

Competitive Advantages Influence on Marketing Performance: Study on Food and Beverage MSMEs

Wahyudi Putera¹, Muhammad Rakib^{2*}, Romansyah Sahabuddin³

¹(Department of Economic Education, Universitas Negeri Makassar, South Sulawesi, Indonesia)

^{2*}(Department of Business and Entrepreneurship, Universitas Negeri Makassar, South Sulawesi, Indonesia)

³(Department of Management, Universitas Negeri Makassar, South Sulawesi, Indonesia)

ABSTRACT

This study aims to analyze the effect of market orientation and entrepreneurial orientation on marketing performance so that the competitive advantage variable is added to bridge the gap. The population in this study were all food and beverage MSMEs entrepreneurs in 6 sub-districts in Maros Regency, including Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau districts, totaling 400 MSMEs. The sample used in this study, namely 200 respondents, using purposive sampling technique. The analysis technique used for hypothesis testing is the Lisrel structural equation modeling (SEM). The results showed that entrepreneurial orientation has a significant effect on competitive advantage. Market orientation has a significant effect on marketing performance. Entrepreneurial orientation has a significant effect on marketing performance. Competitive advantage has a significant effect on marketing performance.

KEYWORDS: Market Orientation, Entrepreneurial Orientation, Competitive Advantage and Marketing Performance

I. INTRODUCTION

An independent business organization, Micro, Small, and Medium Enterprises (MSMEs) have an important role in the economic and industrial growth of a country (Mustikowati R, 2018). During the economic crisis in Indonesia, Small and Medium Enterprises were the economic sector with the best resilience. Maros Regency provides enormous potential, considering its abundant natural resources, especially with the implementation of MEA 2015 forcing all economic actors in Maros Regency to be more aggressive in running the business they manage in order to win free competition. however, there are still various constraints related to marketing performance, weak development or strengthening of business, design, technology used and reduced marketing competitiveness.

**TABLE 1: FOOD AND BEVERAGE MSMEs MARKETING PERFORMANCE IN MAROS
REGENCY**

Years	Food and Beverage MSMEs Unit	Percentage (%) Decrease From Previous Years	MSMEs Sales Results	Food and beverage MSMEs Sales Results	Percentage (%)
2015	600	-	72.096.822,55	20.498.840,77	25,09
2016	565	23%	66.438.664,53	18.410.767,22	22,54
2017	475	19%	54.096.676,41	15.400.778,33	18,85
2018	450	18%	53.741.410,42	14.450.568,21	17,69
2019	400	16%	49.398.190,67	12.910.900,32	15,80

Source : Maros Regency MSMEs Industry, 2020

Table 1 shows that from 2015-2019 the number of food and beverage MSMEs entrepreneurs in Maros Regency has actually fallen sharply, as in 2015 the number of MSMEs that decreased had increased to 16.6% from 2018 which was only 18% and in 2019 it still experienced a decline. growth, however, it has been seen to fluctuate, reaching 16% or an average decline in the growth of MSMEs reaching 7% each year. The main key to increasing the strength of the existence of the food and beverage MSMEs industry in Maros Regency is to create a new place of design through product innovation which is an important strategy to increase market share and the staging and regeneration business of typical food and beverages to preserve the typical food and beverage of Maros Regency not extinct by time. Based on research conducted by Mazaira A., *et al.* (2003), it is stated that market orientation has a positive and significant effect on market orientation on competitive advantage, with these results it can be concluded that the better market orientation can affect the increase in competitive advantage and performance. marketing. The results found in research on the effect of entrepreneurial orientation on competitive advantage researched by Pratonno A., *et al.* (2019) show that entrepreneurial orientation has a positive and significant effect on competitive advantage and marketing performance. Research conducted by Zaini A., *et al.* (2014) stated that competitive advantage affects marketing performance and has a positive and significant effect. This shows that market orientation and entrepreneurial orientation through competitive advantage exercised by companies can have a direct effect on marketing performance. The results of the research of Winarso W., *et al.* (2020) show that the competitive advantage variable has a positive and significant effect on marketing performance.

II. CONCEPTUAL AND HYPOTHESIS MODEL

Literature Review

Market Orientation : Clayton M. Christensen, *et al.* (1996); Tom Connor, *et al.* (1999); Tomas G, *et al.* (2005); Narver J. and Slater S. (1998) stated that a market-oriented company is a company that really understands customer needs, both expressed and undisclosed needs (Expressed and Unnerpressed Need) which is referred to as the second generation of market orientation (Second Generation of Market Orientation). meet the exact needs, second-generation market orientation is also looking for potential customers.

Entrepreneurial Orientation : Entrepreneurial orientation is related to the processes, practices and decision-making activities used by entrepreneurs that lead to the establishment of a company. This theory identifies five dimensions of entrepreneurial orientation, namely autonomy, innovativeness, risk-taking, proactiveness, and competitive aggressiveness. These five dimensions can affect company performance, including sales growth, market share, profitability, overall stakeholder performance and satisfaction (Lumpkin G. and Dess G., 1996).

Competitive Advantage : Zaini A., *et al.* (2014) states the ability of a company to gain economic benefits above profits that competitors in the market can achieve. in the same industry. Companies that have a competitive advantage always have the ability to understand changes in market structure and are able to choose effective marketing strategies.

Marketing Performance : The performance of each organization is always changing. The success of the marketing campaign can be seen from how big the expectations are carried out by top managers compared to the results achieved (Boswell W. and Boudreau J., 2001; Guest D. and Conway N., 2002).

Hypothesis

Market Orientation Affects Competitive Advantage : Market orientation and get positive and significant results. This shows that the market orientation that has been carried out by the company can directly influence the creation of competitive advantage. Market research Market orientation is carried out by Mazaira A., *et al.* (2003). The results of this study state that market orientation has a positive and significant effect on competitive advantage. In line with the research of Author (2010) and Sutapa S., *et al.* (2017), they state that market orientation has a positive and significant effect on competitive advantage.

H1: Market orientation has a positive and significant effect on competitive advantage.

Entrepreneurial Orientation Affects Competitive Advantage : Research conducted by Pratonno A., *et al.* (2019) states that the results of the analysis of the effect of entrepreneurial orientation on competitive advantage show that entrepreneurial orientation has a positive and significant effect on competitive advantage. In line with the research of Thongvanh S., *et al.* (2014) in their research, it is stated that entrepreneurial orientation has a positive and significant effect on competitive advantage in the SME Industry of Structural Equation Modeling. Research conducted by Rosli Mahmood, *et al.* (2013) found a positive influence of entrepreneurial orientation on competitive advantage, which means that the higher the level of entrepreneurial innovation orientation of companies in the SME industry also increases competitive advantage.

H2: Entrepreneurial orientation has a positive and significant effect on competitive advantage.

Market Orientation Affects Marketing Performance : Research conducted by Tomas G., *et al.* (2005) market orientation influences marketing performance with these results it can be concluded that market orientation can better influence marketing performance. Research conducted by Lings I. and Greenley G. (2005) states that market orientation has a significant effect on marketing performance. The higher the market orientation, the higher the level of marketing performance. This is in line with the research of Gounaris S. (2006) which states that market orientation has a positive and significant effect on marketing performance. This means that the higher the influence of market orientation will increase marketing performance. If the company wants to improve marketing performance, it must carry out a market orientation which is the basic culture of the company which establishes the principles of organizational behavior regarding customers, competitors, and internal functions.

H3: Market orientation has a positive and significant effect on marketing performance.

Entrepreneurial Orientation Affects Marketing Performance : This means that with a high entrepreneurial orientation, it will be easier to improve marketing performance in past research studies and suggestions for the future. Based on the research results of Rauch A., *et al.* (2009), it is shown that entrepreneurial orientation variables have a positive and significant effect on business marketing performance in past research studies and suggestions for the future. This means that the higher the entrepreneurial orientation the company has, the higher the level of business marketing performance of past research studies and suggestions for the future. In line with research conducted by Wilkund J. and Shepherd D. (2003), entrepreneurial orientation has a positive and significant effect on the marketing performance of medium-sized businesses. This means that an increase in knowledge-based resources and entrepreneurial orientation will certainly improve the marketing performance of small and medium enterprises.

H4: Entrepreneurial orientation has a positive and significant effect on marketing performance

Competitive Advantage Affects Marketing Performance : Research Zaini A., *et al.* (2014) significant for marketing performance. This shows that competitive advantage as a mediator of entrepreneurial orientation will have a significant impact on marketing performance. This research is also supported by previous research which obtained similar results, namely research conducted by Yasa N., *et al.* (2020). Research conducted by Winarso W., *et al.* (2020) states that competitive advantage is highly dependent on market orientation and will act as a mediator to drive market-oriented SME marketing performance organizations and local product innovation in Bekasi.

H5: Competitive advantage over marketing performance.

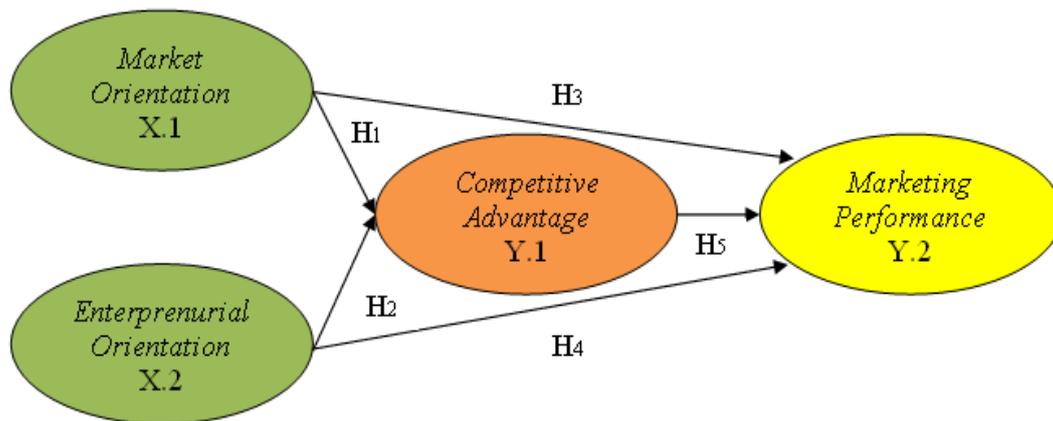


FIGURE 1: CONCEPTUAL MODEL

III. RESEARCH METHODS

This research was conducted in the food and beverage MSMEs industry in Maros Regency. This location was chosen because Maros Regency is famous for its distinctive food and drinks with traditional manufacture so that Maros Regency is one of the traditional food and beverage makers in South Sulawesi, especially Maros Regency. The object of research in this research is the food and beverage SME industry in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts, in Maros Regency with a focus on marketing performance, product innovation, market orientation, and entrepreneurial orientation. The population in this study were 200 food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau

Districts in Maros Regency in 2020. The sampling method used in this study was census or saturated sampling. So that the number of samples used in this study as much as the population, namely 200 MSMEs food and beverages in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. Data collection The method used in this study was through distributing questionnaires to owners or managers of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. Collecting data in this study using a questionnaire method. Respondents' answers were measured using a 5-point Likert scale. The data analysis technique used is the Lisrel structural equation modeling (SEM).

IV. RESULTS AND DISCUSSION

The Respondents used in this study have different characteristics or identities according to Table 2 as follows

TABLE 2: CHARACTERISTICS OF RESPONDENTS

Number	Variable	Classification	Amount (people)	Percentage (%)
1	Gender	Male	96	48
		Female	104	52
		Total	200	100
2	Age	25 - 30 years old	17	8,5
		31 – 35 years old	21	10,5
		36 – 40 years old	41	20,5
		41 – 45 years old	74	37
		>45 years old	47	23,5
		Total	200	100
	Education	SLTA	71	35,5
		Diploma	53	26,5
		Bachelor	49	24,5
		Magister/Master	27	13,5
		Total	200	100

Source: Primary data processed, 2020

Based on Table 2, respondents are mostly female as much as 52%. Based on age, 30 years to 25 years to 30 years by 8.5%, ages 31 years to 35 years by 10.5%, ages 36 years to 40 years by 20.5%, ages 41 years to 45 years by 37% and those over 45 years old 23.5%. A person's latest education can reflect the level of knowledge and understanding of the business he has. Based on Table 2, it can be seen that most of the respondents have a high school education background of 35.5%, followed by Diploma 26.5%, Bachelor 24.5% and Master 13.5%.

TABLE 3: RESULTS OF PATH ANALYSIS IN STRUCTURE 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	10.688	2.501		4.273	.000
Market Orientation	.283	.065	.270	4.333	.000
Entrepreneurship Orientation	.414	.063	.411	6.602	.000
R ² : 0.314					

Source : Data processed, 2020

Based on the results of the path analysis in Table 3, the following structural equation can be formulated as follows

$$Y_1 = 0.270 X_1 + 0.411 X_2 + e_1$$

The structural equation can be interpreted as:

- (1) The market orientation variable has a coefficient of 0.270, which means that market orientation has a positive effect on competitive advantage, meaning that if market orientation increases, competitive advantage will increase.
- (2) The entrepreneurial orientation variable has a coefficient value of 0.411, which means that entrepreneurial orientation has a positive competitive advantage, meaning that the more entrepreneurial orientation increases, the competitive advantage will increase. In this study, the effect of market orientation, entrepreneurial orientation and competitive advantage on marketing performance is

calculated through SPSS 21.0 for windows. Following are the results of the calculations from the second structure in Table 4.

TABLE 4: RESULTS OF PATH ANALYSIS IN STRUCTURE 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	2.220	1.783		1.245	.215
Market Orientation	.367	.047	.384	7.874	.000
Entrepreneurship Orientation	.233	.047	.254	4.932	.000
Competitive Advantage	.336	.049	.368	6.906	.000
R ² : .618					

Source : Data processed, 2020

Based on the results of the path analysis in Table 4, the following structural equation can be formulated.

$$Y2 = 0.384 X1 + 0.254 X2 + 0.368Y1 + e2$$

The structural equation can be interpreted, namely.

- (1) The market orientation variable has a coefficient of 0.384, which means that market orientation has a positive effect on marketing performance, meaning that if market orientation increases, marketing performance will increase.
- (2) The entrepreneurial orientation variable has a coefficient of 0.254, which means that entrepreneurial orientation has a positive effect on marketing performance, meaning that if entrepreneurial orientation increases, marketing performance will increase.
- (3) The product innovation variable has a coefficient of 0.346 which means that product innovation has a positive effect on marketing performance, meaning that if product innovation increases, marketing performance will increase.

Test the value of the coefficient of determination (R2) and the error variable (e) :In calculating the total coefficient of determination obtained by 0.786, it is concluded that 78.6% of the marketing performance variables at food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru Subdistricts and Lau in Maros Regency is influenced by market orientation, entrepreneurial orientation and competitive advantage, while the remaining 21.4% is influenced by other factors that are not included in the research model or outside the research model.

The path analysis model that has been carried out with LISREL obtained the standardized model path coefficient value and the calculated t value.

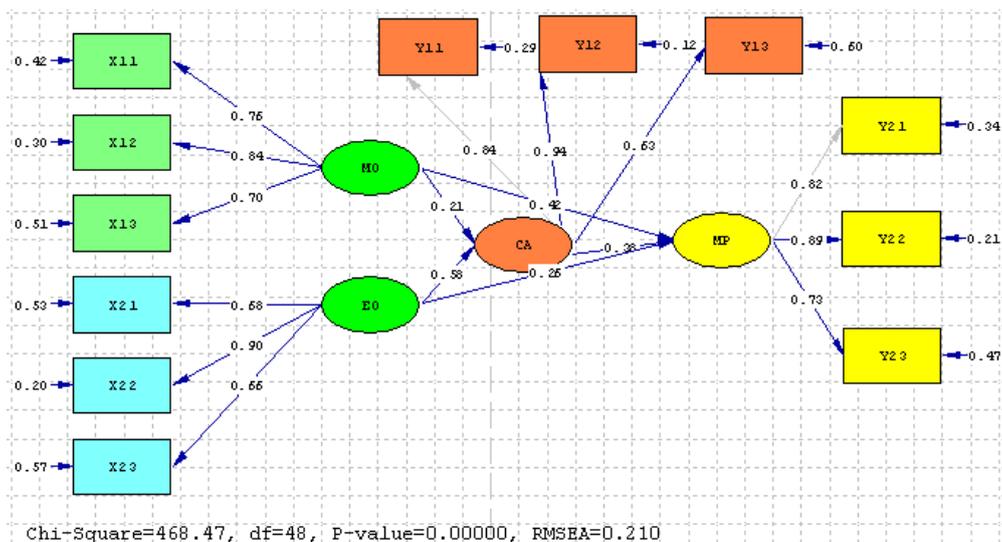


FIGURE 2: PATH ANALYSIS MODEL DIAGRAM

In Figure 2, the magnitude of the value of the influence of market orientation and entrepreneurship orientation on competitive advantage and marketing performance variables, and the value of the influence of the competitive advantage variable on marketing performance, respectively, the value of the influence value is obtained from the beta standard coefficient and the value of each error variable from each structural equation. Based on the path diagram in Figure 2, the calculation of the direct effect, indirect effect and total effect of each structural equation can be summarized in Table 5 below.

TABLE 5: DIRECT EFFECT AND INDIRECT EFFECT MARKET ORIENTATION (X.1) ENTERPRENEURSHIP ORIENTATION (X.2) COMPETITIVE ADVANTAGE (Y.1) AND MARKETING PERFORMANCE (Y.2)

Effect of Variabel	Direct Efferct	Indirect Effect Through Y ₁	Total Effect
X1 → Y1	0,207		0,207
X2 → Y2	0,579		0,579
X1 → Y2	0,379	0,420	0,379
X2 → Y2	0,419	0,250	0,839
Y1 → Y2	0,380		0,630

Source: Data processed, 2020

Table 5 shows the summary results of the value of each path of direct and indirect influence between the variables and the error value of each structural equation generated through path analysis techniques.

Hypothesis test : To test the hypothesis to determine the effect of the independent variable on the dependent variable by comparing the t-value obtained from the path model with the t-table of 1.96 which can be seen from

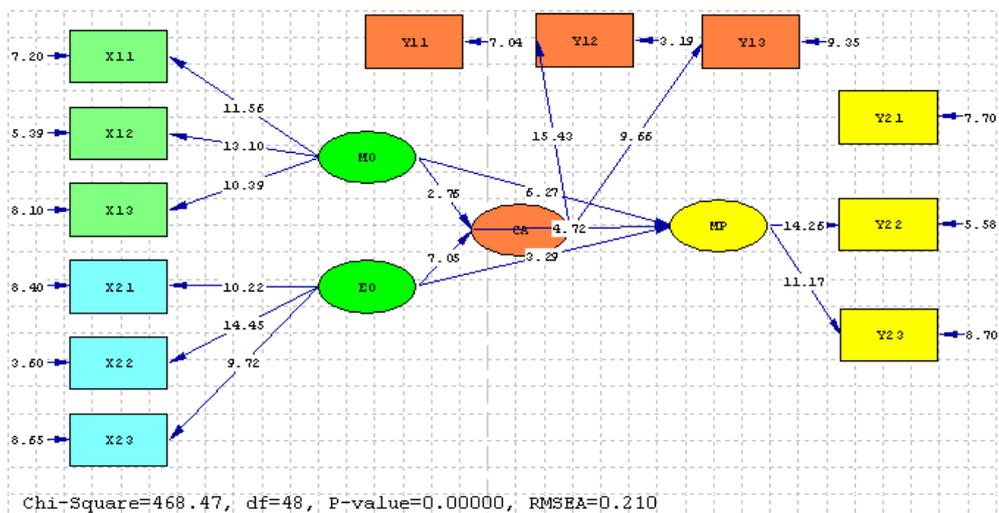


FIGURE 3 : SIGNIFICANT TEST – MODEL T-VALUE

TABLE 4 : HYPOTHESIS TEST

Variable	t-Statistik	>	t-Value	Information
Market Orientation → Competitive Advantage	2,75	>	1,96	Significant
Enterpreneurship Orientation → Competitive Advantage	7,05	>	1,96	Significant
Market Orientation → Marketing Performance	6,27	>	1,96	Significant
Enterpreneurship Orientation → Marketing Performance	3,29	>	1,96	Significant
Competitive Advantage → Marketing Performance	4,72	>	1,96	Significant

Hypothesis 1 : Based on the hypothesis testing, it shows that the t-value is 2.75 > 1.96 with a significance of 5%, this indicates that market orientation has a significant effect on competitive advantage, which means that the hypothesis is accepted.

Hypothesis 2 : Based on the hypothesis testing, it shows that the t-value is $7.05 > 1.96$ with a significance of 5%, this indicates that entrepreneurial orientation has a significant effect on competitive advantage, which means that the hypothesis is accepted.

Hypothesis 3 : Based on hypothesis testing, it shows that if the t-value is $6.27 > 1.96$ with a significance of 5%, this indicates that market orientation affects marketing performance, which means that the hypothesis is accepted.

Hypothesis 4 : Based on the hypothesis testing, it shows that the t-value is $3.29 > 1.96$ with a significance of 5%, this indicates that entrepreneurial orientation has no effect on marketing performance, which means that the hypothesis is accepted.

Hypothesis 5 : Based on hypothesis testing, it shows that if the t-value is $4.72 > 1.96$ with a significance of 5%, this indicates that competitive advantage has a significant effect on marketing performance, which means that the hypothesis is accepted.

Market Orientation Affects Competitive Advantage : The results of the hypothesis in this study indicate that market orientation has a positive and significant effect on product innovation, in other words increasing the market orientation of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency, the higher the level of excellence. compete in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. So the first hypothesis is accepted. This is in line with the results of research conducted by Mazaira A., *et al.* (2003) which state that market orientation affects competitive advantage and obtains positive and significant results. This shows that the market orientation that has been carried out by the company can directly influence the creation of competitive advantage. In line with the research of Author (2010) stated that market orientation has a positive and significant effect on competitive advantage.

Entrepreneurial Orientation Affects Competitive Advantage : The results of the hypothesis in this study indicate that entrepreneurial orientation has a positive and significant effect on competitive advantage, in other words the increase in entrepreneurial orientation of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency, the higher the level of excellence. competing, in other words increasing the entrepreneurial orientation of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. So the second hypothesis is accepted. This is in line with the results of research conducted by Pratono A. *et al.* (2019) which state that the analysis results in the effect of entrepreneurial orientation on competitive advantage which states that entrepreneurial orientation has a positive and significant effect on the competitive advantage of the role of learning between organizations. In line with the research of Thongvanh S., *et al.* (2014) in their research, it is said that entrepreneurial orientation has a positive and significant effect on competitive advantage regarding SME growth: a structural equation modeling study. Research conducted by Rosli Mahmood, *et al.* (2013) found a positive effect of entrepreneurial orientation on competitive advantage, which means that the higher the level of entrepreneurial innovation and business performance of female SMEs in Malaysia, the increase in competitive advantage

Market Orientation Affects Marketing Performance : The results of the hypothesis in this study indicate that market orientation has a positive and significant effect on marketing performance, in other words, the increasing of market orientation will increase the marketing performance of MSMEs food and beverages in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. So the first hypothesis is accepted. This is in line with the results of research conducted by Tomas G., *et al.* (2005) which states that market orientation has a positive and significant effect on marketing performance, with these results it can be concluded that a more both can affect the increase in marketing performance. Research conducted by Lings I., *et al.* (2005) states that market orientation has a significant effect on marketing performance. The higher the market orientation, the higher the level of marketing performance. This is in line with the research of Gounaris S. (2006). This means that the higher the influence of market orientation, the higher the influence of market orientation will increase marketing performance. If a company wants to improve marketing performance, it must be market oriented, which is a fundamental corporate culture in establishing the principles of organizational behavior regarding customers, competitors, and internal functions.

Entrepreneurial Orientation Affects Marketing Performance : The results of the hypothesis in this study indicate that entrepreneurial orientation has a positive and significant effect on marketing performance, in other

words if entrepreneurial orientation increases, the marketing performance of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency will increase. So the fourth hypothesis is accepted. The results of this study are in line with research conducted by Rauch A., *et al.* (2009) which states that entrepreneurial orientation has a significant positive effect on marketing performance. This means that the better the optimal entrepreneurial orientation to maintain product superiority with competitors, the better the marketing performance. According to research by Wilkund J. and Shepherd D. (2013) there are positive and entrepreneurial orientation variables have a significant effect on marketing performance on knowledge-based resources on SME business performance. These results indicate that entrepreneurial orientation that meets customer needs will make entrepreneurs continue to develop business knowledge.

Competitive Advantage Affects Marketing Performance : The results of the hypothesis in this study indicate that competitive advantage has a positive and significant effect on the marketing performance of MSMEs food and beverage marketing in the districts of Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau in Maros Regency, so competitive advantage is the mediating variable of the influence of entrepreneurial orientation on marketing performance on food and beverage MSME marketing in the Districts of Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau in Maros Regency. So the fifth hypothesis is accepted. The results of this study are in line with the results of research conducted by Zaini A., *et al.* (2014) which state that competitive advantage is on marketing performance where the effect of competitive advantage is as a mediator of entrepreneurial orientation on marketing performance. competitive as a mediator of entrepreneurial orientation will have a significant impact on marketing performance. Yasa N., *et al.* (2020) revealed that the results of research carried out with the ability to innovate towards the business performance of handicraft creative resource industrial companies in Bali will have an impact on their ability to innovate in products so as to improve marketing performance. Likewise, Winarso W., *et al.* (2020) research which states that excellence has an entrepreneurial orientation effect on marketing performance.

V. CONCLUSION AND SUGGESTION

Based on the results of testing and empirical discussion, the conclusion of this study is that market orientation has a positive and significant effect on the competitive advantage of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. Entrepreneurial orientation has a positive and significant effect on the competitive advantage of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. Market orientation has a positive and significant effect on the marketing performance of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. Entrepreneurial orientation has a positive and significant effect on the marketing performance of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. Competitive advantage has a positive and significant effect on the marketing performance of food and beverage MSMEs in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru and Lau Districts in Maros Regency. So that all hypotheses are accepted.

Based on the research results and conclusions that have been described, there are several suggestions in terms of market orientation, what the company should do is to know more clearly about the existing market conditions to increase the company's market share. In terms of entrepreneurial orientation, what the company must do is create a new product before being overtaken by competitors who issue the product. In terms of competitive advantage, what the company must do is improve product quality so that consumers feel attracted to make purchases. In terms of marketing performance, what companies must do is to maintain market orientation and entrepreneurial orientation within the company so that they feel compelled to increase work morale, thereby increasing the marketing of MSMEs food and beverages in Moncongloe, Mandai, Turikale, Tanralili, MarosBaru Districts. and Lau in Maros Regency. Henceforth, this research is expected to be able to increase the scope of research, not only on food and beverage MSMEs but in other sectors or it can also replace research locations that are not only focused on one research location, so as to provide a more qualified and capable perspective to be applied in general. Further research is also expected to be carried out in a sustainable manner because environmental and technological developments are always changing all the time.

VI. ACKNOWLEDGEMENTS

Gratitude to all parties who have played a role in the research of MSMEs in the food and beverage sector, especially the Maros Regency Government.who have helped a lot in this research, so that this MSMEs research can be written and informed to micro and small business actors in Indonesia.

REFERENCE

- [1] Mustikowati R., Wilujeng S., Religiusitas dan Kewirausahaan; Faktor Kritis dalam Mencapai Kinerja Bisnis pada UKMdi Kabupaten Malang, *Jurnal Studi Manajemen dan Bisnis*, 5(2), 2018, 86-94.
- [2] Mazaira A., González E. and Avendaño R., The role of market orientation on company performance through the development of sustainable competitive advantage: the Inditex-Zara case", *Journal Marketing Intelligence & Planning*, 21(4), 2003, 220-229.
- [3] Pratono A., Darmasetiawan N., Yudianto A., and Jeong B., Achieving sustainable competitive advantage through green entrepreneurial orientation and market orientation: The role of inter-organizational learning, *Journal Emerald insight*, 32(1), 2019, 2-15.
- [4] Zaini A., Hadiwidjojo D., Rohman F. and Maskie G., Effect of Competitive Advantage As A Mediator Variable Of Entrepreneurship Orientation To Marketing Performance, *IOSR Journal of Business and Management*, 16(5), 2014, 5-10.
- [5] Winarso W., Hady H., Panday R. and Untari D., Competitive Advantage and Marketing Performance on SMEs: Market Orientation and Innovation of Local Product in Bekasi, *Journal Test Engineering and Management*, 1(1), 2020, 1-11.
- [6] Clayton M. Christensen and Joseph L. Bower, Customer Power, Strategic Investment, and The Failure Of Leading Firms, *Strategic Management Journal*, 17(3), 1996, 197-218.
- [7] Tom Connor, Customer-Led and Market-Oriented: A Matter of Balance, *Strategic Management Journal*, 20(12), 1999, 1157-1163.
- [8] Tomas G., Hult M., Ketchen D., and Slater S., Orientation And Performance: An Integration Of Disparate Approaches, *Strategic Management Journal*, 26, 2005, 1173-1181.
- [9] Narver J., and Slater S, Customer-led and Market-Oriented: Let's Not Confuse The Two, *Strategic Management Journal*, 19(10), 1998, 1001-1006.
- [10] Lumpkin G., and Dess G., Clarifying The Entrepreneurial Orientation Construct and Linking It to Performance, *Academy of Management Review*, 21(1), 1996, 135-172.
- [11] Boswell W., and Boudreau J., How Leading Companies Create, Measure And Achieve Strategic Results Through Line Of Sight, *Journal Management Decision*, 39 (10), 2001, 851-860.
- [12] Guest D., and Conway N., Communicating The Psychological Contract: An Employee Perspective, *Human Resource Management Journal*, 12(2), 2002, 22-39.
- [13] Author, Knowledge Management and Competitive Advantage: The Interaction Effect of Market Orientation, *African Journal of Business Management*, 4(14), 2010, 2971-2980.
- [14] Sutapa S., Mulyana M., and Wasitowati W., The Role of Market Orientation, Creativity and Innovation in Creating Competitive Advantages and Creative Industry Performance, *Jurnal Dinamika Manajemen*, 8(2), 2017, 152-166.
- [15] Thongvanh S., Sasiwemon S., and Meta S, The Effect of Entrepreneurial Orientation and Competitive Advantage on SMEs' Growth: A Structural Equation Modeling Study, *International Journal of Business and Social Science*, 6 (1), 2014.
- [16] Rosli Mahmood, Mahmood R. and Aarakit S., Entrepreneurial Orientation and Business Performance of Women-Owned Small and Medium Enterprises in Malaysia: Competitive, *International Journal of Business and Social Science*, 4 (1), 2013.
- [17] Lings I., and Greenley G., Measuring Internal Market Orientation, *Journal of Service Research*, 7(3), 2005, 290-305.
- [18] Gounaris S., Internal Orientation and Its Measurement, *Journal of Business Research*, 59(4), 2006, 432-448.
- [19] Rauch A., Wiklund J., Lumpkin G., and Frese M., Entrepreneurial Orientation and Business Performance: an Assessment of Past Research and Suggestions for the Future, *Research Conference in Glasgow, Scotland Published in: Entrepreneurship Theory and Practice*, in press, 33(3), 2009.
- [20] Wiklund J., and Shepherd D., Knowledge Based Resources, Enterpereneurial Orientation and The Performance of Small and Medium Sized Business, *Strategic Management Journal*, 24, 2003, 1307-1314.
- [21] Yasa N., Ketut Giantari I., Setini M., and Rahmayanti P., The Role of Competitive Advantage In Mediating: The Effect of Promotional Strategy on Marketing Performance, *Management Science Letters*, 10, 2020, 2845-2848.