



International Journal of Economic Research

ISSN : 0972-9380

available at <http://www.serialsjournal.com>

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Volume 14 • Number 3 • 2017

Analysis the Success Factors of Selling-in Performance and the Impact on Marketing Performance

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Abstract: Marketing still become the key to overcome the challenges in associated with higher competition. Selling-in becomes one alternative of marketing strategy to meet the challenges. This study aim is to determine the effect of salesperson's capabilities , outlets service strategy and company image on Selling-in and the impact on marketing performance. The data is analyzed by SEM. The study findings show that: the salesperson capabilities , outlet service strategy and company image have direct and significant effect on Selling-in the products produced by PT Mitratani Dua Tujuh Jember. Selling-in has direct and significant effect on marketing performance of PT Mitratani Dua Tujuh Jember.

Keywords: Selling-in, marketing performance, confirmatory factor analysis

INTRODUCTION

The biggest challenge of 21st century is higher competition. Companies should be able to survive not only to retain customers but to expand network to achieve the goal fully. Marketing plays a key role to overcome these challenges (Kotler and Keller, 2012). Furthermore, financial success of company will depend on company's capabilities to market its products.

Ferdinand (2004) explain that the distribution policy can be developed based on two basic options, namely Selling-in policies at control area of company distribution, and selling-out policies at outside control area of company distribution. Selling-in is directed at process of merchandising, ie outlets display to market (customer). The management task is to ensure the availability of goods / services at level of market outlets, while selling-out is focused on retail management to accelerate the outflow of goods to consumers (end user). Selling-in is a distribution activity directed to all middlemen to facilitate the achievement of an optimal level of market coverage using an intermediary outlet to reach the final consumer (Ferdinand, 2000).

Selling-in performance will optimal if the company considers that Selling-in should be supported with good product spreading and selection of appropriate outlet with its target market. The relationship between the Selling-in performance and marketing performance can be explained by looking at marketing performance improvement when the company improves the Selling-in management. Improved of Selling-in management is done by observing the factors to support and smooth the sales activities of company to outlets partner. The success strategy of Selling-in will be reflected in level and integration system of visits (call), sales, and receivables collection. The commitment to improve the service to outlets can be done directly by manufacturer through distribution channels or distributors.

Distribution channel policy can be used to manage the competition, with assumption that higher distribution intensity will create more solid strength and more likely the goods or services offered can be sold on a specific target market (Ferdinand, 2000). Anderson, et al. (1997) stated that decision of distribution channel strategy adopted by company can be used as a strategy to achieve competitive advantage. Stronger competition at present time requires the manufacturer and distribution companies to maintain or increase the Selling-in performance. It can affect the level of their sales due to end consumer will not buy directly to manufacturers or distributor but at outlets around the consumer, as super market, mini market, shops or traditional markets.

Selling-in optimization is one measure of company's success. Companies with high sales will give a positive image. To achieve good performance of Selling-in, company must consider that Selling-in should be supported by good spreading product and selection of appropriate outlet with its target market. Product spreading is the level of equity or availability of products at outlet. Higher spreading will increase the level of selling-out which will ultimately increase the Selling-in (Geisel in Budiono, 2001). The further concern of marketing managers are how to formulate Selling-in strategy that intelligent and truly effective to induce marketing performance at optimal degrees of success, and consistent with expectations and company goals. Therefore, Selling-in becomes study subject in this study.

The relationship between the Selling-in performance and marketing performance can be explained by marketing performance improvement of a company when the company improves the Selling-in management. Selling-in management improvement can be done by observing the factors to support and smooth the sales activities to partner outlets. Higher Selling-in will trigger a high stock levels at outlet and provides the potential for higher sales to consumers. Stock level is product inventory levels at outlet, with a high level of stock will provide high potential on product sales to final consumers (Kapalka et. al., 1999).

Study finding of Kurniasanti et. al. (2014) show that one weaknesses of PT Mitratani Dua Tujuh Jember is limited local distributors to market the products. This issue became a challenge, the Selling-in improvement is expected to reduce the negative impact of limitations of local distributors to market edamame frozen products by PT Mitratani Dua Tujuh Jember of and its derivatives.

LITERATURE REVIEW

Salesperson Capabilities

Liu and Leach (2001) states objectively that sales performance measurement focuses on sales volume and Market Share. While the subjective measurements are more focused on: 1) customer satisfaction, 2) the capabilities to listen the customers, 3) capabilities to conduct sales presentations, 4) handling customer

needs and desires effectively, 5) the creation of a sense of mutual respect in any sales activities, 6) knowledge about the product, 7) selling to customers prospective, 8) selling important products, and 9) maintain the market portion.

The sales force capabilities can be interpreted as a salesperson expertise in conducting sales activities. Membership of sales force is a belief in existence of specialized knowledge owned by salesperson to support the business relationship. The capabilities of salespeople are more often shown through solutions to serve the customers. The sales force capabilities indicate the added value to customer (Setiawan 2003). This means that higher the sales force capabilities will increase the added value to the customers. The sales force capabilities are indicated by their performance during these activities (Adikusumo 2003).

The sales force capabilities are their competency when conducting direct sales activity. Selling-in performance may be considered important because it can be directly related to effectiveness of sales through sales force capability (Aprianti and Susanto, 2003). An example of this activity is to provide information for outlet. Strategies capabilities of sales force has a function to disseminate the company's products information to market, in form of installing the company's products at store or outlet controlled by company. The display function of salespeople capabilities on Selling-in performance is to create impression of "Eye catching". Strategic analysis of salespeople performance capabilities for Selling-in is intended to attract customers.

Findings of Liu and Leach (2001) proved that perceived expertise of distributor force will increase satisfaction to distributor. Satisfaction can be demonstrated by their desire to continue the relationship. These results suggest that sales force capabilities also will support performance improvement of Selling-in with one indicator is the desire to continue the relationship. Rentz et.al., (2002) also showed that expertise of sales force in turn can contribute to confidence in sales force and will ultimately affect on buyers desire to buy the company's products. This shows the importance of sales force expertise to improve the company's product sales. Membership of sales force affect on the Selling-in of company.

Outlet Services Strategy

Not all business actor aware the importance of service to outlet. It can arise for various reasons. Among others is aspect of customer satisfaction, or because of perceived product being sold is a product wanted by customers and will not be left by customer. Novasari (2006) explains management decisions to answer the question how to manage outlets in order to bring most optimal benefits for company. Service quality of outlets can generate profits through the opening of new outlets (new accounts) as well as maintain and implement activities that already exist. Therefore, when outlets service has been good then it should follow up.

Follow-up to customer is done in two ways, first to appreciate and enhance relation directly during the sales presentation and secondly, determine whether the customer is satisfied with the purchase. It ultimately could affect the Selling-in performance. Strategy and service of outlets is one determinant of sales success. It means the strategy and service of outlets are management decisions to answer the question how to manage outlets in order to bring most optimal benefits for company. The better outlet handling will makes more effective the company to sell the products (Sunaryo, 2002).

Policies to answer the question of how an outlet is managed in order to bring the most optimal benefits for company is the management authority. For a company whose the customers are outlet, outlet

service strategy is one determinant of sales success for company. Arif (2004) states that size of sales force is determined by number of existing customers. The fleet size is closely related to effectiveness of outlets sales and service to given company. Furthermore, it is also explained that sales force is determined partly by frequency of visits, number of existing accounts, and average number of visits that can be performed by a salesperson.

The effectiveness of management decisions on outlets service will be highly depend on accuracy of visit (call), sales, right payment systems (terms of payment), and a return policy. This is in line with opinion of Ferdinand (2004) that work scope of Selling-in management, Selling-in performance will depend on effectiveness of call function, contract (buy and sales), new open account and account receivables with pay attention to factors beyond the control, ie buying behavior of customers or outlets.

Findings of Moore (1992) on agents and distributors in Germany and UK indicate that visit, credit policies and financial incentives provided by company will increase the motivation of agents and distributors to continue cooperation with company. Motivation plays a key role to boost the sales of company's products to customers or end consumers. It has an advantage for company because it will increase the sales volume of company's products to outlet partners.

Findings of Sunaryo (2002) proved that better sales force capabilities to execute the functions of visits, sales, payment terms and return policy can increase performance of Selling-in management. Homburg et al, (2002) also showed that frequency of business contacts or visits made by company through the sales force will be able to affect the decision of buyer (outlets partner) to buy company's products. Therefore, the appropriate visits will generate sales (Selling-in), and more order (repeat order).

Payment policies and returns handling will also affect on the sales. The more flexible payment and return will encourage customers to purchase the product. Purchases on credit by customers in certain circumstances would be able to increase the number of purchases of customers, both product variety and quantity of products. Therefore, the outlets strategy and service will affect on performance of Selling-in (Sunaryo, 2002). Furthermore, it is explained that through the business contacts the company actually establish close relations (interpersonal) and will accelerate the company's understanding to partner outlets needs. It can be used to take the appropriate policies to support the effectiveness of Selling-in management (Anis 2002).

Company Image

The company image has a huge impact on sales. Negative company image will have negative effect on sale. Commitment and credibility will establish a good company image. Similarly, Corner/Roper in Benchmark Survey (1994) found evidence that 84% of respondents believe that they buy because of positive company image. Richard M. Snider (1994) show positive company image relate to sales. The company image itself involves a combination of destinations, products, services, management style, organizational policies and overall philosophy. Good company image will be reflected in reliability of company, management capability and commitment of company. The company's image is also determined by company's reputation and professionalism, ethical standards and customer orientation.

Implications of company's image on distribution companies often determined by company size or the amount of business or sales volume, brand product distribution, skill and confidence level of sales

personnel, presence or absence of advertising in products distribution, service accuracy and other performance. The company image will increase sales of a product for their purchase due to positive company image.

Companies must pay attention to reputation, professionalism, ethical standards and customer orientation because it is important to shape the company's image in order to increase sales (Richard M. Snider, 1994). With good company image, company can put himself in hearts of customers which in turn will encourage customers to buy the products offered. The company image will increase sales of a product because of positive company image.

Selling-in

Broadly speaking, distribution can be interpreted as trying to facilitate the marketing activities and facilitate the achievement of goods or services from the manufacturer to customer, in according with the need (type, quantity, price, place and when needed). Selling-in performance is accomplished performance management to manage the sales activities that lead to display the products at retailer outlets. Management of Selling-in process itself can be described as a process to create a value chain of customers and generate returns for company.

Selling-in performance in relation to performance and marketing has become the center of attention and developed in various perspectives. Basically, learn and understand the Selling-in is the first step towards the development of marketing strategies and tactics that more effective (Ferdinand 2004). Susanto and Faiz (2006) has explained that distribution channel strategy (strategic channel design) selected and assigned by a company can be used as a weapon to face higher high level of competition.

One things that need to be observed by company to face the business competition is always dynamic to maintain customers from the threat of competitors. The advantage of Selling-in is managers can consider specifically how their marketing programs can increase the value of Selling-in (Ferdinand 2004).

Selling-in management is management activities directed at efforts to sell to all the intermediaries to facilitate the achievement of market coverage through optimal usage of intermediaries outlet to reach the end consumer. Under these conditions, companies need to rearrange their distribution channel strategy policy. This is because the successful sale of company's products to its customers depends on policy of distribution channels. Therefore, it can be said that policy of Selling-in will ultimately lead to merchandizing, namely activities elongation product at outlet level in order to attract attention and buying attractiveness from consumers. The target of Selling-in is the transactions intermediary, ie products receipt by customers for display at outlet of customers and sold to end consumer (Ferdinand, 2004).

For distribution companies, amount of Selling-in is one measure of success. Selling-in illustrates the level of product acceptance at intermediate level and this will produce a positive image for company's suppliers as the company principal (Ferdinand, 2004). There are two ways to raise the Selling-in, horizontally and vertically. Increasing sales horizontally is based on higher sales due to addition of new outlets that previously has been underserved. The tighter products spreading will increase difficult for other companies to increase its Selling-in horizontally. Increasing the Selling-in vertically is based on increase of sales due to addition of items of products sold in outlets that already exist, or the sales increase due to availability of goods in all at outlets (Ferdinand, 2004).

Selling-in performance is described as a commitment to meet outlet needs to help their customer as well as the anticipation to competitors (Arif, 2004). Furthermore, customer-oriented sales and competitors is a sign that they are implementing market orientation sales and adaptability of strategic environmental constitute a “secret key of success” for a company in distribution, a problem of Selling-in is one measure of companies success (Ferdinand, 2004). This is because, Selling-in performance related to sales activities made by company towards its outlet into customers. The company’s success depends on how smooth the cooperation with outlet. Therefore, to increase the performance of Selling-in, companies need to realize that Selling-in management should be supported by good product sharing and selection of appropriate outlet with its target market (Sunaryo, 2002).

Marketing Performance

Marketing performance is an achievements measure of overall marketing activity of an organization. Lambin (in Ferdinand, 2000) puts the performance size in marketing system model for following sales output and profit: Company sales, industry sales and Market Share, cost profit models. Heneman (1997) measure the performance of seven dimensions, namely: total sales, total stores, new store size, store size average, pre-tax profit growth rate, Market Share, expense sales growth ratio. Pelham Alfred M. (1997) suggests that marketing performance is influenced by three things: firm effectiveness, growth share, and profitability. Effectiveness of these outlets includes three things: (1) Relative Product Quality, (2) new product success, and (3) customer retention. While growth / portion also consist of three elements: (1) sales level, (2) growth rate and (3) Market Share target. Company performance is profitability which includes three things: (1) return on equity, (2) gross margin and (3) return on investment.

Marketing performance is often used to measure the impact of strategy applied by company. The company’s strategy always aimed to produce superior marketing performance. Although there is no certainty about the dimensions of performance marketing, but generally the dimensions to measure marketing performance are sales growth, customer growth and sales volume as a performance measurement tool of company marketing.

Ferdinand (2000) states that a good marketing performance is expressed in three main values, namely: sales, sales growth, customer growth. These main value comes down to sales profit company that shows how much money or how many units of product sold, while sales growth shows how much sales increase compared to same product at a time. Customer growth shows how much the products contribution for customer at similar products than its competitors (Market Share).

The relationship between the Selling-in performance and marketing performance can be explained as follows. Marketing performance is one dimensions of sales growth to achieve highest product marketing. Product can be sold more when companies add or multiply the number of outlets o display the product. The company’s expectations are the customers who want to buy the product can find and buy in outlets scattered in some places. This can be achieved if the company uses good Selling-in management with outlet (Garbarino and Johnson 1999; Ferdinand 2004). Delivery systems to support a proper integration should be supported in a competitive selling which will provide a much better preparation to complex environmental change (Ferdinand 2000). Anderson et al, (1997) showed the importance of company to pay attention to effectiveness and capabilities of outlet partner in serving customers. Partner outlet capabilities to serve customers will cause the customer want to buy the products in these outlets. While the effectiveness

of partner outlets leads to closeness with its customers. The company success can improve the marketing performance based on accuracy in determining the partner outlets.

On other hand, Siguaw et al, (1998) found that without clear direction, it will impossible to change the performance, especially marketing performance in future. Purnomo (2013) and Novasari (2006) proved that Selling-in performance positively relate to marketing performance. These results indicate that a company's marketing performance can be improved by controlling the distribution management (Sudjoko, 2002). Sunaryo (2002) also show that Selling-in performance will ultimately lead to improvement of marketing performance. The improved marketing performance is also marked by good sales growth from year to year and higher growth than similar competitors and has a broad customer compared to previous years (Ferdinand, 2000). Kapalka et, all, (1999) stated that greater Selling-in than the distributor will trigger stock levels and high service levels at retailer outlets and provide the potential for higher sales to consumers.

Research Framework

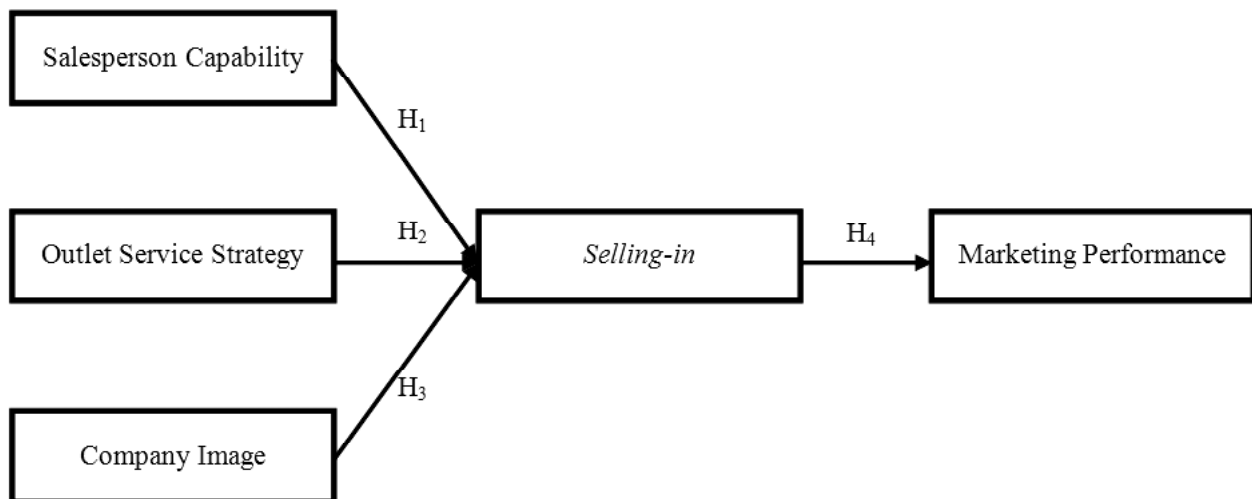


Figure 1: Research Framework

Research hypothesis

H1: $\rho_{x_1y} \neq 0$ Salesperson capabilities affect on Selling-in.

H2: $\rho_{x_2y} \neq 0$ Outlet services strategy affect on Selling-in.

H3: $\rho_{x_3y} \neq 0$ Selling-in affect on Company image.

H4: $\rho_{x_4y} \neq 0$ Selling-in affect on marketing performance.

RESEARCH METHODS

The research location is determined purposively at Jember District, East Java as the main base of PT Mitratani Dua Tujuh Jember. Primary data were collected by direct interview with outlet management guided by valid and reliable questionnaire. The secondary data comes from information or data of related agencies as well as literature books, journals or various forms of publications as listed in references.

The analysis technique used is a confirmatory analysis, multivariate analysis method that can be used to test or confirm whether the measurement model is consistent with hypothesis by using Amos 20. This study analyzes and tests every indicator of salesperson capabilities, Outlet service force, Outlet service strategy, Selling-in and marketing performance. Samples in this research are 150 outlet that selling products from PT Mitratani Dua Tujuh Jember (frozen Edamame and derivatives).

RESULTS AND DISCUSSION

Validity and Reliability Analysis

Table 1
Validity and Reliability Analysis Results

<i>Variables</i>	<i>Indicators</i>	<i>Loading Factor (λ)</i>	λ^2	$1-\lambda^2$	<i>CR</i>	<i>Description</i>
Salespeople capability	Service capability	0.836	0.699	0.301	0.886	Reliable
	Information service capability	0.788	0.621	0.379		
	Problem solving capability	0.919	0.845	0.155		
	Total	2.543		0.836		
Outlet service strategy	Call visit	0.796	0.634	0.366	0.886	Reliable
	Contract	0.788	0.621	0.379		
	Return policy	0.839	0.704	0.296		
	Term of payment	0.826	0.682	0.318		
	Total	3.249		1.359		
Company image	Company reputation	0.770	0.593	0.407	0.854	Reliable
	Management achievement	0.812	0.659	0.341		
	Company commitment	0.854	0.729	0.271		
	Total	2.436		1.018		
Selling-in	Product availability	0.850	0.723	0.278	0.879	Reliable
	Product variety	0.849	0.721	0.279		
	Product attractiveness	0.825	0.681	0.319		
	Total	2.524		0.876		
Marketing performance	Marketing volume	0.716	0.513	0.487	0.808	Reliable
	Sales growth	0.776	0.602	0.398		
	Market Share	0.800	0.640	0.360		
	Total	2.292		1.245		

Indicators of exogenous variables of Salespeople capabilities, Outlet service strategy, Company image, and Selling-in and Marketing performance are valid. The loading factor of latent variables are constructed by indicators with loading value > 0.5 at a significance level $\alpha = 0.05$. According to table 1 above, indicator for each variable are valid.

Table 1 shows the reliability test results of constructs for each variables ≥ 0.70 . It can be concluded that indicators to measure variables are reliable. In other words the indicators to identify the variables are consistent.

Model Fit Testing

Analysis result and estimation model can be described in Figure 2 below:

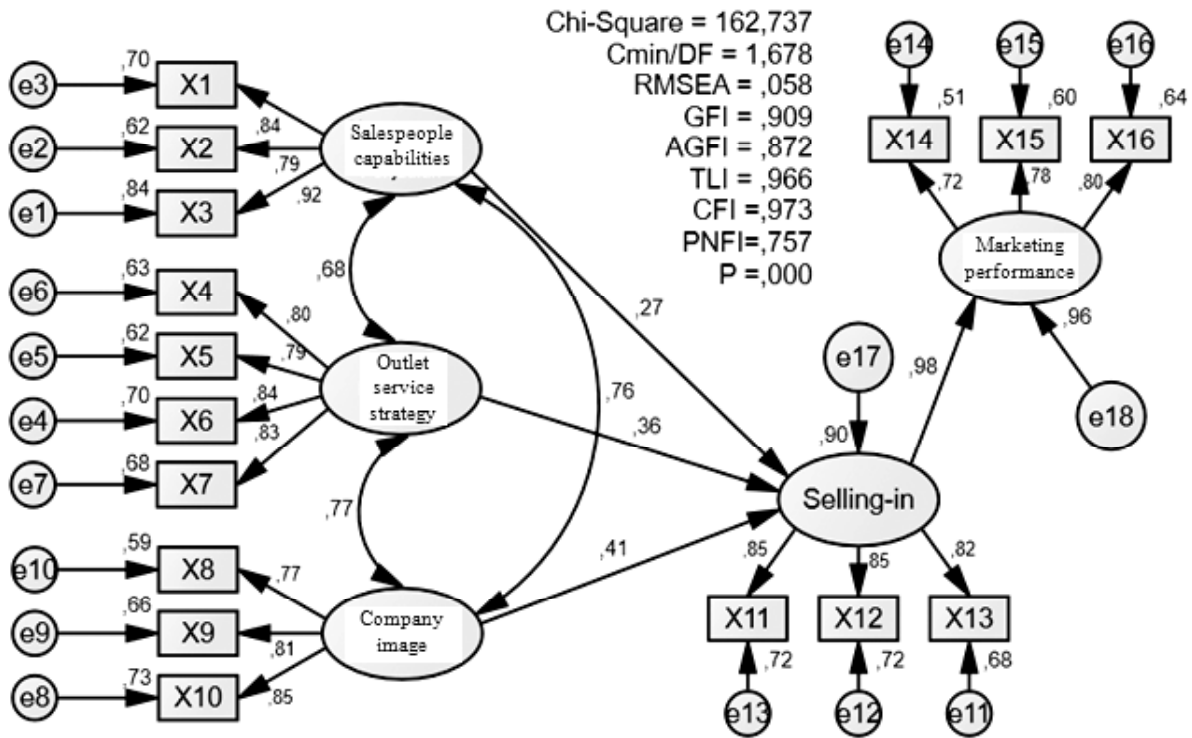


Figure 2: Analysis result and estimation model

Table 2
Goodness of Fit Testing Results

Criteria	Cut-Off Value	Test Result	Description
Chi Square	Should small Prob. > 0,05	162,737	Good
Significance P.	≥ 0.05	0,000	Marginal
CMIN/DF	≥ 2.00	1,678	Good
PGFI	≥ 0.50	0,648	Good
CFI	≥ 0,90	0,973	Good
PNFI	≥ 0,50	0,757	Good
GFI	≥ 0,90	0,909	Good
RMSEA	≥ 0.08	0,058	Good

Criteria goodness of fit index are good, like CMIN / DF, PGFI, CFI, PNFI, and GFI. Table 2 above shows the quality of the framework made. All meet the criteria (good) except significance, therefore the proposed models appropriate for further analysis.

Confirmatory Factor Analysis

Construct validity test is done to see which reliable indicators to represent constructs. The tests is done by confirmatory factor analysis (CFA) on each latent variable. The minimal value of Loading Factor (λ) is 0.50.

Table 3
Confirmatory Factor Analysis (CFA) of Salespeople Capabilities Variable

<i>Indicators and Variables</i>	<i>Validity of Loading Factor</i>			<i>C.R.</i>	<i>P</i>
Service capability	X1	0,836	Valid	16,28	***
Information presentation capability	X2	0,788	Valid	14,554	***
Problem solving capability	X3	0,919	Valid		

Table 3 shows that most powerful indicator to measure salesperson capabilities is problem solving capabilities (X3) as indicated by loading factor of 0.919, while the weakest indicator to measure salesperson capability is information presentation capabilities (X2) as indicated by loading factor of 0.788.

Outlet Services Strategy

Table 4
Confirmatory Factor Analysis (CFA) of Outlet Service Strategy Variable

<i>Indicators and Variables</i>	<i>Validity of Loading Factor</i>			<i>C.R.</i>	<i>P</i>
Call visit	X4	0,796	Valid	13,282	***
Contract	X5	0,788	Valid	12,948	***
Return policy	X6	0,839	Valid		
Term of payment	X7	0,826	Valid	13,948	***

Table 4 shows that the most powerful indicator to measure Outlet service strategy variable is Returns policy (X6) as indicated by loading factor of 0.839, while the weakest indicator to measure Outlet service strategy variable is contract (purchase and sale) (X5) as indicated by loading factor of 0.788.

Company Image

Table 5
Confirmatory Factor Analysis (CFA) of Company Image Variable

<i>Indicators and Variables</i>	<i>Validity of Loading Factor</i>			<i>C.R.</i>	<i>P</i>
Company reputation	X8	0,770	Valid	12,792	***
Management achievement	X9	0,812	Valid	13,559	***
Company commitment	X10	0,854	Valid		

Table 5 shows that the most powerful indicator to measure f Company image variable is Company (X10) as indicated by loading factor of 0.854, while the weakest indicators to measure Company image variable is company reputation (X8) as indicated by loading factor of 0.770.

Selling-in

Table 6 shows that most powerful indicator to measure Selling-in variable is product availability (X11) as indicated by loading factor of 0.850, while weakest indicators to measure Selling-in variable is product attractiveness (X13) as indicated by loading factor of 0.825.

Table 6
Confirmatory Factor Analysis (CFA) of Selling-in variable

<i>Indicators and Variables</i>	<i>Validity of Loading Factor</i>			<i>C.R.</i>	<i>P</i>
Product availability	X11	0,850	Valid	14,829	***
Product variety	X12	0,849	Valid	14,714	***
Product attractiveness	X13	0,825	Valid		

Marketing Performance

Table 7
Confirmatory Factor Analysis (CFA) of Marketing Performance Variable

<i>Indicators and Variables</i>	<i>Validity of Loading Factor</i>			<i>C.R.</i>	<i>P</i>
Sales volume	X14	0,716	Valid		
Sales growth	X15	0,776	Valid	10,738	***
Market Share	X16	0,800	Valid	10,996	***

Table 7 shows that most powerful indicator to measure Marketing performance variable is Market Share (X16) as indicated by loading factor of 0.800, while the weakest indicator to measure the Marketing performance variables is Sales volume (X14) as indicated by loading factor of 0.716.

Causality Test (Hypothesis Testing)

Table 8
Hypothesis Testing

			<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>
Selling-in	←	Salesperson capability	0,246	0,065	3,802	***
Selling-in	←	Outlet service strategy	0,374	0,075	5,003	***
Selling-in	←	Company image	0,427	0,093	4,589	***
Marketing performance	←	Selling-in	0,805	0,072	11,173	***

Table 8 shows that salesperson capabilities significantly has dominant effect on Selling-in. The p-value of $0.000 < 0.05$. This accept H1 and reject H0, it can be stated that salespeople capabilities has significant effect on Selling-in of products produced by PT Mitratani Dua Tujuh Jember. Outlet sales strategy significantly affect on Selling-in. The p value of $0.000 < 0.05$. This accept H2 and reject H0, it can be stated that Outlet sales strategy significantly affect on Selling-in of products produced by PT Mitratani Dua Tujuh Jember. Company image significantly affect on Selling-in. The p value of $0.000 < 0.05$. This accept H3 and reject H0, it can be stated that company image significantly affect on Selling-in products produced by PT Mitratani Dua Tujuh Jember. Selling-in significantly affect on Marketing performance. The p value of $0.000 < 0.05$. This accept H4 and reject H0, it can be stated that Selling-in significantly affect on Marketing performance of products produced by PT Mitratani Dua Tujuh Jember.

Effect Between Variables

Table 9 shows the Company image directly has dominant effect on Selling-in at path coefficient of 0.413, while Salespeople capability has weakest direct effect on Selling-in at path coefficient of 0.266.

Table 9
Direct Effect between Variables
(Standardized Regression Weights)

			<i>Estimate</i>
Selling-in	←	Salesperson capability	0,266
Selling-in	←	Outlet service strategy	0,362
Selling-in	←	Company image	0,413
Marketing performance	←	Selling-in	0,980

Effect of Salesperson Capabilities on Selling-in

Causality test results show that Salesperson capabilities directly and significantly affect on Selling-in of products produced by PT Mitratani Dua Tujuh Jember. With path coefficient 0.266 and 0.000 significance level, these findings simultaneously accept H1 and reject H0. The Salespeople capabilities becomes one factor to affect selling-of products produced by PT Mitratani Dua Tujuh Jember. These findings empirically consistent with Liu and Leach (2001) and Rentz et.al. (2002).

Effect of Outlet Service Strategy on Selling-in

Causality test results show that Outlet service strategy directly and significantly affect on Selling-in of products produced by PT Mitratani Dua Tujuh Jember. With path coefficient of 0.362 and 0.000 significance level, these findings accept H2 and reject H0. Outlet service strategy become one factor to affect the Selling-in the products produced by PT Mitratani Dua Tujuh Jember. These findings consistent with Moore (1992); Sunaryo (2002) and Homburg et al, (2002)

Effect of Company Image on Selling-in

Causality test results show that company's image directly and significantly affect on Selling-in the products produced by PT Mitratani Dua Tujuh Jember. With path coefficient of 0.413 and 0.000 significance level, these findings accept H3 and reject H0. The company's image in consumers eyes should become a major concern because it will have an impact on Selling-in the products produced by PT Mitratani Dua Tujuh Jember. These findings consistent with Richard M. Snider (1994).

Effect of Selling-in on Marketing performance

Causality test results show that Selling directly and significantly affect on Marketing performance. With path coefficient of 0.980 and 0.000 significance level, these findings accept H4 and reject H0. Selling-in become one alternative strategies for PT Mitratani Dua Tujuh Jember because it has impact on marketing performance of products produced by PT Mitratani Dua Tujuh Jember. These findings consistent with Ferdinand (2004); Susanto and Faiz (2006).

CONCLUSION

- 1) Salespeople capabilities directly and significantly affect on Selling-in the products produced by PT Mitratani Dua Tujuh Jember.
- 2) Outlet service strategy directly and significantly affect on Selling-in the products produced by PT Mitratani Dua Tujuh Jember.
- 3) Company image directly and significantly affect on Selling-in the products produced by PT Mitratani Dua Tujuh Jember.
- 4) Selling-in directly and significantly affect on Marketing performance of PT Mitratani Dua Tujuh Jember.

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