets to achieve higher performance (Monferrer, Blesa, & Ripollés, 2017).

117 While in Wilhelm's research, Wilhelm, Schlömer, & Maurer (2015) states that dynamic
118 capabilities have different performance effects in dynamic environments, especially when dynamic
119 capabilities increase the effectiveness of operational routines at both the (high and low) levels of the
120 dynamic environment. However, when the cost of increased efficiency is taken into account, the
121 dynamic environment makes a difference, where the ability in a low dynamic environment indicates
122 a smaller value because it does not impact the efficiency of the operating routine, whereas in high
123 dynamic environments leads to higher efficiency of operating routines. It is crucial in developing
124 SMEs to survive using resource-based views efficiently to transform dynamic capabilities into a key
125 driver of SME success. Therefore, the SME strategy for managing the environment of public concern
126 should be green business, while the ability and resources of the organization have an important role
127 to improve the business performance of the company (Leonidou, Christodoulides, Kyrgidou, &
128 Palihawadana, 2015). To fill this research gap, the authors refer to the SME industry using two offline
129 marketing systems and online. The reference is due to the low market knowledge that SMEs have to
130 effectively use the marketing system side by side between offline and online. Although basically,

24
131 SMEs have started to use the internet marketing system such as the use of social media as an easy
132 and practical marketing medium but still not maximized. This is based on the focus of marketing still
133 rely on physical appearance that most still trusted by the customer in assessing the product and ease
134 in the payment process. One study linking dynamic capabilities with social media and performance
135 was performed by Saavedra, Andre⁵ & Criado (2013) of 191 various sectoral companies in Spain
136 who found evidence ⁵ the intensity effects of moderating social media marketing on the strength of
137 relationships and the importance of strong and committed marketing strategies On an online social
138 network for each type of business. In Indonesia, social media used by SMEs is still at the stage to
139 follow the social trend in developing communication. Although not realized, SMEs have felt the new
140 market and the opportunity to reach customers by entering the online marketing system. The SMEs'
141 lack of understanding is not based on online marketing learning knowledge and is still reluctant to
142 integrate marketing from online systems to online. This may be due to the inability or absence of
143 coordination within the SME organization. According J. Zhang & Wu (2013), the ability to sense is
144 the company's unique ability to scan and track by exploring markets and technologies. Essentially,
145 the ability to feel is useful for realizing the company's potential to develop new products and enhance
146 the company's competitiveness in the face of rapid environmental change.

147 2. Materials and Methods

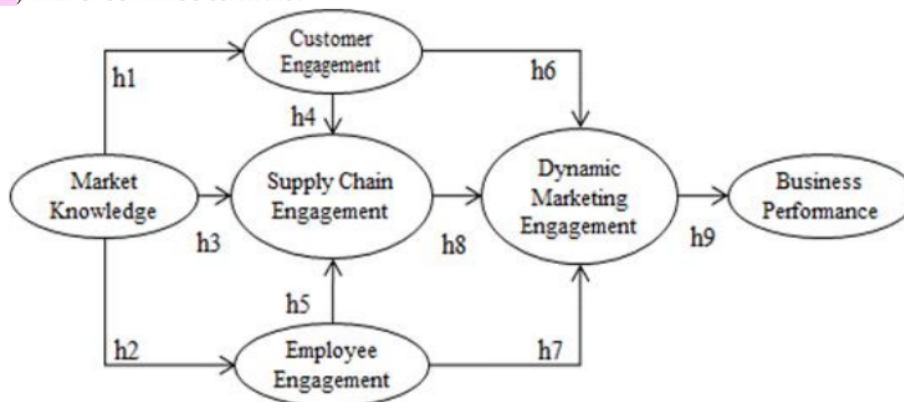
148 In addition to online marketing learning knowledge factors and the inability to integrate
149 marketing from online to online systems, business phenomena are also a way of viewing angles to
150 see company performance. The more tight the business competition the more open the opportunities
151 and threats that arise. Polmasari (2016) reported in possore.com that the phenomenon of the
152 development of the digital commerce or e-commerce market is currently in line with government
153 programs and activities in encouraging SMEs, especially export-oriented ones to grow. The research
154 results of the Indonesian E-commerce Association (idEA), Google Indonesia, and Taylor Nelson
155 Sofres show that in 2013 the value of Indonesian e-commerce market reached USD 8 billion (IDR 94.5
156 trillion). Based on data from the Ministry of Cooperatives and Small and Medium Enterprises, the
157 number of SMEs in Indonesia in 2013 amounted to 57,895,721 units (99.99%), contributing to GDP
158 (constant price) of 1,536,918.8 billion (57.56%) and absorbing Manpower of 114,144,982 people
159 (96.99%) (Data of Micro, Small, Medium Enterprises and Large Enterprises (UB) Year 2012 - 2013,
160 2013). While in the report of Wardhana (2016) based on data from the Ministry of Cooperatives and
161 Small and Medium Enterprises until 2013, there are 55 to 56 million SMEs in Indonesia and only
162 about 75 thousand to 100 thousand who have a website (site). Similarly, Deloitte (2015) reports that
163 36% of SMEs in Indonesia are still offline, 37% have only very basic online capabilities, 18% have
164 intermediate online capabilities and 9% have advanced online business capabilities with e-commerce
165 capabilities.

¹
166 The data clearly affirm the vital role of small and medium enterprises in Indonesia in realizing
167 national goals to create jobs, improve living standards and international competitiveness, which is
168 why this digital requirement is an important agenda for the Indonesian government. From the results
169 of the research, SMEs using digital technology can increase revenues by up to 80% or 17 times more
170 likely to be innovative and ready to compete internationally, and one and a half times more likely to
171 increase employment. Therefore, government intervention in increasing broadband access to help
172 SMEs become digital businesses, expanding e-payments, investment access and e-government
173 services is very influential.

174 The description of secondary data shows the phenomenon of the development of digital SME
175 industry in general and also indicate the existence of marketing business phenomenon in the digital

176 system. Therefore learning is needed in integrating business into the online marketing system and
 177 the importance of coordination within the organization to equip the knowledge of the SME market
 178 as a basis for dynamic capability in order to survive and compete in a competitive market
 179 environment. Based on the background, research gaps and business phenomena that occur in the
 180 world of digital SME industry, it is necessary to explore a research model that connects dynamic
 181 marketing capabilities with business performance on digital SMEs. Therefore the research problem
 182 is formulated as follows: "How to build SME marketing strategy in offline system through new
 183 theoretical approach to overcome the research gap dynamic ability and performance". Furthermore,
 184 from the essence of synthesis theory and literature study is proposed a new concept of dynamic
 185 marketing involvement derived from dynamic capability; A market knowledge strategy that engages
 186 customers, employees and the supply chain for competitive advantage. Then from the synthesis
 187 process produces a proposition that is: "Dynamic Marketing Capabilities and Multi-actor Involvement as
 188 a Competitive Advantage strategy of a company on the concept of Dynamic Marketing Engagement has the
 189 potential to improve the Company's business performance"

190 The population to be researched is the owners, managers, or owners and managers of SME
 191 businesses marketing with two marketing systems from offline to online in Indonesian SMEs, spread
 192 over 7 (seven) sub-districts, specifically in the trade and industry centers of SMEs in Indonesia
 193 (Purnomo & Setyoningrum, 2015; Rencana Strategis (RENSTRA) Dinas Perindustrian Perdagangan dan
 194 Koperasi Kabupaten Banyumas Tahun 2013-2018, 2013). This research develops basic theoretical
 195 models and empiric research models to explain how business performance is improved (see figure
 196 1). The research model developed by reviewing previous research on the relationship of the variables
 197 built so that nine hypotheses build. Data were distributed as many as 250 questionnaires and re-
 198 processed as much as 249 questionnaires. The analysis tool used is Structural Equation Modeling
 199 (SEM) with SPSS.AMOS software.



200
 201 **Figure 1.** The empirical research model

202 **3. Results**

203 The results of statistical tests on the research model shows the value of Goodness of Fit Index,
 204 among others, Chi-Square, Probability, GFI, AGF, CMIN, TLI, and CFI indicate that it has a decent
 205 value as indicated because it has the expected range value by the indicator used so it is feasible to test
 206 the hypothesis, presented as follows table 1.

207 **Table 1.** Assessment of the Goodness of Fit Research Model.

Goodness of Fit Index	Cut off Value	Results	Model
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			valuation	
Chi-Square	Expected small		412,484	Fit
Probability	≤ 0,05		0,055	23
GFI	0,90 ≤ GFI < 1		0,872	Marginal Fit
RMSEA	≤ 0,08		0,026	Close Fit
RMR	≤ 0,05		0,136	Bad Fit
TLI	0,95 ≤ TLI < 1		0,982	Good Fit
NFI	0,90 ≤ NFI < 1		0,866	Marginal Fit
AGFI	0,90 ≤ AGFI < 1		0,849	Marginal Fit
RFI	0,90 ≤ RFI < 1		0,853	Marginal Fit
CFI	0,95 ≤ CFI < 1		0,983	Good Fit
IFI	0,90 ≤ IFI < 1		0,984	Good Fit
Normed Chi-Square	2,0		1,121	Good Fit

208 The result of hypothesis testing shows empirical evidence from Nine hypotheses submitted are all
 209 accepted, presented as follows table 2.

210 **Table 2.** Hypothesis testing.

			Estimate	S.E.	C.R.	P	Label
1	Customer	Market	0,419	0,103	4,068	***	36 Sig
	Engagement	<- Knowledge					
	Employee	Market	0,616	0,126	4,888	***	Sig
	Engagement	<- Knowledge					
	Supply Chain	Market	0,307	0,127	2,41	0,016	Sig
	Engagement	<- Knowledge					
	Supply Chain	Customer	0,316	0,102	3,117	0,002	Sig
	Engagement	<- Engagement					
	Supply Chain	Employee	0,369	0,085	4,348	***	Sig
	Engagement	<- Engagement					
	Dynamic	1 Customer	0,213	0,1	2,12	0,034	Sig
	Marketing	<- Engagement					
	Engagement						
	Dynamic	Employee	0,197	0,086	2,286	0,022	Sig
	Marketing	<- Engagement					
	Engagement						
	Dynamic	Supply	0,224	0,096	2,336	0,02	Sig
	Marketing	<- Chain					
	Engagement	Engagement					
	Business	Dynamic	0,158	0,078	2,02	0,043	Sig
	Performance	<- Marketing					
		Engagement					

211 H1: Market Knowledge positively affects Customer Engagement

212 The testing parameter of the influence of Market Knowledge on Customer Engagement shows
 213 the result of the estimated value of 0.419, the value of C.R is 4,068 > 2.0, and the probability value is
 214 0.000 > 0,05; It can be concluded statistically that the variable Knowledge Market proved to have a
 215 positive effect on Customer Engagement. This result is as developed by Cui & Wu (2015) that Market
 216 Knowledge established with customer Engagement in joint development has a significant impact on
 217 the design of the organization. The findings are also consistent with the findings of Chien & Chen
 218 (2010); Lau (2011); Abdolmaleki & Ahmadian (2016) who discovered Market Knowledge with
 219 significant new product development on Customer Engagement.

220 H2: Market Knowledge positively affects Employee Engagement

221 The Influence of Market Knowledge on Employee Engagement shows an estimated value of
222 0.616, a C.R value of 4.888 > 2.0, and a probability value of 0,000 < 0.05; It can be concluded statistically
223 that the variable of Market Knowledge proved to have positive effect to Employee Engagement.
224 These results are the same as those found by Ye, Marinova, & Singh (2012); Yang Chen, Tang, Jin, Li,
225 & Paille (2015). The findings K.-H. Chen, Wang, Huang, & Shen (2016) market linking ability is
226 considered to be an important ability that must take into account the firm's engagement in service
227 innovation that requires integration of employees.

228 H3: Market Knowledge positively affects Supply Chain Engagement

229 The Effect of Market Knowledge on Supply Chain Engagement shows the result of the estimated
230 value of 0.307, the value of C.R of 2.410 > 2.0, and the probability value 0.016 < 0.05; It can be concluded
231 statistically that the variable of Market Knowledge proved to positively influence to Supply Chain
232 Supply. The results are the same as the findings of Feng & Wang (2013); Kanapathy, Khong, &
233 Dekkers (2014). Likewise, Feng & Zhao (2014) findings suggest market knowledge in relationships
234 with suppliers has a positive influence with supplier engagement.

235 H4: Customer Engagement positively affects Supply Chain Engagement

236 The Influence of Customer Engagement to Supply Chain Engagement shows the result of
237 estimated value of 0.316, the value of C.R is 3.117 > 2.0, and the probability value is 0.002 < 0.05; It can
238 be concluded statistically that the variable of Customer Engagement proved to have a positive effect
239 on Supply Chain Supply. These results are the same as those developed by Kannan & Choon Tan
240 (2006); Singh & Power (2009). Likewise with the findings of Danese & Romano (2011); He, Keung Lai,
241 Sun, & Chen (2014). The findings of Siew-Phaik, Downe, & Sambasivan (2013) also state the alliance's
242 strategic alliance motives (suppliers, producers and customers) have a positive relationship with the
243 level of interdependence.

244 H5: Employee Engagement positively affects Supply Chain Engagement

245 The Influence of Employee Engagement to Supply Chain Involvement shows the result of the
246 estimated value of 0.369, the value of C.R of 4.348 > 2.0, and the probability value 0,000 < 0.05; It can
247 be concluded statistically that Employee Engagement variables proved to positively affect Supply
248 Chain Engagement. These results are the same as those developed by Vanichchinchai (2012); Huo,
249 Han, Chen, & Zhao (2015). Similarly, Alfalla-Luque, Marin-Garcia, & Medina-Lopez (2015) find that
250 the relationship between employee commitment and operational performance is fully mediated by
251 supply chain integration, which finds significant Employee Engagement to Supply Chain
252 Engagement.

253 H6: Customer Engagement Positively Affects the Dynamic Marketing Engagement

254 The Influence of Customer Engagement to Dynamic Marketing Engagement shows result of
255 estimated value equal to 0,213, value of C.R equal to 2,120 > 2,0, and probability value 0,034 < 0,05;
256 Then it can be concluded statistically that the Customer Attribute variable proved to have a positive
257 effect on the Dynamic Marketing Engagement. These results are the same as those developed by
258 Agarwal & Selen (2009). According Anabel Fernández-Mesa et al. (2013) in their findings there is a
259 positive relationship between dynamic capabilities in design management and product innovation
260 performance. While Gu, Jiang, & Wang (2016) found that customer feedback and networking have a
261 positive impact on high-tech SMEs innovation performance.

262 H7: Employee Engagement positively affects the Dynamic Marketing Engagement

263 The Influence of Customer Engagement to Dynamic Marketing Engagement shows result of
264 estimated value equal to 0,197, value of C.R equal to 2,286 > 2.0, and probability value 0,022 < 0,05; It
265 can be concluded statistically that Employee Engagement variables proved to have a positive effect
266 on the Dynamic Marketing Engagement. These results are the same as those developed by Saxena &
267 Srivastava (2015), but in contrast to the findings of Román & Rodríguez (2015) that the effect of
268 technology used as a result of the salesperson's performance is entirely mediated by qualified skills
269 of salespeople and customer sales. Likewise, the results Tsai (2015) findings that empowered
270 employees had a direct impact on the commercialization performance mediated by dynamic
271 marketing capabilities.

272 H8: Supply Chain Engagement positively affects the Dynamic Marketing Engagement

273 The Influence of Supply Chain Engagement to Dynamic Marketing Engagement shows result of
274 estimated value equal to 0,224, value of C.R equal to 2,336 > 2.0, and probability value 0,020 < 0,05; It
275 can be concluded statistically that the variable of Supply Chain Supply proved to have a positive
276 effect on Dynamic Marketing Engagement. These results are the same as those developed by Chang
277 (2011) and Lee & Rha (2016) provide an explanation for companies and the supply chain to
278 understand the impact of different conditions and define scenarios for applying varied market
279 situations. Similarly, the view of Chiu & Kremer (2014) which suggests the scenario of supply chain
280 centralization benefits the time performance of supply chain networks, while supply chain
281 centralized scenarios show superiority to cost performance Unlike Day, Lichtenstein, & Samouel
282 (2015) Routine results of supply management capabilities formed from a consistently internal set of
283 routines, and significantly related to financial performance mediated by operational performance.

284 H9: Dynamic Marketing Engagements positively affects Business Performance

285 The Influence of Dynamic Marketing Engagement to Business Performance shows an estimated
286 value of 0.158, a value of C.R of 2.020 > 2.0, and a probability value of 0.043 < 0.05; It can be concluded
287 statistically that Dynamic Marketing Attribute variable proved to have positive effect on Business
288 Performance. These results are the same as those developed by Wilden & Gudergan (2015), Swoboda
289 & Olejnik (2016) and C. Zhang, Xue, & Dhaliwal (2016) who argue that IT-based tactic value
290 judgments are critical for a company to achieve success and build relationships Electronics to interact
291 with customers, suppliers and other partners in the supply chain to offer new opportunities in
292 developing dynamic capabilities with joint creation.

293 4. Discussion

294 The Testing of the role of Supply Chain Constraints as mediators bridging the variables of
295 customer engagement and employee engagement to Dynamic Marketing Attachments is essential to
296 provide answers to significant gaps in marketing function roles (Barrales-Molina et al., 2014).
297 According to Suhardi (2010), a variable is said to be a mediator because it plays a role to influence the
298 change of independent variables (independent variable) to other variables (response variable,
299 dependent variable). Meanwhile, according Baron & Kenny (1986) a variable is called a mediator if
300 the variable affects the relationship between predictor (independent) and criterion (dependent)
301 variables. Ghozali (2009) argues that the determination of intervening variables depends on their
302 theoretical form. In this study, the theoretical model of the Supply Chain Supplier variable becomes
303 the mediator variable and for testing it is done by Sobel Test to assess the significance of direct or

304 mediation influence in the structural equation model (Sobel, 1982). The Sobel Test calculation results
305 show that the role of the Supply Chain variable has less role to play between the Customer
306 Engagement variable and the Dynamic Marketing Engagement, where the value $Z = 1,863 < 1.98$ and
307 the P-val value 0.062 above the 0.05 significance. With these results it can be stated that the Supply
308 Chain Supply variable has not been able to mediate between Customer Engagement variables
309 with Dynamic Marketing Engagement. While the role of the Supply Chain variable is
310 significant to be the mediator between the Employee Engagement variable with the Dynamic
311 Marketing Attachment, where the value of $Z = 2.055 > 1.98$ and the P-val value of 0.039 under the 0.05
312 significance. With this result it can be stated that the Supply Chain variable can be a mediator
313 between the Employee Engagement variable with the Dynamic Marketing Engagement.

314 The results of direct influence calculations show that the supply chain dependency variable
315 (0.240) has a greater direct impact than employee engagement (0.214) and customer Engagement
316 (0.186) to dynamic marketing engagement. The result of indirect effect calculation shows that market
317 knowledge variable (0.289) has a larger indirect effect than employee engagement (0,090) and
318 customer Engagement (0,062) to dynamic marketing engagement. While for business performance
319 improvement the indirect effect of employee Engagement (0.051) is greater than market knowledge
320 (0,048), customer Engagement (0,041) and supply chain Engagement (0,040). And the result of the
321 calculation of total influence shows employee engagement variable (0,304) has greater total influence
322 than the Engagement of market knowledge (0,289), customer Engagement (0,248) and supply chain
323 Engagement (0,240) to dynamic marketing engagement. While for business performance
324 improvement the total effect of dynamic marketing engagement (0.166) is greater than employee
325 engagement (0.051), market knowledge (0.048), customer engagement (0.041) and supply chain
326 engagement (0.040).

327 Based on the main purpose of this research is to build basic and empirical theoretical models in
328 connecting the research gap between dynamic capability and actors' Engagement to business
329 performance as embodied in the new concept of Dynamic Marketing Engagement.

330 Theoretically Dynamic Marketing Engagement is a new concept through a process of decline
331 from the concept of dynamic marketing capabilities and the concept of Engagement associated with
332 competitive advantage and sustainability competitiveness. The basic foundation of novelty is based
333 on the incorporation of dynamic capabilities and marketing capabilities. While the process involves
334 the role of employees, customers and the supply chain as the multi-actor's engagement to enter and
335 play the role of marketing function in two non-digital and market interconnections. Theoretical is
336 derived from two combinations of theoretical views, first; Dynamic Capability Theory (DC) concept
337 Teece, Pisano, & Shuen (1997) and the emergence of a new paradigm called Dynamic Marketing
338 Capabilities (DMC's) which Barrales-Molina et al. (2014) uncovered. The emergence of the term
339 DMC's poses significant problems to the role of the marketing function that requires the collaboration
340 of marketing and operations. Second; Development of Engagement Theory proposed by Kumar &
341 Pansari (2015) for cooperative excellence through Engagement still requires re-measurement of the
342 role of employee and customer Engagement to performance; And the last is the phenomenon of the
343 business of the emergence of social media as a marketing tool in the online marketplace.

344 Based on the above description, theoretically the views above have a critical space that requires
345 a new concept to answer those needs. According to Barney, Jr, & Wright (2011) one of the implications
346 of maturity of a critically stated theory lies in the moment followed by revitalization or decline. Thus
347 it can be concluded, the concept of Dynamic Marketing Engagement as a novelty has qualified.
348 Empirically, the research gap used in building the concept of Dynamic Marketing Engagement is
349 based on Dietmar et al. (2013) studies which suggest that product-related export / service capabilities,

350 partner relationship capabilities and relationship process capabilities can replace resource shortages.
351 In contrast to Park & Kim (2013) research which explains that this type of strategy and market
352 maturity affects the level of dynamic capability but have no relationship with dynamic ability levels.
353 While Wilhelm et al. (2015) stated that dynamic capabilities have different performance effects in
354 dynamic environments.

355 The empirical results of the concept of Dynamic Marketing Engagement through nine
356 hypothetical pathways proved significant to business performance. Interpretation of SEM analysis
357 results through SPSS.AMOS 22 direct, indirect and total influence suggests that dynamic
358 marketing incremental variables play a greater role in improving business performance. And to run
359 the concept of a dynamic marketing engagement strategy directly more influenced by supply chain
360 engagement and indirectly influenced by market knowledge and totally influenced by employee
361 engagement

362 5. Conclusions

363 The research issue of "How to build a marketing strategy for SMEs in an offline system with a
364 dynamic engagement strategy to improve business performance" refers to some contradictions; First,
365 to answer the role of marketing functions on dynamic capabilities in facilitating service logic; Second,
366 the relationship of market knowledge, the Engagement of actors and business performance; Third,
367 the phenomenon of business marketing in the digital system. Referring to the research problem that
368 has been formulated it can be concluded based on the results of the hypothesis; First, dynamic ability
369 can answer the role of marketing function in business operations through supply chain engagement
370 and facilitate service logic through customer and employee engagement to dynamic marketing
371 engagement. Second; the relationship of market knowledge to the Engagement of actors (Customers,
372 employees, supply chains) positively impacts business performance through dynamic marketing
373 engagement. Third; the phenomenon of SME marketing business in the digital system proven
374 positive using digital technology can increase sales. Thus can be expressed strategy Dynamic
375 Marketing Engagement can improve business performance of SMEs. To run a dynamic marketing
376 engagement strategy, it requires direct collaboration with the supply chain, has strong market
377 knowledge and total employee role in understanding the customer's desire to achieve sustainable
378 competitive advantage.

379 The propositions developed in this study are based on the Dynamic Ability Theory of
380 Management Innovation Innovated by Teece et al. (1997) as the Dynamic Marketing Capabilities
381 (DMC's) term for Barrales-Molina et al. (2014) and the Service Logic theoretical views expressed by
382 Vargo & Lusch (2004) contained in research Kumar & Pansari (2015). Dynamic Capability's view
383 explains that dynamic capability is a company's ability to integrate, build and configure internal and
384 external competencies to cope with rapidly changing environments. While the Service-dominant
385 Logic View (S-D Logic) suggests service is a fundamental goal of economic activity and marketing.
386 The theoretical contribution in the study of marketing management through propositions developed
387 is *First Line*; Dynamic marketing capability proved positively to the concept of dynamic marketing
388 engagement. *Second Line*; The multi-actor Engagement proved positive against the concept of
389 dynamic marketing engagement. *The third track*; Dynamic marketing engagement proved positive for
390 business performance.

391 Based on the conclusion of the research problem and the results of the hypothesis, it can be
392 concluded that "Dynamic Marketing Capabilities and Multi-actor Involvement as a Competitive Firm
393 strategy of the company on the concept of Dynamic Marketing Engagement proved positively to improve the

394 Company's "business performance". The findings are in line with Hou & Chien (2010) exploring the
 395 impact of market knowledge management competencies on performance through "dynamic
 396 capabilities". The findings also addressed the problem of dynamic ability in marketing perspectives
 397 through the integration of the supply chain into the multi-actor attachment, which Barrales-Molina
 398 et al. (2014) argued was one of the significant problems with the role of marketing functions in the
 399 development of dynamic capabilities. With the integration of the supply chain into the concept of
 400 attachment, the findings answer Chandler & Lusch (2015) statement about the need to explore
 401 attachments not only as customer engagement but also the actor's other acumen from suppliers,
 402 manufacturers, retailers and providers. The findings are also in line with Kumar & Pansari (2015)
 403 who find the level of Engagement can be improved by identifying current levels of internal
 404 (employee) and external (customer) engagement and applying to relevant strategies.

405 The findings also dispose of the multi-actor Engagement in line with the definition of actors'
 406 attitudes defined by Storbacka et al. (2016) as the same disposition with actors for attachment, and
 407 activity of engagement in the process of interactive integration of resources within the service
 408 ecosystem. While the novelty findings of the Dynamic Marketing Engagement Concept as a
 409 management innovation strategy in marketing service activities for sustainable competitive
 410 advantage in improving the performance of SME's business, in accordance with the theory of
 411 dynamic capability and service logic that is in line with Karagouni & Protogerou (2016) opinion that
 412 dynamic capability theory facilitates logic service.

413 The limitations of this study related to the process and the results of the study are described as
 414 follows: 1) The relationship between the variables built in the empirical model still yields a marginal
 415 relationship so it is necessary to re-examine the indicators that affect the significance and the fit of
 416 the model. Likewise with research samples that limit the generalization of the study so that it needs
 417 to be differentiated and added. 2) The concept of Dynamic Marketing Engagement still leaves a
 418 difference where, Park & Kim (2013) (dated) discovery finds that market strategy and maturity from
 419 customers and technology has no relationship with dynamic levels. But in line with the findings of
 420 Anabel Fernández-Mesa et al. (2013) which suggest that corporate innovation is necessary in
 421 establishing relationships in competitive markets to achieve higher performance (Monferrer et al.,
 422 2015). And Wilhelm et al. (2015) research that finds dynamic capability in a high dynamic
 423 environment leads to higher efficiency of operating routines. The findings are also consistent with
 424 the findings of Alfalla-Luque et al. (2015) that the relationship between employee commitment and
 425 operational performance is fully mediated by supply chain integration.

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