

**PENINGKATAN KINERJA PEMASARAN FESYEN MELALUI  
*ENTREPRENEURIAL ORIENTATION* DAN *MARKET ORIENTATION*  
OLEH *WOMENPRENEUR* DI JAWA BARAT**

**DISERTASI**

Diajukan untuk Memenuhi Salah Satu Syarat Menempuh Ujian Sidang  
Doktor Ilmu Manajemen pada Program Doktor Ilmu Manajemen



**OLEH :**  
**HENY HENDRAYATI**  
**NIM. 1308208**

**PROGRAM STUDI DOKTOR ILMU MANAJEMEN  
SEKOLAH PASCA SARJANA  
UNIVERSITAS PENDIDIKAN INDONESIA  
2017**

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**Promotor**  
**Prof. Dr. H. Disman, M.Si**  
**Dr. Vanessa Gaffar, SE.,AK.,MBA**

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**2017**

## LEMBAR PENGESAHAN

Peningkatan Kinerja Pemasaran Fesyen melalui *Entrepreneurial Orientation* dan  
*Market Orientation* oleh Womenpreneur di Jawa Barat

Disertasi ini telah disetujui  
dan disahkan oleh

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PENINGKATAN KINERJA PEMASARAN FESYEN  
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MARKET ORIENTATION OLEHWOMENPRENEUR  
DI JAWA BARAT

Oleh  
Heny Hendrayati

Dr. UPI Bandung, 2017  
MM Unpad Bandung, 2002

Sebuah Disertasi yang diajukan untuk memenuhi salah satu syarat memperoleh  
gelar Doktor Ilmu Manajemen (Dr.) pada Sekolah Pasca Sarjana UPI

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Agustus 2017

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## **PERNYATAAN KEASLIAN ISI DISERTASI**

Dengan ini saya menyatakan bahwa disertasi yang berjudul “**Peningkatan Kinerja Pemasaran Fesyen Melalui *Entrepreneurial Orientation* dan *Market Orientation* oleh Womenpreneur di Jawa Barat**” ini beserta seluruh isinya adalah benar benar karya saya sendiri dan tidak melakukan penjiplakan atau pengutipan dengan cara yang tidak sesuai dengan etika keilmuan yang berlaku.

Atas pernyataan ini, saya bersedia menanggung resiko/sanksi yang dijatuhkan kepada saya apabila kemudian ada klaim dari pihak lain terhadap keaslian karya saya ini.

Bandung, 15 Juni 2017  
Yang membuat pernyataan

Heny Hendrayati

## **DALIL**

1. Kemampuan untuk menciptakan nilai dan menjaga hubungan baik dengan pelanggan dapat meningkatkan kinerja pemasaran
2. Orientasi kewirausahaan dan orientasi pasar akan mampu mendorong kinerja pemasaran jika dalam pelaksanaannya memperhatikan penciptaan nilai dan kereliasian pelangg
3. Semakin tinggi pembentukan nilai pelanggan maka akan semakin tinggi pula kinerja pemasaran yang terbentuk
4. Semakin tinggi program hubungan kereliasian pelanggan maka akan semakin tinggi pula kinerja pemasaran
5. Dalam rangka meningkatkan kinerja pemasaran, maka penciptaan nilai pelanggan harus lebih didahulukan dibandingkan dengan hubungan kereliasian pelanggan.
6. Hubungan kereliasian pelanggan dapat terbentuk setelah adanya penciptaan nilai yang baik dari produsen
7. Dalam rangka meningkatkan kinerja pemasaran, maka orientasi kewirausahaan harus lebih didahulukan dibandingkan dengan orientasi pasar.

## ABSTRAK

Heny Hendrayati, NIM 1308208 Peningkatan Kinerja Pemasaran Fesyen melalui *Entrepreneurial Orientation* dan *Market Orientation* oleh *Womenpreneur* di Jawa Barat; dibawah bimbingan Promotor : Prof.Dr.H.Disman,M.Si. dan Ko-Promotor: Dr. Vanessa Gaffar, SE, Ak.,MBA

Adanya peningkatan kegiatan *womenpreneur* di Jawa Barat dari tahun ke tahun dapat dijadikan sebagai mesin baru bagi pertumbuhan ekonomi. Salah satu usaha yang digeluti oleh *womenpreneur* di Jawa Barat adalah sub sektor fesyen. Persaingan yang semakin ketat di bidang fesyen baik dari dalam dan luar negeri memberikan dampak penurunan kinerja pemasaran terutama bagi usaha UMKM. Tujuan penelitian ini adalah untuk mengukur pengaruh dari *entrepreneurial orientation* dan *market orientation* terhadap *value creation* dan *Customer Relationship Management* serta dampaknya pada kinerja pemasaran fesyen yang dikelola oleh *womenpreneur* di Jawa Barat. Penelitian ini menggunakan metode deskriptif dan verifikatif, dimana SEM (*Structural equation Modeling*) digunakan untuk menganalisis data secara statistik. Unit analisis dalam penelitian ini adalah *womenpreneur* yang bergerak dalam bidang fesyen di Jawa Barat sebanyak 200 orang yang diambil secara *proportional random sampling*. Hasil penelitian menunjukkan bahwa kinerja pemasaran dibentuk oleh *entrepreneurial orientation* dan *market orientation* melalui variabel *intervening value creation* dan *customer relationship management*. Peningkatan keberanian dalam mengambil resiko yang merupakan unsur pendukung terbentuknya *entrepreneurial orientation* dan orientasi terhadap pesaing yang merupakan unsur pendukung terbentuknya *market orientation* perlu mendapatkan perhatian para *womenpreneur* yang jika ingin meningkatkan kinerja pemasaran.

Kata kunci : kinerja pemasaran, *entrepreneurial orientation*, *market orientation*, *value creation*, *customer relationship management*.

## ABSTRACT

*Heny Hendrayati, NIM 1308208 Developing of Fashion Marketing Performance through Entrepreneurial Orientation and Market Orientation by Womenpreneur in West Java; Under the guidance of Promotor: Prof.Dr.H.Disman, M.Si. and Co-Promotor: Dr. Vanessa Gaffar, SE, Ak., MBA*

*The increase of womenpreneur activity in West Java from year to year can serve as a new engine for economic growth. One of the business that was involved by womenpreneur is fashion industry sector in West Java. Increasing competition in the field of fashion both from within and outside the country have an impact on the decline in marketing performance, especially for MSMEs business. The purpose of this study is to analyze the effect of entrepreneurial orientation and market orientation , on value creation and CRM and its impact on marketing performance on fashion womenpreneurs in West Java. This research uses descriptive and verifikatif method, where SEM (Structural equation Modeling) is used to analyze data statistically. The unit of analysis in this study is womenpreneur engaged in the field of fashion in West Java as many as 200 people taken proportional random sampling. The results showed that the marketing performance is formed by entrepreneurial orientation and market orientation through variable intervening value creation and customer relationship management. Entrepreneurial orientation and market orientation need to be improved especially in terms of risk taking courage and orientation towards competitors. Increased courage in taking risks which is a supporting element of entrepreneurial orientation dan orientation towards competitors which is supporting elements of market orientation formation needs to get attention of womenpreneur which if want to improve marketing performance.*

*Keywords: marketing performance, entrepreneurial orientation, market orientation, value creation, customer relationship management.*



## KATA PENGANTAR

Segala puji dan syukur penulis panjatkan kehadiran Illahi Robbi Allah SWT, karena atas berkat rahmat dan Karunia-Nya penulis dapat menyelesaikan disertasi ini sebagai judul “Peningkatan Kinerja Pemasaran Fesyen melalui *Entrepreneurial Orientation* dan *Market Orientation* oleh *Womenpreneur* di Jawa Barat“. Disertasi ini diajukan untuk memenuhi sebagian syarat untuk memperoleh gelar Doktor Ilmu Manajemen Pascasarjana Universitas Pendidikan Indonesia (UPI).

Tidak ada gading yang tak retak dimana kesempurnaan hanya milik Allah SWT., dalam proses penyelesaian disertasi ini penulis menyampaikan ucapan terima kasih dan penghargaan yang sebesar-besarnya kepada :

1. Prof.Dr.H.Disman,M.S, selaku promotor yang senantiasa membimbing dan memotivasi baik bidang akademik maupun non akademik dengan kesabaran berdiskusi dalam berbagai kesempatan sehingga penulis dapat menyelesaikan disertasi ini. Disertasi yang baik adalah disertasi yang selesai. Itulah quote yang selalu terngiang dalam telinga penulis dari promotor.
2. Dr. Vanessa Gaffar, SE.Ak.,MBA selaku ko-promotor yang senantiasa membimbing, berdiskusi dan memotivasi dengan kesabaran serta senantiasa meluangkan waktu, tenaga, dan pikiran ditengah-tengah kesibukannya. Walau terdapat perbedaan jarak dan waktu diantara kami, antara Indonesia (UPI) dan Inggris (Coventry University) namun tetap bisa berdiskusi sehingga penulis dapat menyelesaikan disertasi ini dengan tepat waktu.
3. Prof.Dr.Hj Ratih Hurriyati, M.P. selaku Ketua Program Studi DIM sekaligus dosen pembimbing akademik yang memberikan motivasi dari sejak awal perkuliahan kepada penulis dan dorongan dalam proses penyusunan disertasi ini.
4. Prof. Dr. H. Eeng Ahman, M.Si selaku Ketua Program Studi DIM terdahulu yang memberikan motivasi kepada penulis dan dorongan dalam proses penyusunan disertasi ini.
5. Prof. H. Furqon, MA, (alm) sebagai Rektor UPI terdahulu dan Prof. Dr. H. R. Asep Kadarohman, M.Si beserta seluruh jajaran rektorat terutama Wakil

Rektor II Dr. H. Edi Suryadi, MS atas ijin dan dorongannya sehingga telah menjamin proses perkuliahan berjalan dengan baik dan lancar

6. Prof. Dr. H. Yaya Sukjaya kusumah, M. Sc., (Direktur SPs), Prof. Dr. Hj Ana Permana M.Sc., (Asdir 1 Sps UPI) dan Prof.Dr.H.Disman,M.Si (Asdir II Sps UPI)
7. Seluruh pengajar di lingkungan Program Studi Doktor Ilmu Manajemen dan Sekolah Pasca Sarjana UPI yang senantiasa menciptakan iklim akademis yang produktif dan memberikan dorongan tiada henti selama masa perkuliahan dan penulisan disertasi ini.
8. Petugas Administrasi Program Studi Doktor Ilmu Manajemen dan Sekolah Pasca Sarjana UPI yang selalu siap sedia membantu penulis dalam setiap urusan administrasi perkuliahan.
9. Prof.Dr.H. Agus Rahayu, MP selaku Dekan Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia yang senantiasa mendorong penulis untuk menyelesaikan program S3 dengan baik.
10. Dr. Chairul Furqon,MM.,selaku Ketua program Studi Manajemen yang selalu memberikan kesempatan dan motivasi kepada penulis dari awal sampai akhir kuliah dan selama penyusunan disertasi.
11. Guru besar yang senantiasa memberikan motivasi dan nasihat kepada penulis dari FPEB UPI: Prof Dr.Suryana, M.Si., Prof.Dr H.Nanang Fattah,M.Pd., Prof. Dr. Hj. Tjutju Yuniarsih, M.Pd. dan Prof. Dr. H. Suwatno. M.Si
12. Sahabat-sahabat dalam Program Studi Manajemen dan Fakultas Pendidikan Ekonomi dan Bisnis yang memberikan dorongan dan motivasi untuk menyelesaikan studi : Dr. Vanessa Gaffar, SE.Ak.MBA., Dr. Lili Adi Wibowo, MM., Mayasari,SE.MM.,Askolani, SE.,MM.,Rofi Rofaida SP.M.Si., Dr. Adieb Sultan MT., Arief Budiman, S.S, S.Sos. IMSMEs., Dr. Ayu Krishna, MM., Annisa Cipta Gustia SE.M.Si., Budi Pamungkas Gautama, SE.MSc., Netti Siska SE.,MM, Sulastri M.Stat, MM., Yayah, S.Pd dan Yoga Perdana SE.
13. Rekan-rekan Dosen di Fakultas Pendidikan Ekonomi dan Bisnis, atas kebersamaan dan dorongannya kepada penulis.

14. Mahasiswa Prodi Manajemen UPI yang banyak membantu selama proses penelitian dan pengumpulan data di lapangan ; Rahmy Karimah, Vemi Purwadi, Reggina Sianturi, Moh Rizqi Fawwas, Nurul Laeli,Okta, Sarah, Hana, Vania, Putra, Risman, Vian, Zaki, Jalu, Didah Aisah, Marchela Indah Atrisia, Maya Annisa, dan Anggun Budiwati
15. Sahabat-sahabat seperjuangan di Program Studi Doktor Ilmu Manajemen angkatan 2013 Semester Genap DIM Telkom UPI yaitu Bachruddin Luterlean, Hendratno, Romat Saragih, Tjahjono Djatmiko, Alex Winarno, Wiwin Aminah, Artarina Dewi Samoedro, Sony Sasongko, Wahyudajanto dan Hayun Setiawan atas kebersamaanya dan kekompakannya selama masa perkuliahan dan masa penyusunan disertasi ini.
16. Saudara-saudara satu ikatan keluarga besar Yayasan Pendidikan Handayani 1979 terima kasih banyak atas segala keihklasan, doa, dorongan, kerja sama kekompakan serta waktunya dalam membantu penulis selama penulisan disertasi.
17. H. Dadang Rusdiana, SH.,M.Si, Anggota DPR RI Komisi X Bidang Pendidikan, Kebudayaan, Pariwisata, Ekonomi Kreatif, Pemuda, Olahraga, Perpustakaan, yang banyak memberi dorongan kepada penulis untuk kemajuan pendidikan di Kabupaten Bandung.
18. Masrura Ramidjal, Ketua Ikatan Wanita Pengusaha Indonesia (IWAPI) Jabar atas supportnya dalam penelitian ini.
19. Sahabat-sahabat SD Bojongkoneng Timur 1 Banjaran, SMP Negeri 3 Bandung, SMA Negeri 8 Bandung, IP Fisip Unpad dan MM Unpad yang mendukung penuh perjuangan ini, Mas Aldrin Herwany, Lia Yuldinawati, Deni Yudiawan, Intan Dewi Hartianti, Isma Solihati, Vivi Fatrianti, Ikhsan Agustian, Sofia, Santi Siregar, Devi Anggriani, Lulu Lucia Anggraeni, Santi Hayuningtias, Tita Terista, dan Yani Agustiniterima kasih atas semua bantuan dan semangatnya.
20. Para narasumber yang telah bersedia meluangkan waktunya diwawancarai dari IWAPI, Dinas Perindustrian dan Perdagangan, BEKRAF, BPS, para pengusaha fesyen di Jawa Barat dan semua pihak yang tidak bisa kami sebutkan satu persatu.

21. Bakti penulis sampaikan kepada Bapa tercinta Drs. H. Entis Sutisna (Alm) dan Mamah Hj. Eti Suharyati (Alm) tercinta atas kasih sayang, doa, kesabaran dan dorongannya dari sejak kecil untuk meraih mimpi masa depan melalui pendidikan. Keduanya tidak pernah berhenti berusaha dan berdoa, mengiringi setiap langkah penulis dalam mencapai cita-cita. Semoga Allah SWT memberikan ampunan kepada Bapa dan Mamah atas dosa-dosanya, memberikan imbalan atas jasa-jasanya, memberikan tempat yang layak di sisi Allah SWT dan semoga amal baiknya mengalir menjadi nikmat syurga.
22. Keluarga besar mertua Bapa Ir. H. Midwar Muchtar dan Ibu Hj. Sri Murtini atas semua motivasi dan pengertiannya.
23. Keluarga besar Wawan Sudirman, SH, Lani, Intan, Opi, Endri dan Bagas, semoga langkah kecil ini bisa menjadi motivasi buat kita semua menjadi lebih baik.
24. Suamiku Mochamad Achyarsyah, ST.S.ST.,MT., dan ketiga anaku Mochamad Zidane Zharfansyah, Rangga Akbar Athaya Dzikri dan Almira Amanda Luna, supporter terbaik buat penulis, dalam keadaan suka dan duka, terima kasih banyak atas segala doa, kasih sayang dan pengertiannya dalam mendorong penulis mulai dari masa perkuliahan sampai pada saat menyelesaikan studi S3 ini. Semoga langkah kecil ini dapat memberikan teladan kepada anak-anak kami.

Akhir kata, semoga Allah SWT memberikan balasan atas kemurahan dan amal baik semua pihak yang telah membantu penulis dalam menyelesaikan disertasi. Amin.

Bandung, 31 Juli 2017

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