

## Determinants of Competitive Advantage and Their Impact on Retail Marketing Performance in Batam City

Fendy Cuandra<sup>1\*</sup>, Willien Agustian<sup>2</sup>, Lily Purwianti<sup>3</sup>, Lady<sup>4</sup>

<sup>1-4</sup>Universitas Internasional Batam, Jalan Gajah Mada, Tiban Indah, Kota Batam, Kepulauan Riau, 29426, Indonesia, [fendy.cuandra@uib.ac.id](mailto:fendy.cuandra@uib.ac.id), [willienwillien30@gmail.com](mailto:willienwillien30@gmail.com), [lily.purwianti@uib.ac.id](mailto:lily.purwianti@uib.ac.id), [Lady@uib.ac.id](mailto:Lady@uib.ac.id)

\*Corresponding author: [fendy.cuandra@uib.ac.id](mailto:fendy.cuandra@uib.ac.id)

### Original Article

### ABSTRACT

#### Article History

Received : May 25, 2025  
Accepted : June 25, 2025  
Published : July 20, 2025

#### Keyword:

Competitive Advantage,  
Marketing Performance,  
Retail Industry, Market  
Orientation, Entrepreneurial  
Orientation

**Introduction:** This study aims to analyze the influence of innovation, social media, market orientation, entrepreneurial orientation, and competitor orientation on marketing performance in retail businesses, with competitive advantage as a mediating variable. **Method;** Data was collected through a survey involving ritel companies in various sectors in the Batam city area, by distributing questionnaires to 350 people in various retail companies in the city of Batam is a research method used to test the relationship between variables. **Results;** The results showed that social media innovation, market orientation, entrepreneurial orientation, and competitor orientation significantly affect marketing performance, both directly and indirectly through competitive advantage. Competitive advantage acts as a factor that strengthens the influence of these variables on marketing performance. **Conclusion;** This research suggests that ritel businesses should continue to innovate, maintain the right market orientation, and focus on entrepreneurship and understanding of competitors to create a sustainable competitive advantage.

**Cite This Article:** Cuandra, F., Agustian, W., Purwianti, L., & Lady. (2025). *Analysis of determinants of competitive advantage and its impact on marketing performance in retail business in Batam City*. Sketsa Bisnis, 12(1), 100–121. <https://doi.org/10.35891/jsb.v12i01.6540>

Sketsa Bisnis with CC BY-SA 4.0 license. Copyright © 2025, the author(s)

## 1. Introduction

The growth of the retail industry in Batam City in recent years has shown a very positive and dynamic trend. Batam with its strategic position as an international trade route and special economic zone, has become a magnet for investment and retail business development. The city's economic growth, which reached 6.69% in 2024, has further driven the expansion of the retail sector, supported by a surge in foreign tourist visits, particularly from Singapore and Malaysia. This has also contributed to the increasing demand for retail products in the city. Overall, the phenomenon of retail business growth in Batam not only reflects strong economic development but also a shift in consumer behavior and lifestyle towards a more modern pattern. At the same time, it indicates significant opportunities for the development of MSMEs and retail investment in the future (Yuswardi, 2020).

However, despite the rapid growth of the retail industry in Batam City, there remain significant challenges in fully understanding the key factors that drive competitive advantage and enhance sustainable marketing performance. Many retail businesses have yet to fully optimize the use of social media, innovation, and market orientation strategies that are responsive to the dynamics of consumer behavior. On the other hand, limited understanding of competitors and a lack of boldness in pursuing innovation or adopting an entrepreneurial orientation serve as obstacles to creating strong competitive differentiation. This situation highlights the need for more comprehensive research to examine and clarify the relationships among strategic variables within the competitive retail environment, particularly in developing regions such as Batam (Chaniago *et al.*, 2019; Rakhmawati *et al.*, 2019).

In the retail business world, which involves the sale of goods or services either individually or in bulk, enhancing competitiveness is crucial—especially in Batam City (Dini *et al.*, 2024). Market orientation offers an advantage in understanding customer needs, which can serve as a foundation for competitive advantage. Market orientation not only creates competitive advantage but can also yield varying results in relation to marketing performance. The practical application of market orientation can lead to competitive advantage through effective innovation and differentiation (Putri & Setiawan, 2022).

In this era of rapid technological advancement, the role of social media has become a key frontier in the progress of information technology—not only for individuals and communities but also for organizations and businesses. To achieve a competitive advantage, it is not enough to merely possess retail production capabilities; innovation and the utilization of information technology are also essential. Advancements in information technology are expected not only to enhance capabilities or advantages in retail production for the sale of products or services but also to drive broader business growth (Hasan *et al.*, 2022).

Innovation is not limited to products alone; it also involves effective learning through training and facilities. In the retail business, innovation is a crucial responsibility in creating competitive advantage. Intense business competition requires constant change, especially in the sale of products and services. Quality learning—such as training and access to facilities is important for building networks and obtaining up-to-date information. Recognizing more innovative products that meet consumer needs involves continuous learning, which should not only take place within retail businesses but also be seen as a shared responsibility in achieving competitive advantage through effective innovation. (Yuza *et al.*, 2023).

Entrepreneurial orientation is key to achieving growth and competitive advantage in the retail business. High growth can be closely related to entrepreneurial orientation and the efforts of retail enterprises. The competitive advantage generated by entrepreneurial orientation can lead to significant profit growth. To face intense competition, retail businesses

need to implement strategies that can maintain their existence. In terms of performance, competitive advantage represents both growth and sustained competitiveness in achieving high levels of business development. The research gap in this study includes the limitation of focusing on a specific retail sector, as the research is concentrated solely on the retail business sector in Batam City. This creates a gap in terms of generalizing the findings to other retail sectors with different characteristics and highlights the limited geographical coverage. Additionally, the results of this study are not consistent with previous research, as they were found to be statistically insignificant.

High growth is also associated with efforts in the sale of products or services, as well as profit growth that correlates with the overall expansion of a retail business. Strategies involving innovation, delivery, and cooperation have been proven to have a positive and significant impact on the marketing performance of retail businesses. Through this study, a deeper understanding is pursued regarding the interconnection between market orientation, innovation, and competitive advantage in the context of the retail industry (Abdurohim et al., 2022). The information and discussion above demonstrate the importance of further analysis and scientific research on these aspects. The objective of this study is to understand how to carry out “Analysis of Determinants of Competitive Advantage and its Impact on Marketing Performance in Retail Business in Batam City”.

## **2. Theoretical Framework**

### **2.1 Market Orientation**

In marketing concepts, market orientation is considered an integral part of a company's culture, serving as the actual implementation of the marketing concept itself (Sentoso et al., 2024). Companies that consistently adopt market orientation can be regarded as businesses that truly apply the marketing concept. By establishing itself as an effective and efficient organizational culture, market orientation becomes the foundation for instilling values that deliver superior value to customers and outstanding performance for the company. The three main dimensions of market orientation include customer orientation, competitor orientation, and inter functional coordination (Alvianto et al., 2022).

Based on Ewaldo et al. (2023) market orientation is a process that involves planning and operations related to various interconnected aspects to ensure that a company's products reach consumers effectively and efficiently. Market orientation is also an important factor that can influence marketing performance in the industrial world. A market-oriented approach places the consumer at the center of all company activities and aims to understand and fulfill consumer needs and wants. Supporting this idea, it is indicated that a market-oriented perspective leads to increased customer satisfaction and improved marketing outcomes. Market orientation can help companies identify consumer preferences, adapt to market trends, and develop successful marketing strategies to enhance marketing performance (Andriyan et al., 2023; Andika, 2019; Murtadlo, 2021; Rakhmawati & Nizar, 2023).

Based on Harjadi et al. (2020) Market orientation has a significant and positive influence on competitive advantage. Companies that are able to implement market orientation can understand market needs, anticipate changes, and respond more quickly than competitors, thereby creating a sustainable competitive advantage. A strong market orientation can enhance a company's competitive advantage by driving innovation and providing better service (Nursolih, 2022). Market orientation supports companies in focusing on customers and innovating in both services and products. This enables companies to generate superior

value that is difficult for competitors to imitate, thereby strengthening their competitive position (Egim & Putri, 2022).

*H1 Market orientation has a positive relationship with competitive advantage.*

Companies that are able to consistently implement market orientation tend to have better marketing performance compared to their competitors (Arief & Rosiawan, 2018). Wijaya et al. (2023) this also supports the statement, as the company is able to respond to market needs quickly and accurately, optimize marketing strategies, and enhance competitive advantage, which ultimately leads to strong marketing outcomes. The positive relationship between these two variables becomes a key factor in improving the effectiveness and results of the company's marketing activities (Setiawan et al., 2023).

*H7: Market orientation has a positive relationship with marketing performance. Top of Form*

Taufiq and Rokhman (2019) It explains that market orientation influences marketing performance, mediated by competitive advantage, which enables a company to create added value that is difficult for competitors to imitate. Competitive advantage gives the company a stronger position in the market, thereby enhancing its performance in attracting customers and improving marketing outcomes (Puspaningrum, 2020). Market orientation can also indirectly influence marketing performance through competitive advantage, which serves as a bridge that strengthens the relationship between market orientation and marketing performance (Abduruohim et al., 2022).

*H9: Market orientation has a positive relationship with marketing performance by means of competitive advantage as mediation.*

## 2.2 Social Media

Social media does not only function as a channel for consumers to share text, images, audio, video, and information (Purwianti & Fionna, 2023). But also as a platform for interaction between consumers and companies. Marketing can leverage social media to shape an online identity and strengthen the company's presence economically across various communication activities. The various social media platforms available on the internet allow consumers to create profiles, share, or promote content all designed to help individuals or businesses build a social media presence and introduce their products and services to the public. As companies become increasingly aware of the potential of social media, its popularity as a marketing tool has grown significantly over the past decade, as businesses recognize its ability to reach diverse segments of society (Fadhillah et al., 2021).

Social media is used by companies to share content, expand market reach, and build corporate image, which partially has a positive and significant effect on competitive advantage (Silaningsih et al., 2021). This indicates that the effective use of social media can enhance consumer appeal, thereby strengthening the company's competitive position in the market (Juwita & Sunarya, 2023). Social media serves as an effective strategic tool to enhance a company's competitiveness. It not only strengthens communication and relationships with consumers but also helps the company create added value that is difficult for competitors to imitate (Trianti & Anastuti, 2022).

*H2: Social media has a positive relationship with competitive advantage.*

### 2.3 Innovation

Technology and information serve as the foundation for the development, production, and marketing of new products in the industry. The success of a company's innovation not only impacts product development and marketing but also affects the commercialization of those innovative products. Amid intense global competition, the superiority of new products becomes crucial, closely linked to the development of innovative products that provide a competitive advantage in the market. In this context, continuous innovation within a company is considered a key requirement for building competitive advantage. Innovation is viewed as a mechanism for companies to adapt to an ever-changing environment, with products serving as a means to achieve competitive advantage. Innovating products is essential to stay aligned with customer desires and needs. Three key dimensions of innovation are emphasized: process innovation, product innovation, and administrative innovation. Within the concept of innovation capability, companies explain how to transform ideas into innovations. Company size and operational experience are two factors that can identify differences in the process of building innovation capabilities. Analytical factors used to understand this process include research and development (Laksana et al., 2022).

There is a strong relationship between the improvement of innovation capability and competitive advantage, indicating that an increase in innovation capability will positively impact performance in retail sales (Hendrayanti & Nurauliya, 2021). Innovation can be a key source of competitive advantage. Companies that are able to innovate effectively to meet customer needs and desires have the capability to survive in a competitive environment (Sazly et al., 2024). Therefore, companies need to actively foster a culture of innovation and integrate innovation into their business strategies to maintain competitive advantage (Purnama & Puspitowati, 2024).

*H3: Innovation has a positive relationship with competitive advantage.*

### 2.4 Entrepreneurial orientation

Entrepreneurial orientation is a strategic approach that reflects the behavior and decision-making processes within an organization, focusing on innovation, proactiveness, and risk-taking (Sudhartio et al., 2023). In a business context, companies with a strong entrepreneurial orientation tend to have structures and cultures that support innovation and are capable of identifying market opportunities to enhance performance (Anggara et al., 2019). Entrepreneurial orientation serves as an evaluation tool for companies in making strategic decisions to pursue opportunities while facing risks (Indah et al., 2023).

Entrepreneurial orientation refers to a company's attitude, mindset, and behavior in identifying existing business opportunities. It is considered an intangible resource that can create a competitive advantage for the company (Ramadanti et al., 2024). The hypothesis linking entrepreneurial orientation with competitive advantage states that a company's ability lies in maintaining and enhancing its market position (Nugroho et al., 2021). A high level of entrepreneurial orientation can result in unique and attractive services compared to competitors. This significantly enhances the company's competitive advantage (Kiyabo & Isaga, 2020).

*H4: Entrepreneurial orientation has a positive relationship with competitive advantage.*

A strong entrepreneurial orientation can enhance a company's marketing performance, such as the ability to develop products, understand the market, and effectively position products in the marketplace (Maulana et al., 2023). Based on Sulaeman (2018) Good

marketing performance can effectively enhance overall marketing outcomes; therefore, the stronger the entrepreneurial orientation, the higher the company's marketing performance tends to be. Alvianto et al. (2022) It explains that the target respondents' views on entrepreneurial orientation, along with the positive regression coefficient, provide an indication of potential and development.

*H8: Entrepreneurial orientation has a positive relationship with marketing performance.*

## 2.5 Competitor Orientation

A market-oriented organization should not only consider the extent to which its products meet customer needs but also focus on competing and gathering information about competitors' capabilities and strategies to understand the decisions and actions they take. Therefore, companies consider it essential to obtain information about their competitors and customers in order to maintain their competitive advantage. In this context, competitor orientation can be used as an important tool to analyse competitors' strengths and weaknesses in the short term, identify potential competitors in the medium term, and evaluate various activities and values of competitors in the long term. This enables companies to anticipate the capabilities and strategies that competitors may develop and to create preventive mechanisms against such threats. Competitor orientation requires companies to understand the long-term strategies of both current and potential competitors. An effective market orientation plan must take into account not only customers but also competitor strategies. However, an imbalanced focus on competitors is not desirable, as too much emphasis on competition may result in neglecting customers. Essentially, customer orientation and competitor orientation are interrelated and integral components of the market orientation concept (Tunç, 2020).

If a company is able to gather information about its competitors, it can design and implement more effective marketing strategies and compete more successfully with its rivals (Wasik et al., 2023). The greater a company's focus on competitor orientation, the easier it becomes for the company to improve its marketing performance (Hasri & Widiyanesti, 2022). Companies that understand competitor orientation are better able to maintain marketing performance and strengthen their position in the market (Darmawan et al., 2023).

*H5: Competitor orientation has a positive relationship with marketing performance.*

## 2.6 Competitive Advantage

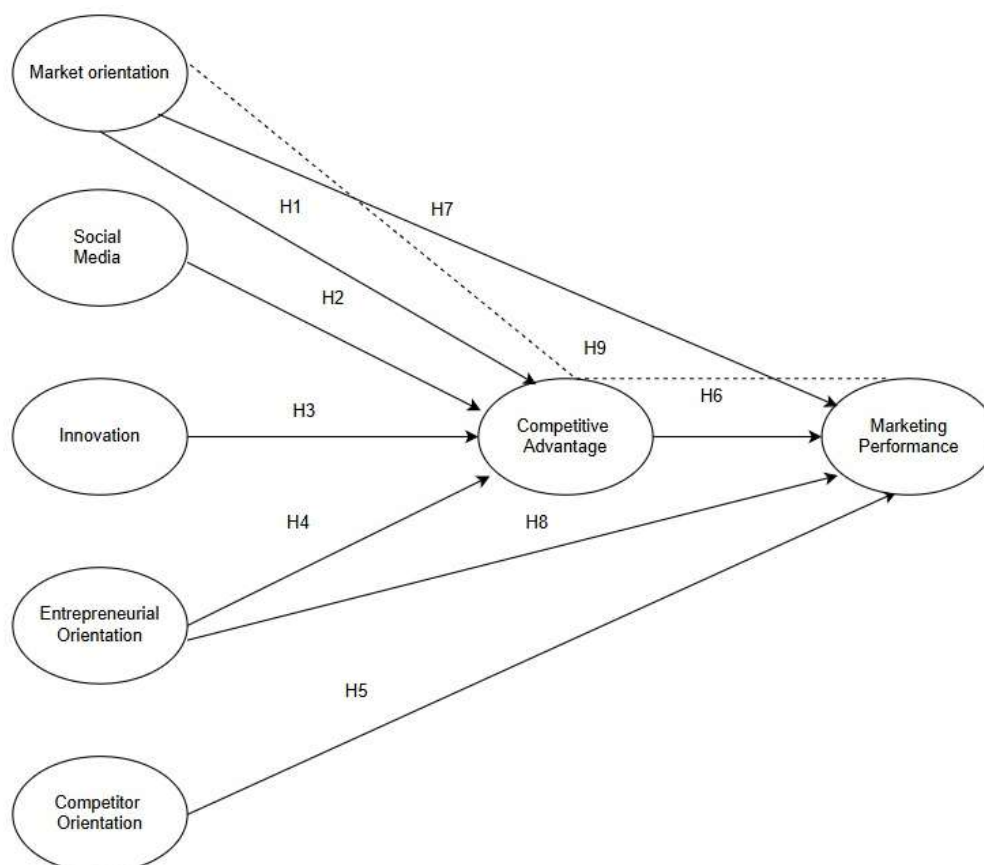
Competitive advantage arises from the mastery of resources and areas owned by a company. Companies that possess expertise in marketing, manufacturing, and innovation can combine these skills to gain a competitive edge. Continuous attention to performance improvement and consistent efforts toward development create opportunities to achieve a solid competitive position, indicating that the company has sufficient capital to compete with its rivals. From a certain perspective, competitive advantage occurs when customers feel they are receiving greater value from their transactions compared to competitors. Marketing performance is key to winning competition in the market. Collaboration between companies to create a more effective competitive advantage is considered a characteristic of firms with strong competitive positioning. A company's competitive advantage is primarily driven by the value or benefits it provides to its customers. Product uniqueness, which is difficult to imitate, and competitive pricing are important indicators in measuring competitive advantage. Unique products combine artistic value with customer preferences, resulting in distinctiveness that is considered difficult for competitors to replicate (Putri & Setiawan, 2022; Nizar et al., 2024).

The higher the level of competitive advantage a company possesses, the greater the improvement in marketing performance it achieves (Graciafernandy & Amaliyah, 2024). If a company can create a competitive advantage, it will be easier to win market competition and strengthen its position in the market. Companies that are able to do so are more likely to achieve better marketing performance (Fahdillah, 2022). Competitive advantage has a strong and positive relationship with marketing performance in effectively meeting consumer needs (Naninsih et al., 2022).

*H6: Competitive advantage has a positive relationship with marketing performance.*

## 2.7 Marketing Performance

Marketing performance refers to performance in the field of study aimed at supporting the implementation of business strategies by generating insights into a company's overall performance. The measurement of marketing performance aims to assess the relationship between marketing activities and business outcomes. Marketing is closely related to all sales efforts in improving marketing performance and product innovation. All forms of activities to gather information about the market, competitors, market orientation, and innovative actions are undertaken by the company. The key to a company's success in today's competitive environment lies in how well it maintains strong marketing performance (Utami et al., 2022; Rakhmawati et al., 2023).



Source: (Egim & Putri, 2022; Setiawan et al., 2023; Abdurohim et al., 2022; Trianti & Anastuti, 2022; Purnama & Puspitowati, 2024; Kiyabo & Isaga, 2020; Alvianto et al. 2022; Tunç, 2020; Graciafernandy & Amaliyah, 2024)

**Figure 1. Hypothesis Models**

### 3. Methods

Based on the background of the problem, framework, and research objectives, this study intends to address this topic as it is considered important to conduct further analysis and discussion. The researcher will carry out testing and analyze the influence of market orientation, social media, innovation, entrepreneurial orientation, competitor orientation, competitive advantage, dan marketing performance. The system required in this research is a quantitative method that utilizes numerical data and statistical analysis to test hypotheses (Berlianti et al., 2024).

The sample selection is based on specific considerations or criteria; this study uses purposive sampling. Based on Alvianto et al. (2022) The minimum number of samples to be processed must be greater than or equal to 40 respondents. This takes into account criteria such as 10 times the highest number of formative indicators used to measure a single construct, or 10 times the largest number of structural paths directed at a particular construct in the structural model. Considering these factors, the sample size determined for this study is 350 respondents, which exceeds the minimum required number.

This analysis includes three main variables: independent variables, a dependent variable, and a mediating variable. The independent variables consist of market orientation, social media, innovation, entrepreneurial orientation, and competitor orientation. Meanwhile, the dependent variable is marketing performance, and the mediating variable is competitive advantage. The measurement is conducted using a Likert scale consisting of five options: a value of 1 indicates “strongly disagree,” 2 as “disagree,” 3 as “neutral,” 4 as “agree,” and 5 as “strongly agree.”

**Table 1. Variables Measurement**

Variables	Indicator	Measurement
Market Orientation (MO) (Sulaeman, 2018)	MO1	Committed to conducting regular evaluations of customer satisfaction levels toward the product
	MO2	I strive to meet and convince customer desires
	MO3	I always try to monitor the strengths and weaknesses of competitors
	MO4	I always monitor competitor strategies and innovations as future considerations
	MO5	I always strive to ensure my customers are satisfied with the products I sell
Social Media (SM) (Mon & Susilo, 2024)	SM1	Conduct regular promotions
	SM2	Responsive in customer service
	SM3	Build customer trust
	SM4	Make it easier for customers through social media
	SM5	General selection of social media
Innovation (INV) (Gozali & Nugraha, 2022)	INV1	We always strive to test new ideas
	INV2	We carry out operations in parallel
	INV3	We can find new ways of doing things
	INV4	I always strive to implement technical changes effectively
	INV5	I always adapt product development to customer needs
Entrepreneurial Orientation (EO) (Anggara et al., 2019)	EO1	Be proactive in creating change
	EO2	Always introduce products to customers
	EO3	Dare to make decisions based on experience
	EO4	Quick response to strategic changes made by competitors
	EO5	Flexible in negotiating with customers
Competitor Orientation (CO) (Yulianthini & Dewanti, 2023)	CO1	Identify customer wants and needs
	CO2	Target customer satisfaction unconditionally
	CO3	Provide better products/services compared to competitors
	CO4	Continuous improvement of product and service quality

Variables	Indicator	Measurement
Competitor Advantage (CA) (Edyawati & Desiana, 2024)	CO5	Measure customer satisfaction regularly
	CA1	Able to create products that differ from competitors
	CA2	Ensuring product quality we always make sure that the products we sell are of guaranteed quality
	CA3	Our products have competitive pricing compared to similar products
	CA4	We strive to build unique characteristics that differentiate our products from competitors
Marketing Performance (MP) (Alvianto <i>et al.</i> , 2022)	CA5	Good product quality
	MP1	New products released increase the number of customers
	MP2	Business profits increase after using new techniques in product creation
	MP3	Product sales figures increase relatively every month
	MP4	The number of customers continues to grow every year
	MP5	New products released increase sales figures

Source : Processed Primary Data (2025)

This analysis adopts a data segmentation technique by conducting statistical testing using the PLS-SEM (Partial Least Squares-Structural Equation Model) analysis method. This method is a statistical approach used to analyze the relationships between variables in a model. By applying the PLS-SEM method, this study aims to gain a better understanding of the variables being examined and to test the proposed hypotheses (Krisnawan & Safirin, 2021).

Descriptive statistics, as explained, refer to the data obtained from respondents and include respondent identity, organization name, and job position. This data is then processed using statistical descriptions without the intention of drawing conclusions. The purpose of descriptive statistical analysis is to obtain the forms or patterns of variables in this study. In other words, through descriptive statistics, this research aims to provide a comprehensive overview of the characteristics of respondents in the sample (Tarigan & Silaban, 2024).

Data quality testing is the process of evaluating data in a study using instruments such as questionnaires, aimed at ensuring that the data collected is reliable and valid, so that the research results can be scientifically trusted (Selvi *et al.*, 2023). The validity of a question can be assessed through the outer loading value test; if the data has an outer loading value > 0.6, then the questionnaire item is considered valid. The fundamental testing of the research construct can be determined from the Average Variance Extracted (AVE) value, with the requirement that the AVE value must be > 0.5 in order to be declared valid (Hair *et al.*, 2017).

In a research study, it is essential to assess validity and reliability; therefore, the use of an outer model is necessary. This evaluation is applied to ensure that researchers can trust that the constructs in the study have been accurately measured. The outer model is evaluated through the indicators forming the latent constructs, which validate both convergent and discriminant validity. To determine whether an outer model is significant, the T-Statistic value must be greater than 1.96 (Susanty, 2020).

The structural model is an estimation tool that facilitates the assessment of relationships between latent variables, both directly and through mediating variables. To determine the significance of a relationship between variables, two key indicators are used: the T-statistic and the P-value. With a significance level of 5%, if the T-statistic value is greater than 1.96 and the P-value is less than 0.005, the hypothesis of the research model can be considered significant. This approach refers to the methodological framework, where statistical analysis

helps to interpret the meaning of relationships between variables within the context of the structural model (Setiawan, 2024).

#### 4. Results and Discussion

##### 4.1 Measurement Model Evaluation (Outer Model)

This study is aimed at residents in the city of Batam who run retail businesses through Limited Liability Companies (PT). The research data was obtained by distributing online questionnaires to 350 respondents using Google Forms. The data collection process was conducted over a six-month period, starting from November 2023 to April 2024.

**Table 2. Questionnaire Distribution Table**

Description	Number of respondents
Collected questionnaires	350
Incomplete questionnaires	0
Testable questionnaires	350

Source : Processed Primary Data (2025)

Based on Table 2, it can be seen that the total number of collected questionnaires is 350. The number of questionnaires that did not meet the criteria is 0. Therefore, the total number of questionnaires eligible for testing is 350 respondents.

**Table 3. Descriptive Statistics Results of Respondents**

Demographic Characteristics	Category	Frequency	Percentage
Gender	male	222	63,40%
	female	128	36,60%
Age	Under 20 years	19	5%
	20-30 years	310	89%
	30-40 years	21	6%
Position	Sales / Marketing	51	15%
	Customer Service	72	21%
	Purchasing	79	23%
	Accounting	44	13%
	Manager	15	4%
	Admin	77	22%
	more	12	2%
	PT. Marine offshore Supply	14	4%
	PT. Focus Telesindo	43	12%
	PT. Marine Equipment	119	34%
Place of work	PT. Batam Inti Marindo	104	30%
	PT. Bandar Abadi Shipard	49	14%
	Lain-lain	21	6%
	Under Rp 3.500.000	10	3%
Monthly revenue	Rp 4.000.000-6.000.000	296	85%
	Rp 6.000.000-10.000.000	36	10%
	Above Rp 10.000.000	8	2%

Source : Processed Primary Data (2025)

The demographic profile of the respondents indicates a predominance of young male workers actively engaged in the retail industry in Batam City. A significant portion of respondents are men, which aligns with the general perception of retail as a field-based business that often involves direct engagement in logistics, sales, and operational roles. The majority of participants are also aged between 20 and 30 years, a productive age group that

tends to dominate retail employment due to their adaptability, technological fluency, and responsiveness to dynamic market demands.

Many respondents hold positions in strategic operational divisions, with purchasing and administrative roles accounting for a substantial share. This suggests that the individuals surveyed are not only involved in routine tasks but also play important roles in inventory control, supply chain decisions, and internal coordination—functions that are essential for sustaining retail competitiveness. Furthermore, a large number of respondents are affiliated with major retail companies such as PT. Marine Equipment and PT. Batam Inti Marindo, highlighting the concentration of retail employment within a few dominant players in the local market.

In terms of income, most respondents report earnings in the range of Rp 4,000,000 to Rp 6,000,000 per month. This range reflects typical compensation for retail employees in Limited Liability Companies (PT), consistent with regional wage standards. Collectively, these demographic patterns reveal a workforce that is young, operationally involved, and concentrated within structured corporate entities—conditions that are likely to influence how competitive advantage is developed and marketing performance is achieved in Batam’s retail sector.

#### 4.2 Common Method Bias Test

**Table 4. Common Method Bias (CMB) Test Results**

Total	% of Variance	Cumulative %
17.668	49.078	49.078

Source : Processed Primary Data (2025)

Based on the table presented, the results of the CMB test reviewed from the total variance extracted indicate that the data is not affected by common method bias, as the output percentage is below 50%, reaching 49.078%. This suggests that the data is not significantly influenced by CMB. Therefore, evaluation of the external and internal models can proceed.

#### 4.3 Outer Model Evaluation Results

**Table 5. Test Results of Outer Loadings and AVE**

Variable	Outer Loadings	AVE	Description
MO1	0.745		
MO2	0.673		
MO3	0.803	0.581	Valid
MO4	0.814		
MO5	0.767		
SM1	0.760		
SM2	0.853		
SM3	0.838	0.679	Valid
SM4	0.806		
SM5	0.860		
INV1	0.822		
INV2	0.763		
INV3	0.715	0.599	Valid
INV4	0.770		
INV5	0.794		
EO1	0.765		
EO2	0.889		
EO3	0.858	0.722	Valid
EO4	0.856		

Variable	Outer Loadings	AVE	Description
EO5	0.875		
CO1	0.834		
CO2	0.855		
CO3	0.797	0.695	Valid
CO4	0.845		
CO5	0.835		
CA1	0.805		
CA2	0.815		
CA3	0.759	0.618	Valid
CA4	0.760		
CA5	0.789		
MP1	0.740		
MP2	0.838		
MP3	0.820	0.643	Valid
MP4	0.776		
MP5	0.830		

Source : Processed Primary Data (2025)

Based on the data presented in the table above, the outer loadings results for each indicator are shown. The criterion for outer loadings requires that the test results must have a value greater than 0.5 (Hair et al., 2017). It is evident from the table that all indicators meet the validity criteria and are declared valid because they have values greater than 0.5, so there is no need to remove any indicators, and the analysis can proceed to the next stage

**Table 6. Results of Cross Loadings Test**

	CA	CO	EO	INV	SM	MO	MP
<b>CA1</b>	0.808	0.714	0.736	0.631	0.620	0.651	0.636
<b>CA2</b>	0.819	0.742	0.739	0.638	0.640	0.664	0.668
<b>CA3</b>	0.752	0.599	0.588	0.683	0.747	0.682	0.727
<b>CA4</b>	0.767	0.740	0.740	0.645	0.597	0.633	0.632
<b>CA5</b>	0.784	0.619	0.620	0.712	0.698	0.678	0.791
<b>CO1</b>	0.749	0.834	0.759	0.702	0.654	0.697	0.673
<b>CO2</b>	0.760	0.855	0.793	0.656	0.672	0.703	0.711
<b>CO3</b>	0.650	0.797	0.725	0.622	0.573	0.599	0.582
<b>CO4</b>	0.756	0.845	0.815	0.66	0.637	0.696	0.670
<b>CO5</b>	0.689	0.835	0.762	0.645	0.619	0.640	0.655
<b>EO1</b>	0.619	0.695	0.766	0.561	0.529	0.586	0.545
<b>EO2</b>	0.799	0.842	0.889	0.733	0.688	0.727	0.728
<b>EO3</b>	0.746	0.784	0.858	0.684	0.647	0.694	0.672
<b>EO4</b>	0.727	0.799	0.856	0.662	0.623	0.65	0.654
<b>EO5</b>	0.784	0.804	0.875	0.709	0.688	0.715	0.712
<b>INV1</b>	0.692	0.588	0.573	0.821	0.775	0.705	0.784
<b>INV2</b>	0.619	0.606	0.609	0.763	0.629	0.634	0.619
<b>INV3</b>	0.649	0.680	0.691	0.716	0.566	0.516	0.558
<b>INV4</b>	0.643	0.592	0.602	0.770	0.604	0.648	0.658
<b>INV5</b>	0.656	0.587	0.591	0.794	0.738	0.684	0.711
<b>SM1</b>	0.690	0.653	0.635	0.656	0.760	0.656	0.639

	CA	CO	EO	INV	SM	MO	MP
<b>SM2</b>	0.704	0.635	0.624	0.727	<b>0.853</b>	0.713	0.734
<b>SM3</b>	0.687	0.625	0.625	0.701	<b>0.838</b>	0.732	0.695
<b>SM4</b>	0.671	0.619	0.605	0.661	<b>0.806</b>	0.708	0.705
<b>SM5</b>	0.716	0.594	0.603	0.787	<b>0.860</b>	0.751	0.797
<b>MO1</b>	0.644	0.621	0.619	0.579	0.604	<b>0.745</b>	0.589
<b>MO2</b>	0.569	0.639	0.649	0.525	0.527	<b>0.673</b>	0.509
<b>MO3</b>	0.676	0.557	0.550	0.709	0.743	<b>0.802</b>	0.751
<b>MO4</b>	0.677	0.601	0.600	0.689	0.747	<b>0.814</b>	0.707
<b>MO5</b>	0.639	0.662	0.641	0.622	0.646	<b>0.767</b>	0.663
<b>MP1</b>	0.671	0.624	0.59	0.62	0.637	0.626	<b>0.740</b>
<b>MP2</b>	0.734	0.602	0.597	0.757	0.75	0.741	<b>0.838</b>
<b>MP3</b>	0.716	0.616	0.622	0.662	0.684	0.700	<b>0.820</b>
<b>MP4</b>	0.675	0.686	0.684	0.673	0.630	0.642	<b>0.777</b>
<b>MP5</b>	0.737	0.654	0.653	0.744	0.768	0.702	<b>0.830</b>

Source : Processed Primary Data (2025)

Based on the data shown in the table above, cross-loading can be tested as an important step in evaluating the relationships between variables. In this case, the relationships must be consistent with the characteristics of each variable. Based on Hair et al. (2017) The ideal criterion for cross-loading values is that they should be greater than 0.7. However, one indicator with a value below 0.7 can still be acceptable if the other indicators are strong. It can be concluded that all indicators have significant correlations. Therefore, the cross-loading test results above can be considered valid because all indicators meet the cross-loading criteria.

Reliability testing is a process or measurement tool used to assess the consistency of individual indicators employed to measure the researched variables. This reliability test uses the Cronbach's Alpha and Composite Reliability methods. The ideal criterion that must be met is a value greater than 0.7 (Hair et al., 2017).

**Table 7. Test Results Cronbach's Alpha & Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability	Description
MP	0.861	0.9	reliable
MO	0.819	0.873	reliable
SM	0.881	0.914	reliable
INV	0.832	0.882	reliable
EO	0.903	0.928	reliable
CO	0.89	0.919	reliable
CA	0.845	0.89	reliable

Source : Processed Primary Data (2025)

From the data shown in the table, it is evident that the Cronbach's Alpha and Composite Reliability tests have met the standard by reaching the ideal value of greater than 0.7. It can be concluded that all indicators are reliable and valid.

4.4 Inner Model Evaluation

**Table 8. Path Coefficients Test Results (Direct Effect)**

Variable	Sample Mean	T Statistics	P Values	Description
MO -> CA	0.143	3.394	0.001	Significantly positive
SM -> CA	0.248	5.114	0.000	Significantly positive
INV -> CA	0.166	3.157	0.002	Significantly positive
EO -> CA	0.438	9.969	0.000	Significantly positive
CO -> MP	0.045	0.584	0.559	Not significant
CA -> MP	0.580	8.870	0.000	Significantly positive
MO -> MP	0.378	6.787	0.000	Significantly positive
EO -> MP	-0.063	0.755	0.450	Not significant

Source : Processed Primary Data (2025)

From the table above, eight hypotheses were tested; however, two of them were found to be not significant. The path coefficients test is considered significant if the T-statistic value is greater than 1.96 and the P-value is less than 0.05 (Hair et al., 2017).

**Table 9. Results of Path Coefficients Test (Indirect Effect)**

Variable	Sample Mean (M)	T Statistics	P Values	Description
MO→CA→MP	0.082	3.215	0.001	Significantly positive

Source : Processed Primary Data (2025)

Based on the test results, it is concluded that market orientation, social media, innovation, and entrepreneurial orientation each have a significant positive influence on competitive advantage, as indicated by P-values below 0.05 and T-statistics greater than 1.96. However, competitor orientation does not significantly affect marketing performance due to its P-value exceeding 0.05 and T-statistic below 1.96. Furthermore, competitive advantage and market orientation both significantly influence marketing performance, while entrepreneurial orientation does not show a significant effect on it. Additionally, market orientation influences marketing performance indirectly through competitive advantage as a mediating variable, with a significant positive effect supported by a T-statistic of 3.215 and a P-value of 0.001, suggesting that customer-focused strategies derived from strong market orientation enhance competitive advantage, which in turn boosts marketing performance (Indriana et al., 2023).

**Table 10. R-Square Test Results**

Variable	Sample Mean
MP	0.823
CA	0.853

Source : Processed Primary Data (2025)

The R-squared value for the marketing performance variable is 0.823, which means that the competitive advantage (CA) variable is able to explain 82.3% of the variance in marketing performance (MP), while the remaining variance is explained by other variables not included in the model. According to Hair et al. (2019) it is stated that R-squared value greater than 0.50 indicates a "strong" predictive category. The R-squared value for the competitive advantage variable is 0.853, which means that market orientation (MO), social media (SM), innovation (INV), and entrepreneurial orientation (EO) are able to explain 85.3% of the variance in competitive advantage (CA), while the remaining variance is explained by other variables not included in the model. This confirms that the R-squared value meets the criteria for a strong predictive result.

**Table 11. GoF Test Results**

Average AVE	Average R Square	GoF Value	Description
0,647	0,807	0,522	Strong

Source : Processed Primary Data (2025)

This test is conducted to determine whether the model being tested is good overall. It is a simple test to evaluate the overall predictive capability of the model. The calculation is based on the average AVE value of 0.647 and the average adjusted R-squared value of 0.807, using the formula to calculate the quality index. This indicates that the GoF (Goodness of Fit) value from the data can be classified as strong, i.e., greater than 0.36, which means that the research model is strong.

#### 4.5 Market orientation has a significant influence on competitive advantage in the retail business sector in Batam City

Market orientation has a significant influence on competitive advantage because companies that are sensitive to market needs can more easily adapt and develop customer-based strategies. This approach enables companies to respond quickly to market changes, adjust their product offerings, and enhance customer satisfaction. Knowledge of consumer preferences provides a strategic direction in decision-making. Nursolih, (2022) stated that market orientation can create competitive advantage as it allows companies to offer more relevant and competitive products and services.

In the field context, the majority of respondents are aged between 20 and 30 years (89%) and work in purchasing (23%) and administrative (22%) divisions, indicating that they occupy strategic positions close to consumers and the market. This productive age range reflects their readiness to understand and respond to customer needs. Retail companies in Batam that involve employees in evaluating customer needs and monitoring market trends are more capable of developing targeted and competitive products and strategies. This reinforces the relationship between market orientation and competitive advantage in Batam's retail industry.

#### 4.6 The use of social media has a significant influence on competitive advantage in the retail business sector in Batam City

Social media significantly enhances competitive advantage because it allows companies to reach customers broadly, quickly, and interactively. Platforms such as Instagram and TikTok enable businesses to showcase their products visually, respond to customer inquiries, and build emotional connections with consumers. Social media facilitates a more dynamic and cost-effective branding process compared to traditional media. Juwita & Sunarya, (2023) found that active use of social media enhances competitiveness and strengthens brand positioning in the market.

Field data indicates that most respondents are from companies such as PT. Marine Equipment (34%) and PT. Batam Inti Marindo (30%), which are modern and technologically adaptive. With the dominance of younger respondents, they possess adequate digital literacy to manage social media platforms effectively. This suggests that retail businesses in Batam have started utilizing social media as a primary channel for marketing and customer communication. Fast interaction and creative content on social media have become vital assets in building a sustainable competitive advantage.

#### 4.7 Innovation has a significant influence on competitive advantage in the retail business sector in Batam City.

Innovation is a key determinant of competitive advantage, as it allows companies to offer unique value that is difficult for competitors to replicate. Innovation may take the form of new products, service methods, distribution systems, or creative promotional approaches. Companies that consistently innovate are more likely to attract customer attention and foster loyalty. Sazly et al., (2024) emphasized that innovation in the retail sector not only leads to differentiation but also enhances efficiency and customer experience.

In practice, retail businesses in Batam have adopted various innovations such as express delivery, online shopping services, product bundling, and flash sales. With respondents predominantly holding strategic positions such as administration, marketing, and purchasing, they are directly involved in product ideation and sales strategy formulation. Their participation in the innovation process makes a tangible contribution to value creation that is difficult for competitors to imitate. This strengthens the positive relationship between innovation and competitive advantage.

#### 4.8 Entrepreneurial orientation has a significant influence on competitive advantage in the retail business sector in Batam City.

Entrepreneurial orientation significantly affects competitive advantage because it encourages companies to take risks, pursue new opportunities, and experiment with business strategies. This entrepreneurial spirit fosters an innovative and dynamic culture within organizations. Nugroho et al., (2021) noted that companies with strong entrepreneurial orientation are more capable of formulating unconventional and competitive strategies.

Field findings show that some retail businesses in Batam have implemented entrepreneurial actions such as opening new branches, offering gift packaging services, or selling seasonal products. Respondents in field-based roles like sales and purchasing have the flexibility to try new strategies in response to market trends. With a work culture that supports initiative and idea exploration, retail companies become more adaptive in creating competitive advantage amid intense market competition.

#### 4.9 Competitor orientation does not have a significant influence on marketing performance in the retail business sector in Batam City.

Competitor orientation does not have a significant impact on marketing performance, as imitating competitor strategies without considering internal strengths often fails to yield meaningful advantages. Companies that focus too much on competitors risk losing focus on their own consumers and diminishing their product uniqueness value. Hasri & Widiyanesti, (2022) emphasized that imitating competitors without adaptation leads to low differentiation and ineffective marketing.

This condition is evident in the practices of some retail businesses in Batam, which tend to replicate competitor promotions or pricing without innovation or modification. As a result, they lack distinctive advantages and merely act as market followers. Respondents reported that their companies' marketing strategies remain generic and lack unique appeal, making their promotional activities less effective in achieving significant sales performance.

#### 4.10 Competitive advantage has a significant influence on marketing performance in the retail business sector in Batam City.

Competitive advantage has been proven to significantly impact marketing performance because strong differentiation increases product appeal and strengthens customer loyalty. Advantages in product quality, service, or customer experience build a positive brand image that influences purchasing decisions. Fahdillah, (2022) emphasized that competitive advantage is a vital link between a company's internal strategies and its market performance.

In reality, retail companies in Batam that implement competitive strategies—such as fast service, exclusive products, and attractive promotions—achieve higher sales targets. This is reflected in the income data, where the majority of respondents (85%) earn between IDR 4–6 million, indicating income stability from retail activities. Tangible competitive advantages directly contribute to the effectiveness of marketing activities.

#### 4.11 Market orientation has a significant influence on marketing performance in the retail business sector in Batam City.

Market orientation also shows a direct positive influence on marketing performance because this strategy is built upon understanding customer needs. Companies that implement a customer-focused approach are more effective in determining product strategies, pricing, and promotional methods. Wijaya et al., (2023) stated that market orientation encourages companies to be more responsive and relevant to market demands, thereby improving marketing effectiveness.

In practice, respondents working in administration and purchasing regularly bridge communication between customers and management. Their input helps the company develop more suitable products and targeted promotional strategies. With a strong market understanding, companies can attract and retain customers, ultimately enhancing marketing performance.

#### 4.12 Entrepreneurial orientation does not have a significant influence on marketing performance in the retail business sector in Batam City.

Entrepreneurial orientation does not show a direct significant impact on marketing performance because innovative spirit and exploration are not always supported by mature marketing strategy execution. Many creative ideas remain unimplemented due to limited resources, training, or integrated promotional systems. Sulaeman, (2018) asserted that innovative ideas require supporting structures to affect market performance.

In the field, some respondents reported that their companies demonstrate entrepreneurial enthusiasm but lack the tools or strategies to market their innovations effectively. Initiatives such as opening new branches or offering additional services are often not accompanied by adequate promotional campaigns. This results in the lack of visible influence of entrepreneurial orientation on marketing performance.

#### 4.13 Market orientation has a significant influence on marketing performance through competitive advantage as a mediating variable in the retail business sector in Batam City

Market orientation serves as the foundation that strengthens competitive advantage and indirectly enhances marketing performance. Companies that understand their customers are more likely to create relevant advantages—such as need-based products, fast service, and

responsiveness to market changes. Puspaningrum, (2020). emphasized that competitive advantage acts as an intermediary linking market strategies to optimal marketing outcomes.

In the context of Batam, retail companies that apply market orientation have successfully created advantages such as timely promotions, consumer-friendly packaging, and digital services. These competitive advantages enhance brand appeal and promotional effectiveness. Thus, market orientation indirectly supports marketing performance through the creation of sustainable competitive advantages.

## 5. Conclusion

This study demonstrates that market orientation, social media, innovation, entrepreneurial orientation, and competitor orientation have a significant influence on competitive advantage in the retail business, which in turn has a positive impact on marketing performance. Competitive advantage is proven to be a mediating variable that strengthens the relationship between these variables and marketing performance. On the other hand, competitor orientation and entrepreneurial orientation do not have a significant direct effect on marketing performance. These findings reinforce the importance of integrating digital strategies and market understanding in building sustainable competitive advantage. The study reveals that seven relationships show significant influence, such as the relationship between competitive advantage and marketing performance, while two other relationships are found to be insignificant. The results differ from previous studies due to the varied sample population within a specific region and the distinct characteristics of each research respondent.

This study has several limitations that should be taken into consideration. First, the research focuses solely on retail businesses within a specific sector, which may not fully represent the entire retail industry. Therefore, the findings should be generalized to other sectors with caution. In addition, although various variables such as market orientation, social media, innovation, entrepreneurial orientation, and competitor orientation were considered, there may be other variables such as external factors or macroeconomic conditions that also influence marketing performance but were not addressed in this study. Lastly, the research relies on data collected through surveys, which may involve subjective perceptions or inaccuracies in responses.

Based on the findings of this study, several recommendations can be proposed. It is suggested to expand the research sample by involving more sectors within the retail industry to enhance the diversity and validity of the findings, as well as to broaden the respondent coverage beyond Batam City. Future research may also consider external variables that potentially influence marketing performance, such as economic conditions and industry trends. Furthermore, for retail business practitioners, it is important to integrate innovation, social media, market orientation, as well as entrepreneurial and competitor orientations into the company's marketing strategies to strengthen competitive advantage and improve marketing performance in a sustainable manner.

## REFERENCE

- Abdurohim, A., Setyawati, A., Soehartatiek, S., Wahyudi, E. J., & Widarni, E. L. (2022). Analysis of Sustainable Competitive Advantage of Msmes in Indonesia: the Role of Entrepreneurial Orientation and Social Media Marketing Adoption. *SULTANIST: Jurnal Manajemen Dan Keuangan*, 10(2), 200–211. <https://doi.org/10.37403/sultanist.v10i2.446>
- Alvianto, O., Budiarmo, A., & Suryoko, S. (2022). Pengaruh Orientasi Kewirausahaan dan Knowledge Management terhadap Kinerja Pemasaran (Studi pada Kluster Gitar Amanah Kecamatan Baki Kabupaten Sukoharjo). *Jurnal Ilmu Administrasi Bisnis*, 11(4), 800–806. <https://doi.org/10.14710/jiab.2022.34926>
- Andika, E. (2019). Pengaruh Orientasi Pasar dan Orientasi Kewirausahaan Terhadap Kinerja Usaha. *Sketsa Bisnis*, 6(1), 22–34.
- Anggara, D. S., Abdillah, C., Danny, F. G., & Utama, L. (2019). Modul Metode Penelitian Lapangan. *Jurnal Manajerial Dan Kewirausahaan*, 2(3), 1–219.
- Antony Sentoso, Tiara Plorist Sibarani, & Evi Silvana Muchsinati. (2024). Business Performance of MSMEs: an Analysis of the Effect of Entrepreneurial Orientation, Market Orientation, and Technology Orientation. *Jurnal Dinamika Manajemen*, 15(2), 318–333. <https://doi.org/10.15294/jdm.v15i2.7559>
- Arief, M., & Rosiawan, R. W. (2018). Kinerja Pemasaran Berdasarkan Orientasi Pasar Melalui Inovasi Produk Pada UMKM Manufaktur di Kabupaten Bangkalan. *Jurnal Ekonomi Modernisasi*, 14(3), 129–141. <https://doi.org/10.21067/jem.v14i3.2799>
- Berlianti, D. F., Abid, A. Al, & Ruby, A. C. (2024). Metode Penelitian Kuantitatif Pendekatan Ilmiah untuk Analisis Data. *Jurnal Review Pendidikan Dan Pengajaran*, 7(3), 1861–1864.
- Chaniago, H., Mulyawan, I., Suhaeni, T., & Jumiyan, R. (2019). Faktor Kunci Keberhasilan Ritel Modern Di Indonesia. *JURNAL AKUNTANSI, EKONOMI Dan MANAJEMEN BISNIS*, 7(2), 201–208. <https://doi.org/10.30871/jaemb.v7i2.1726>
- Darmawan, D., Mardikaningsih, R., Halizah, S. N., Putra, A. R., Retnowati, E., Munir, M., Khayru, R. K., Masnawati, E., & Arifin, S. (2023). Tinjauan Strategis: Pengaruh Keunggulan Kompetitif dan Orientasi Pasar terhadap Kinerja Bisnis UMKM dalam Konteks Pasar yang Kompetitif. *TIN: Terapan Informatika Nusantara*, 3(10), 427–436. <https://doi.org/10.47065/tin.v3i10.4135>
- David Andriyan, Sholahuddin, M., & Imronudin. (2023). Examining the Influence of Innovation, Market Orientation, and Entrepreneurial Orientation on Marketing Performance in the Batik Industry. *Journal of Business and Management Studies*, 5(4), 143–151. <https://doi.org/10.32996/jbms.2023.5.4.15>
- Dini, Y. I. F., Alvina, J., & Mon, M. D. (2024). The effect of work-life balance as a mediator and job opportunity as moderator on turnover intention among selected corporations in Batam. *Jurnal Manajemen Dan Pemasaran Jasa*, 17(2), 241–260. <https://doi.org/10.25105/v17i2.19820>
- Egim, A. S., & Putri, H. C. S. (2022). Peranan Market Orientation, Inovasi Produk dan Competitive Advantage Terhadap Kinerja Pemasaran Usaha Songket di Kota Sawahlunto. *Jurnal Ecogen*, 5(2), 205. <https://doi.org/10.24036/jmpe.v5i2.12713>
- Ewaldo, D., Setiawan, M., Angesty, V., Lina, Chuandra, F., & Marliana. (2023). Analisa Pengaruh Penerapan Sumber Daya Perusahaan Untuk Meningkatkan Kinerja Manajemen Rantai Pasok Pada Pt. Mayora Indah Tbk. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 3(3), 538–547. <https://doi.org/10.55047/transekonomika.v3i3.434>
- Fadhillah, Y., Yacob, S., & Lubis, T. A. (2021). ORIENTASI KEWIRAUSAHAAN, INOVASI PRODUK, DAN MEDIA SOSIAL TERHADAP KINERJA PEMASARAN DENGAN KEUNGGULAN BERSAING SEBAGAI INTERVENING PADA UKM DI KOTA JAMBI. *Jurnal Manajemen Terapan Dan Keuangan*, 10(01), 1–15. <https://doi.org/10.22437/JMK.V10I01.12175>
- Fahdillah, Y. (2022). MEDIA SOSIAL TERHADAP KINERJA PEMASARAN DI MEDIASI

- OLEH KEUNGGULAN BERSAING PADA UKM KOTA JAMBI. *Jurnal Manajemen (Jumanage)*, 1(1), 14–18.
- Gozali, I., & Nugraha, A. (2022). KEUNGGULAN BERSAING ( Studi Pada Centra Industri Pakaian Batik Di Pekalongan ). *Soshumdik*, 1(1), 43–52.
- Graciafernandy, M. A., & Amaliyah, E. D. E. (2024). Peran Keunggulan Bersaing dalam Meningkatkan Kinerja Pemasaran Usaha Mikro Kecil Menengah Sektor Kuliner. *JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi)*, 10(1), 77–88.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2017). *Partial Least Squares Structural Equation Modeling* (Issue September). <https://doi.org/10.1007/978-3-319-05542-8>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Harjadi, D., Fatmasari, D., & Nurhasanah, A. S. (2020). Market Orientation And Product Innovation To Increase Competitive Advantages And Its Impact On Marketing Performance. *Al-Amwal: Jurnal Ekonomi Dan Perbankan Syari'ah*, 12(1), 12. <https://doi.org/10.24235/amwal.v1i1.5457>
- Hasan, G., Ardila, Handoko, A., Salim, F. F., Rohaizat, P. S., & Hulu, Y. J. (2022). Implementasi Pemasaran Digital Sebagai Strategi Pemasaran dan Untuk Meningkatkan Penjualan. *SEIKO : Journal of Management & Business*, 5(1), 505–515.
- Hasri, M. N., & Widiyanesti, S. (2022). Pengaruh Market Orientation Terhadap Kinerja Perusahaan dengan Inovasi sebagai Variabel Intervening (Studi Kasus Industri Ekonomi Kreatif Sub Sektor Fashion di Social Commerce Kota Bandung). *Jurnal Digital Bisnis, Modal Manusia, Marketing, Entrepreneurship, Finance, & Strategi Bisnis (Dimensi)*, 2(1), 8. <https://doi.org/10.32897/dimensi.v2i1.1152>
- Hendrayanti, S., & Nurauliya, V. (2021). Building Competitive Advantage through Innovation, Creativity, Product Quality. *BASKARA : Journal of Business and Entrepreneurship*, 4(1), 85. <https://doi.org/10.54268/baskara.v4i1.9702>
- Indriana, E., Shinta Aminda, R., Juwaini, A., Manajemen, M., & Ibn Khaldun Bogor, U. (2023). The Influence Of Market Orientation, Entrepreneurial Orientation, And Social Media Marketing On The Marketing Performance Of SMEs. Effi Indriana,et.al THE INFLUENCE OF MARKET ORIENTATION, ENTREPRENEURIAL ORIENTATION, AND SOCIAL MEDIA MARKETING ON THE MARK. *Jurnal Ekonomi*, 12(04), 2023.
- Juwita, R., & Sunarya, E. (2023). Analysis of market orientation strategies for competitive advantage. *COSTING:Journal of Economic, Business and Accounting*, 7(1), 1025–1032.
- Kholid Murtadlo. (2021). Peran Human Capital, Structural Capital, Relational Capital Dan Digital Marketing Terhadap Kinerja UMKM. *SKETSA BISNIS*. <https://doi.org/10.35891/jsb.v8i1.2635>
- Kiyabo, K., & Isaga, N. (2020). Entrepreneurial orientation, competitive advantage, and SMEs' performance: application of firm growth and personal wealth measures. *Journal of Innovation and Entrepreneurship*, 9(1). <https://doi.org/10.1186/s13731-020-00123-7>
- Krisnawan, M. Y. A., & Safirin, M. T. (2021). Penerapan Metode Pls Pada Analisis Faktor Kemampuan Daya Saing Berkelanjutan Umkm Batik Di Kota Xyz. *Juminten*, 2(1), 120–131. <https://doi.org/10.33005/juminten.v2i1.218>
- Laksana, D. H., Apriliado, S., & Kusmantini, T. (2022). Influence of Market Orientation, Learning Orientation, and Innovation Capabilities and Their Impact on Competitive Advantage and Company Performance. *Journal of The Community Development in Asia*, 5(2). <https://doi.org/10.32535/jcda.v5i2.1492>
- Maulana, A., Erlinda, & Firdaus, S. (2023). Pengaruh Orientasi Kewirausahaan Dan Kreativitas Terhadap Kinerja Pemasaran Pada Pedagang Pakaian Jadi Di Kecamatan Ulee Kareng Kota Banda Aceh. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(5), 2301–2309. <https://doi.org/10.35870/jemsi.v9i5.1584>
- Mon, M. D., & Susilo, J. E. (2024). *PENERAPAN STRATEGI DIGITAL MARKETING PADA PT SUMBER ALAM BATAM ( E-MARKET )*. 2(2), 434–438.

- Naninsih, N., Alam, S., & Indriasari, D. P. (2022). Pengaruh Keunggulan Bersaing Terhadap Kinerja Pemasaran Melalui Digital Marketing. *YUME: Journal of Management*, 5(2), 479–490.
- Nizar, M., Rakhmawati, A., & Laili, N. (2024). MENILAI KETERKAITAN ANTARA PEMASARAN KEWIRAUSAHAAN, KEUNGGULAN KOMPETITIF, DAN KINERJA BANK SYARIAH DI KABUPATEN PASURUAN. *An-Nawazil: Jurnal Hukum Dan Syariah Kontemporer*, 6(2). <https://doi.org/10.69784/ANNAWAZIL.V6I2.118>
- Nugroho, A. T., Hartono, & Rizal, N. (2021). Pengaruh Orientasi Pasar dan Orientasi Kewirausahaan Terhadap Keunggulan Bersaing pada Sentra Industri Tempe Bagusari di Lumajang. *Journal of Organization and Business Mangement*, 3(3), 174–180.
- Nursolih, E. (2022). PENGARUH MARKET ORIENTATION DAN NETWORKING TERHADAP KEUNGGULAN BERSAING (Studi pada UMKM Keripik yang Terdaftar di Dinas Koperasi Usaha Kecil Menengah dan Perdagangan Kabupaten Ciamis). *Jurnal Media Teknologi*, 9(1), 1–7. <https://doi.org/10.25157/jmt.v9i1.2777>
- Purnama, C., & Puspitowati, I. (2024). Inovasi Produk sebagai Mediator Knowledge Management terhadap Competitive Advantage Coffee Shop. *Jurnal Manajerial Dan Kewirausahaan*, 6(3), 663–671. <https://doi.org/10.24912/jmk.v6i3.31599>
- Purwianti, L., & Fionna, F. (2023). Analisa pengaruh social media marketing activity terhadap brand loyalty dengan mediasi brand awareness, brand trust, dan brand love. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 6(2), 373–384. <https://doi.org/10.36407/jmsab.v6i2.1105>
- Puspaningrum, A. (2020). Market Orientation, Competitive Advantage and Marketing Performance of Small Medium Enterprises (SMEs). *Journal of Economics, Business, & Accountancy Ventura*, 23(1), 19–27. <https://doi.org/10.14414/jebav.v23i1.1847>
- Putri, B. C. L., & Setiawan, P. Y. (2022). The Role Of Innovation In Mediating The Effect Of Market Orientation And Learning Orientation On Competitive Advantage. *Journal of Business and Management Review*, 3(2), 119–137. <https://doi.org/10.47153/jbmr32.3292022>
- Rakhmawati, A., & Nizar, M. (2023). Analysis of Small Business Performance in Terms of Islamic Financial Literacy and Inclusion. *Malia*, 14(2), 269–285. <https://jurnal.yudharta.ac.id/v2/index.php/malia/article/view/4138>
- Rakhmawati, A., Rahardjo, K., & Kusumawati, A. (2019). Faktor Anteseden dan Konsekuensi Green Supply Chain Management. *JURNAL SISTEM INFORMASI BISNIS*, 9(1), 1. <https://doi.org/10.21456/vol9iss1pp1-8>
- Rakhmawati, A., Rahardjo, K., & Prakasa, Y. (2023). Dampak Kondisi Sosial Ekonomi, Respon Kebijakan Pemerintah Dan Pengaruhnya Terhadap Keberlanjutan Ukm Dan Kinerja Keuangan. *Jurnal Sekretaris & Administrasi Bisnis (JSAB)*. <https://doi.org/10.31104/jsab.v7i2.352>
- Ramadanti, F. G., Tantriana, D., Putranto, H. A., Samsuri, A., & Saifuddin, M. (2024). Orientasi Kewirausahaan dan Keunggulan Kompetitif sebagai Faktor Pendorong Kinerja Usaha Mikro Kecil Menengah (UMKM) di Kota Surabaya. *EKOMABIS: Jurnal Ekonomi Manajemen Bisnis*, 5(01), 113–130. <https://doi.org/10.37366/ekomabis.v5i01.865>
- Rifa Rahmah Edyawati, D., & Mega Desiana, P. (2024). Servant Leadership and Innovative Work Behavior: The Mediation Role of Flow at Work and Trust. *Jurnal Manajemen Dan Organisasi*, 15(1), 1–20. <https://doi.org/10.29244/jmo.v15i1.52430>
- Sazly, S., Andriani, R., Harun, M., & Herlan, H. (2024). the Role of Strategic Leadership and Innovation To Develop Sustainable Competitive Advantage : a Literature Review. *Jurnal Comparative: Ekonomi Dan Bisnis*, 6(2), 351. <https://doi.org/10.31000/combis.v6i2.11383>
- Selvi, S., Ali, M. M., & Trisna, T. (2023). Pengaruh Pendapatan Dan Konsumsi Rumah Tangga Terhadap Kesejahteraan Keluarga Petani Padi Di Desa Marisa Kecamatan Basidondo Kabupaten Tolitoli. *Tolis Ilmiah: Jurnal Penelitian*, 5(1), 33. <https://doi.org/10.56630/jti.v5i1.337>
- Setiawan, A., Suwardi, S., Riyadi, R., Saptianing, S., Setyawan, A., Bisnis, J. A., &

- Semarang, N. (2023). Peran Permodelan Market Orientation Terhadap Peningkatan Marketing Performance. *Dkk / SENTRIKOM*, 5, 347–353.
- Setiawan, D. (2024). Analisis Sistem E-Dimas Universitas Jambi dengan Pendekatan HOT-FIT Model. *Jurnal Sistem Informasi Bisnis*, 14(1), 1–11. <https://doi.org/10.21456/vol14iss1pp77-87>
- Silaningsih, E., Dwi Gemina, ), Dwi, ), Nugroho, N., Gemini, P., Universitas, ), Bogor, D., Tinggi, S., Manajemen, I., Pendidikan, L., & Correspondensi, I. M. (2021). Keunggulan Bersaing Pendekatan Pemasaran Media Sosial Competitive Advantages of Social Media Marketing Approach. *Jurnal Visionida*, 7(2), 143–154.
- Sulaeman, M. (2018). Pengaruh Orientasi Kewirausahaan, Orientasi Pasar, Dan Inovasi Produk Terhadap Kinerja Pemasaran (Studi Pada Industri Tahu Di Sentra Industri Tahu Kota Banjar). *Jurnal Ilmiah Administrasi Bisnis Dan Inovasi*, 2(1), 154–166. <https://doi.org/10.25139/jai.v2i1.909>
- Susanty, S. (2020). Loyalitas Wisatawan Terhadap Citra Pulau Lombok Sebagai Daerah Tujuan Wisata Halal. *Jurnal Inovasi Penelitian*, 1(2), 61–68. <https://doi.org/10.47492/jip.v1i2.46>
- Tarigan, M., & Silaban, D. F. (2024). *Pendahuluan Statistika Deskriptif Ukuran frekuensi Ukuran pemusatan*. 4(2), 187–195.
- Taufiq, M., & Rokhman, N. (2019). MARKET ORIENTATION TO IMPROVE MARKETING PERFORMANCE THROUGH THE COMPETITIVE ADVANTAGES OF BATIK SMEs Indexed in Google Scholar. *Universitas Brawijaya Journal of Applied Management (JAM)*, 17(3), 489–495.
- Trianti, K., & Anastuti, K. U. (2022). The Effect of Social Media Marketing on Competitive Advantage and Company Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(2), 17945–17960.
- Tunç, T. (2020). The Joint Effects of Customer and Competitor Orientation on Marketing Performance: A Case of an Industry Leading Firm in Turkey. *Istanbul Management Journal*, May. <https://doi.org/10.26650/imj.2020.89.0003>
- Utami, D., Mulyono, L. E. H., & Furkan, L. M. (2022). The Effect of Market Orientation and Product Innovation to Increase Marketing Performance Moderated by Creativity. *International Journal of Social Science Research and Review*, 5(2), 20–36. <https://doi.org/10.47814/ijssrr.v5i2.164>
- Wijaya, Z. R., Tirta Wiyata, M., & Nurfalah, R. (2023). Dampak orientasi pasar terhadap kinerja pemasaran dan keunggulan bersaing sebagai variabel intervening pada UMKM Kota Sukabumi. *Jurnal Ilmiah Akuntansi Dan Keuangan*, 5(8), 2023.
- Yulianthini, N. N., & Dewanti, M. A. (2023). Pengaruh Orientasi Pesaing Dan Orientasi Pelanggan Terhadap Kinerja Pemasaran Dengan Promotional Mix Sebagai Variabel Moderasi. *BISNIS: Jurnal Manajemen*, 9(1), 95–103.
- Yuswardi, Y. (2020). Pengaruh Kompensasi, Motivasi, Komitmen Pada Organisasi Dan Pelatihan Kerja Pada Kinerja Karyawan Toko Ritel Alfamart Dan Indomaret Di Batam. *Journal of Global Business and Management Review*, 2(2), 60. <https://doi.org/10.37253/jgbmr.v2i2.4326>
- Yuza, G. F., Syafrizal, & Yeni, Y. H. (2023). The Effect of Entrepreneurial Orientation and Market Orientation on Competitive Advantage at Culinary SMEs in West Sumatera. *Jurnal Informatika Ekonomi Bisnis*, 5, 968–971. <https://doi.org/10.37034/infeb.v5i3.702>
- Zainul Wasik, Catur Nugroho, K., & Iswanto, D. (2023). Improving UMKM Marketing Performance by Optimising Marketing Strategy, Creative Product Innovation and Market Orientation. *Journal of Managerial Sciences and Studies*, 1(2), 1–21. <https://doi.org/10.61160/jomss.v1i2.13>