

Enhancing Marketing Performance of Packaged Culinary MSMEs in Payakumbuh City through Entrepreneurial Orientation with Competitive Advantage as Mediating Variable

Silvia Safitri¹, Reni Yuliviona², Fivi Anggraini³

¹Student of Management Science, Universitas Bung Hatta, Padang, Indonesia.

^{2,3}Lecturer of Master of Faculty of Economics and Business, Universitas Bung Hatta, Padang, Indonesia.

DOI: <https://doi.org/10.51244/IJRSI.2026.1304000119>

Received: 08 April 2026; Accepted: 14 April 2026; Published: 05 May 2026

ABSTRACT

The purpose of this study is to examine the effect of entrepreneurial orientation on marketing performance. In addition, this study also analyzes the indirect effect of entrepreneurial orientation on marketing performance through competitive advantage as a mediating variable. This study uses a quantitative approach by collecting primary data through questionnaires. The study population includes all packaged culinary MSMEs in Payakumbuh City in 2024. The sampling technique uses purposive sampling. The sample in this study is 315 respondents. Data were analyzed using Partial Least Squares (PLS) with SmartPLS to evaluate the direct and mediating relationships between variables. The results show that entrepreneurial orientation has a positive and significant effect on competitive advantage. Entrepreneurial orientation and competitive advantage have a positive and significant effect on marketing performance. Competitive advantage is proven to mediate the relationship between entrepreneurial orientation and marketing performance.

Keywords: Marketing Performance ; Competitive Advantage ; Entrepreneurial Orientation, MSMEs, Packaging Culinary

INTRODUCTION

The culinary sector is one of the most promising business sectors in Indonesia and plays a significant role in the national economy, marked by the increasing number of entrepreneurs and product innovation (Sholeh & Idris, 2024). Data from the Central Statistics Agency (BPS) for the period June 2022–2023 recorded 4,854,311 culinary business units, dominated by restaurants, catering, and other culinary businesses (Almestarihi & Ahmad, 2024). The growth in the number of entrepreneurs is around 3.10% per year, driving increasingly fierce competition. However, this condition is not fully reflected in Payakumbuh City, which actually experienced a decline in the number of culinary MSMEs during the 2020–2024 period, particularly among micro-enterprises since 2022 and small and medium-large enterprises in 2023–2024. This situation indicates that the status as a tourist area has not been able to optimally support the sustainability of culinary MSMEs, so it is important to examine the strategic factors that influence marketing performance in tourist areas.

Marketing performance reflects a business's ability to achieve sales targets, grow profits, and increase customer (Rassol et al., 2023). (Sodiqova & Qudratova, 2024) emphasize that marketing performance also reflects the effectiveness of strategies in expanding market share and strengthening competitive positions. Initial survey results indicate that the marketing performance of packaged culinary MSMEs in Payakumbuh City is quite good, but not optimal. Income instability, operational cost pressures, and limited promotions indicate that the implemented strategies have not yet fully achieved a sustainable competitive advantage.

Theoretically, this research is grounded in the Resource-Based View (RBV), which emphasizes that competitive advantage is achieved through the utilization of unique internal resources and capabilities, and Market

Orientation Theory, which places understanding customer needs as the key to value creation. In this context, entrepreneurial orientation reflects internal capabilities that drive innovation, proactivity, and risk-taking (Criado-Gomis et al., 2020). Research conducted by (Hidayat et al., 2024) and (Rupianti & Firdaus, 2022) found that entrepreneurial orientation positively influences marketing performance, although there are conflicting results indicating an insignificant effect (Heng & Afifah, 2020). This inconsistency indicates an empirical gap that requires further study.

Based on the decline in culinary MSMEs in Payakumbuh City and the inconsistency of previous research results, this study aims to analyze the influence of entrepreneurial orientation on marketing performance, with competitive advantage as a mediating variable in packaged culinary MSMEs. The originality of this research lies in testing an integrated mediation model in the context of regional packaged culinary MSMEs, especially in Payakumbuh City, which is still limited in previous empirical studies. This study offers novelty by developing an integrated mediation model that examines the role of competitive advantage in linking entrepreneurial orientation and marketing performance specifically in packaged culinary MSMEs. Unlike previous studies, this research focuses on a localized MSME context in a tourism-driven city and provides empirical evidence from a relatively underexplored sector.

LITERATURE REVIEW

Resource Based View (RBV)

The Resource-Based View (RBV), introduced by Barney in 1991, emphasizes the role of a company's internal resources and its ability to optimally manage and utilize them. This theory explains that increasing the success and competitiveness of small businesses requires entrepreneurs to develop superior, unique, difficult-to-imitate, and non-substitutable resources. Furthermore, these resources must be supported by innovation, appropriate pricing strategies, and the ability to create sustainable competitive advantage to survive and exceed market demands and face the dynamics of a constantly changing external environment (Lubis, 2023).

The Resource-Based View (RBV) theory is a strategic approach that emphasizes the importance of utilizing a company's internal resources as a key factor in building sustainable competitive advantage. The RBV explains that competitive advantage can be achieved if a company possesses and manages resources that are valuable, rare, difficult to imitate, and non-substitutable, known as the VRIN concept (Crane, 2020; N. W. Lubis, 2023).

Based on the Resource-Based View (RBV), entrepreneurial orientation represents an internal capability that enables MSMEs to create valuable, rare, and inimitable resources. These capabilities are transformed into competitive advantage, which in turn enhances marketing performance. Thus, RBV provides a theoretical foundation explaining the causal relationship between entrepreneurial orientation, competitive advantage, and marketing performance. In addition, Market Orientation Theory complements this framework by emphasizing the importance of understanding customer needs in achieving superior performance outcomes (Lubis, 2023).

Marketing Performance

According Sodikova & Qudratova (2024), marketing performance also encompasses a company's ability to provide long-term solutions that meet customer needs. In this context, marketing is viewed as a series of managerial decisions aimed at attracting resources to the company, in line with efforts to meet the needs of the target market and achieve the organization's financial goals.

Marketing performance is a measure of a company's success in implementing marketing activities to reach its target market (Rosmayani, 2022). This measurement is conducted through various dimensions such as sales volume, sales growth, and profitability, reflecting the extent to which a company's products are successful in the market (Afif & Faradina, 2023). Similarly, Sulaeman (2018) states that marketing performance is a concept that measures all activities within the marketing process, focusing on achieving performance indicators such as sales growth, customer growth, and profit growth, enabling the company to outperform its competitors.

Competitive Advantage

Competitive advantage can be understood as a company's ability to outperform its competitors by providing greater value to customers, lowering costs, or offering additional benefits that justify higher prices (Haji, 2017). Another perspective states that the effective utilization of a business unit's resources enables a company to gain a competitive advantage (Prayogo et al., 2020). Furthermore, according to Wongsansukcharoen & Thaweepaiboonwong (2023), competitive advantage is built on several factors, such as greater market share in a particular segment, overall company success, customer loyalty, and a more efficient cost structure than competitors. Muis et al. (2024) states that competitive advantage describes a company's ability to create strategies that improve its market position and meet customer needs sustainably. The combined ability to manage, integrate, and adapt resources is a key factor in building this advantage.

Entrepreneurial Orientation

Entrepreneurial orientation refers to the tendency of individuals with an entrepreneurial mindset to be more creative, proactive, and willing to take risks in establishing or managing a business (Danny & Utama, 2020). A person's entrepreneurial orientation is influenced by personal traits and values, including perseverance, adaptability, quick decision-making, and a tendency to exploit opportunities (Sefanya & Ie, 2024). Another opinion by Bleadly et al. (2018) emphasizes that entrepreneurial orientation is related to a company's ability to integrate, build, and reconfigure internal and external competencies in the face of rapid environmental changes. This orientation reflects an organization's adaptive ability to face changing market challenges through innovation, risk-taking, and proactive action.

Hypothesis

Entrepreneurial Orientation on Marketing Performance

Entrepreneurship is a key factor capable of improving marketing performance (Hidayat et al., 2024). Entrepreneurial orientation essentially reflects a business actor's tendency to be proactive in taking initiatives to address various problems, viewing them as opportunities to be exploited, and having the courage to take risks in the process of resolving them (Gotteland et al., 2020). Empirical findings from previous research indicate that entrepreneurial orientation has a positive influence on improving marketing performance (Niu et al., 2020). Based on the above description, the first hypothesis of this study can be stated as follows:

H1: Entrepreneurial orientation has a positive and significant influence on marketing performance in packaged culinary MSMEs in Payakumbuh City.

Entrepreneurial Orientation on Competitive Advantage

Entrepreneurial orientation plays a crucial role in enhancing a company's competitive advantage (Zarkasi et al., 2023). Organizations that optimally implement an entrepreneurial orientation generally demonstrate stronger competitive capacity due to their ability to act proactively, innovatively, and take risks in the face of dynamic business environments (Pradja et al., 2024). These findings are supported by research showing that entrepreneurial orientation becomes increasingly crucial in intensely competitive situations, as entrepreneurial characteristics enable companies to formulate unique strategies and create superior value compared to competitors (Nurfauziah et al., 2025). Strong entrepreneurial orientation ultimately enhances competitive advantage (Dores et al., 2025). Based on the above description, the second hypothesis of this study can be stated as follows:

H2: Entrepreneurial orientation has a positive and significant influence on competitive advantage in packaged culinary MSMEs in Payakumbuh City.

Competitive Advantage on Marketing Performance

A strong competitive advantage not only increases perceived value but also strengthens customer trust in a product, enabling businesses to maintain long-term relationships with consumers through more effective

marketing performance. This ultimately has a positive impact and directly contributes to improved marketing performance (Suharti et al., 2024). Findings (Pradja et al., 2024) demonstrate that companies with a strong competitive advantage are able to deliver superior marketing responses compared to competitors, which ultimately impacts marketing performance. Based on the above description, the third hypothesis of this study can be stated as follows:

H3: Competitive advantage has a positive and significant influence on marketing performance in packaged culinary MSMEs in Payakumbuh City.

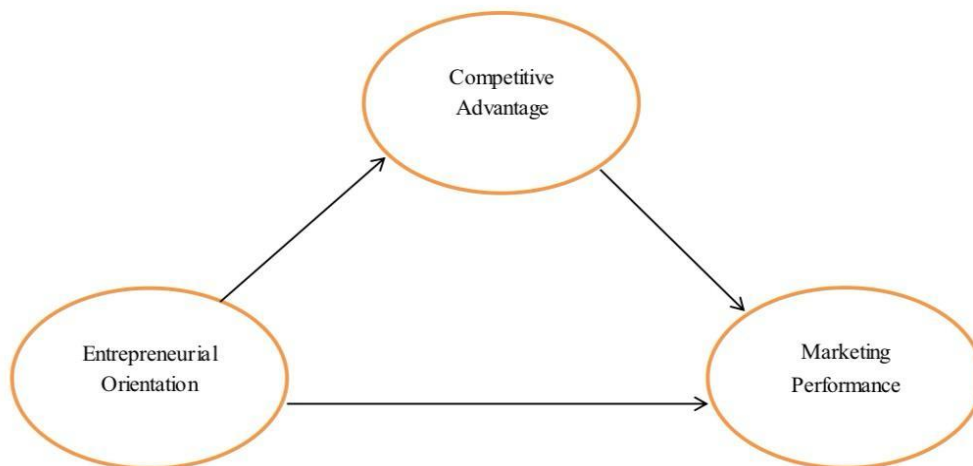
Competitive Advantage Mediates The Relationship between Entrepreneurial Orientation and Marketing Performance

Competitive advantage relates to the creation of unique value that differentiates a company from competitors (Pradja et al., 2024), while entrepreneurial orientation encompasses strategic processes that encourage innovation, proactivity, and risk-taking (Jatmiko,2022). Marketing performance refers to the level of success achieved by a company, including strategy effectiveness, profitability, and sales growth (Saori et al., 2021). Empirically, several previous studies have found that competitive advantage mediates the relationship between entrepreneurial orientation and marketing performance. This is demonstrated in studies (Norikun, 2018; Mazuku et al., 2023), which found a strong relationship between entrepreneurial orientation, competitive advantage, and marketing performance. Therefore, entrepreneurial orientation has become crucial in significantly improving competitive advantage and marketing performance. Based on the above description, the fourth hypothesis of this study can be stated as follows:

H4: Competitive advantage mediates the relationship between entrepreneurial orientation and marketing performance in packaged culinary MSMEs in Payakumbuh City.

Based on hypothesis above, the following research framework is developed.

Figure 1: Research framework *Source:*



METHODS

This study used a quantitative method with direct data collection through questionnaires. The population of this study was all Micro, Small, and Medium Enterprises (MSMEs) in the packaged culinary sector in Payakumbuh City in 2024. The sample size was a subset of the population, namely a portion of the Micro, Small, and Medium Enterprises (MSMEs) in the packaged culinary sector in Payakumbuh City in 2024. The sample size was determined based on Sugiyono (2013), who stated that the minimum sample size in research with an unknown population is five times the number of statement items in the research instrument. In this study, there were 63 statement items, so the minimum sample size required was 5 x 63 = 315 respondents. The sampling technique used was purposive sampling, which is a sampling technique based on specific criteria established by the

researcher. These criteria are as follows: 1) The business is engaged in the packaged culinary sector, 2) The business has been operating for at least one year, 3) The business is categorized as an MSME, and 4) Has a product that is actively marketed.

The type of data in this research is primary data, which is the type of data obtained directly from research respondent. Marketing performance was measured using nine items reflecting sales revenue, profit, and number of customers (Yhonathan et al., 2024). Competitive advantage was measured using six items covering cost and quality dimensions (Pradja et al., 2024).. Entrepreneurial orientation was measured using 17 items covering autonomy, competitiveness, innovativeness, proactiveness, and risk-taking (Clark et al., 2025).

Prior to the main data collection, a pilot test was conducted involving 30 respondents who met the study criteria to ensure the clarity, readability, and relevance of the questionnaire items. Feedback from the pilot test was used to refine ambiguous statements and improve the overall structure of the instrument. The validity and reliability of the constructs were assessed using Cronbach’s alpha, composite reliability (CR), and average variance extracted (AVE), following established PLS-SEM guidelines. All constructs met the recommended thresholds, indicating that the measurement instrument was both reliable and valid for further analysis.

The sample size of 315 respondents was determined based on PLS-SEM recommendations, which suggest a minimum of five times the number of measurement indicators; thus, the sample size is considered adequate to ensure robustness and statistical power. To minimize potential bias, particularly common method bias, several procedural remedies were applied. Respondents were assured of anonymity and confidentiality to reduce social desirability bias, and the questionnaire was designed with clear instructions to avoid misunderstanding. These measures were implemented to enhance the accuracy and credibility of the collected data.

RESULTS AND DISCUSSION

Results

Convergent validity can be evaluated through four (4) parts, namely outer loading > 0.7; Cronbach's alpha > 0.7; composite reliability > 0.7; average variance extracted (AVE) > 0.5. While discriminant validity uses the Fornell-Larcker criterion, cross loading, and HTMT methods.

Table 1. Outer Loading

	Competitive Advantage	Entrepreneurial Orientatition	Marketing Performance
CA1	0,842		
CA3	0,866		
CA4	0,813		
CA5	0,872		
EO10		0,773	
EO12		0,722	
EO13		0,724	
EO15		0,818	
EO16		0,838	
EO17		0,765	
EO2		0,719	
EO3		0,743	
EO4		0,779	
EO5		0,769	
EO6		0,727	
EO7		0,777	
EO8		0,748	
EO9		0,851	
EO11		0,728	

MP1			0,898
MP2			0,869
MP3			0,836
MP4			0,834
MP5			0,824
MP6			0,833
MP7			0,725
MP8			0,887

Source: Processed data (2025)

Description:

EO : Entrepreneurial Orientation

CA : Competitive Advantage

MP : Marketing Performance

Based on table 1. Outer Loading, it can be seen that all statement items used to measure the variables of entrepreneurial orientation, competitive advantage, marketing performance are valid because all statement items used have outer loadings above 0.7. After analyzing the outer loadings, the results of the Cronbach's alpha, composite reliability, and average extracted variance (AVE) analysis can be seen as follows:

Table 2. Cronbach's Alpha, Composite Reliability, dan AVE

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Competitive Advantage	0,871	0,912	0,721
Entrepreneurial Orientation	0,949	0,955	0,587
Marketing Performance	0,940	0,950	0,705

Source: Processed data (2025)

Based on Table 2, it can be seen that all variables have Cronbach's alpha > 0.7, composite reliability > 0.7 and AVE > 0.5 or have met the specified conditions (Hair et al., 2014). Furthermore, the results of the discriminate validity analysis with the Fornell -Larcker criterion methods can be seen as follows:

Table 3. Results of Discriminant Validity Analysis with the Fornell-Lacker Criterion Method

	Competitive Advantage	Entrepreneurial Orientation	Marketing Performance
Competitive Advantage	0,849		
Entrepreneurial Orientation	0,486	0,766	
Marketing Performance	0,712	0,583	0,840

Source: Processed data (2025)

Based on Table 3, it can be seen that the correlation score for the competitive advantage variable is 0.849, which is greater than its correlation with entrepreneurial orientation (0.486) and marketing performance (0.712). The entrepreneurial orientation variable is 0.766, which is greater than its correlation with marketing performance (0.583). The marketing performance variable is 0.840.

The next step, R square (R²) is used to measure how much endogenous variables are influenced by other variables (exogenous). The results of the R square analysis can be seen as follows:

Table 4. Analysis Results R square (R2)

	R Square
Competitive Advantage	0,237
Marketing Performance	0,580

Source: Processed data (2025)

From table 4 above, it can be seen that the R square value of the competitive advantage variable is 0.237, which means that the magnitude of the influence of entrepreneurial orientation on competitive advantage is 23.7% or is classified as weak (Hair et al., 2017). Furthermore, the R square of marketing performance is obtained at 0.580, which means that the magnitude of the influence of entrepreneurial orientation and competitive advantage on marketing performance is 58% and is classified as medium (Hair et al., 2017).

Q square is used to assess how well the model can predict the observed value and parameter estimates of endogenous variables. The results of the Q square analysis can be seen as follow:

Table 5. Q square analysis results (Q2)

	Q Square
Competitive Advantage	0,168
Marketing Performance	0,404

Source: Processed data (2025)

Based on the Q-square (Q²) analysis results in Table 5, it can be concluded that The competitive advantage variable has a Q square of 0.168 and is classified as medium (Hair et al., 2017), which can be interpreted that the ability of the entrepreneurial orientation variable in predicting the competitive advantage variable falls into the medium category. The marketing performance variable has a Q square of 0.404, meaning that the ability of the entrepreneurial orientation and competitive advantage variables in predicting marketing performance is classified as strong.

Structural Model Assessment (SMA) is a structural model for predicting causal relationships between latent variables. SMA testing uses a bootstrapping procedure.

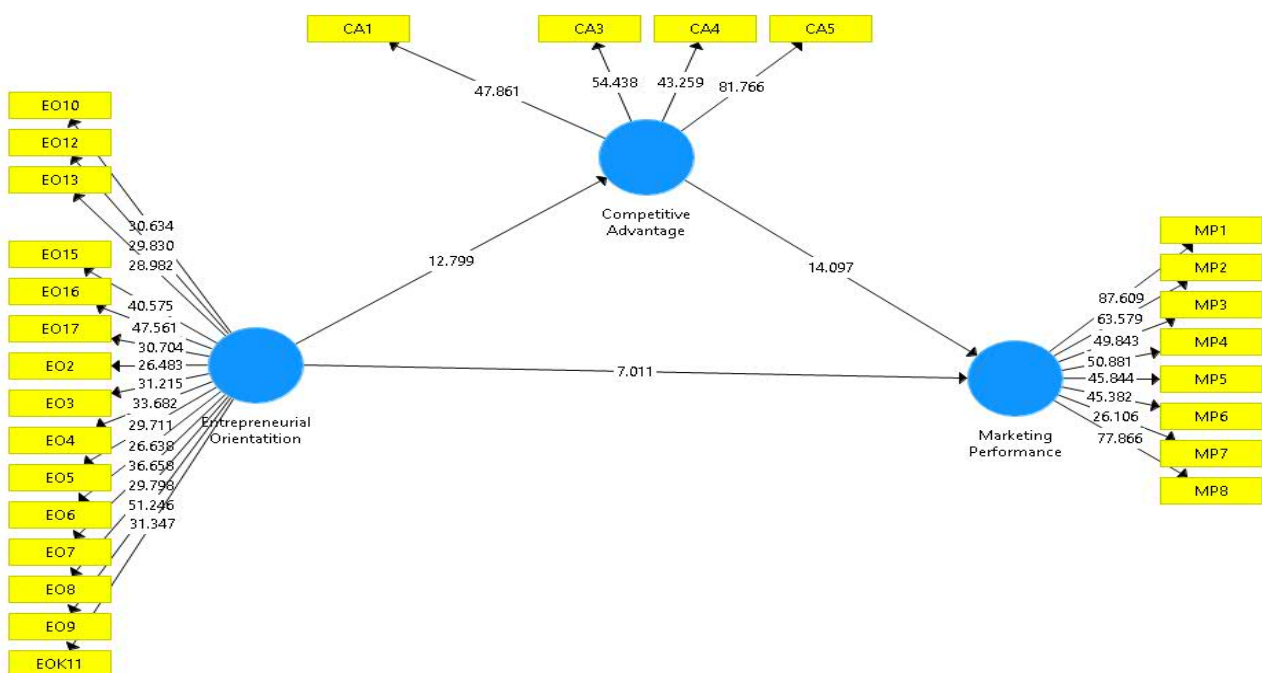


Figure 1. Structural Model Assessment

Table 6. Analysis Results Structural Model Assessment

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Conclusion
Entrepreneurial Orientation -> Marketing Performance	0,310	0,313	0,044	7,101	0,000	H1 Accepted
Entrepreneurial Orientation -> Competitive Advantage	0,486	0,488	0,038	12,927	0,000	H2 Accepted
Competitive Advantage -> Marketing Performance	0,561	0,559	0,037	14,958	0,000	H3 Accepted
Entrepreneurial Orientation -> Competitive Advantage -> Marketing Performance	0,273	0,288	0,028	9,770	0,000	H4 Accepted

Source: Processed data (2025)

Based on table 6, it can be interpreted as follows:

1. The effect of entrepreneurial orientation on marketing performance has an original sample of 0,310 (positive sign), T-statistic of 7,101 (greater than 1.96), and a P-value of 0.000 (less than 0.05), so it can be concluded that entrepreneurial orientation has a positive and significant effect on marketing performance (H1 is accepted).
2. The effect of Entrepreneurial Orientation on Competitive Advantage has an original sample of 0.486 (positive sign), T-statistic of 12.927 (greater than 1.96), and a P-value of 0.000 (less than 0.05), so it can be concluded that entrepreneurial orientation has a positive and significant effect on Competitive Advantage (H2 is accepted).
3. The effect of Competitive Advantage on Marketing Performance has an original sample of 0.561 (positive sign), T-statistic of 14.958 (greater than 1.96), and a P-value of 0.000 (less than 0.05), so it can be concluded that Competitive Advantage has a positive and significant effect on Marketing Performance (H3 is accepted).
4. The analysis results on the impact of competitive advantage as a mediating variable between entrepreneurial orientation and marketing performance have an original sample of 0.228, T statistics of 9.770 (greater than 1.96) and P values of 0.000 (smaller than 0.05) so it can be concluded that competitive advantage is proven to mediate the relationship between entrepreneurial orientation and marketing performance , so H4 is accepted.

DISCUSSION

The results of the First Hypothesis (H1) test indicate that entrepreneurial orientation significantly influences marketing performance (t-statistic 7.101 >1.96; p-value 0.000 <0.05). This indicates that increasing entrepreneurial orientation in MSMEs directly impacts their marketing performance. Entrepreneurial orientation is the ability of MSMEs to recognize opportunities, take risks, and implement innovation in running a business. MSMEs with a strong entrepreneurial orientation can improve their marketing performance. This contributes to business growth, marketing effectiveness, profitability, and long-term sustainability. The results of this study align with research conducted by (Hidayat et al., 2024), (Rupianti & Firdaus, 2022), (Niu et al., 2020), which demonstrates that marketing performance is positively influenced by entrepreneurial orientation.

The results of the Second Hypothesis (H2) test show that entrepreneurial orientation has a significant effect on competitive advantage (t-statistic 12.927 >1.96; p-value 0.000 <0.05). This means that the higher the entrepreneurial orientation possessed by a company, the greater the company's opportunity to achieve competitive advantage in the market. Overall, entrepreneurial orientation encourages companies to continue to

innovate, adapt, and be proactive in facing market challenges, thereby strengthening their position and competitive advantage. The results of this study are in line with research conducted by (Dores et al., 2025), stating that a high entrepreneurial orientation will ultimately increase competitive advantage. Empirically, it is also in line with (Nurfauziah et al., 2025), (Zarkasi et al., 2023), (Pradja et al., 2024).

The results of the third hypothesis (H3) test show that competitive advantage has a positive and significant effect on marketing performance (t-statistic 14.958 >1.96; p-value 0.000 <0.05). This means that a strong competitive advantage will strengthen customer trust in the product, allowing businesses to maintain long-term relationships with consumers through more effective marketing performance. This condition ultimately has a positive impact and contributes directly to improving marketing performance. This finding is consistent with other studies (Dhameria et al., 2021), which empirically show that competitive advantage has a positive effect on marketing performance. It is also consistent with studies (Kuncoro & Samekto, 2023), (Guntara & Yasa, 2024), and (Suharti et al., 2024), which prove that competitive advantage has a significant effect on marketing performance.

The results of the fourth hypothesis (H4) test indicate that the indirect effect of entrepreneurial orientation on marketing performance through competitive advantage mediates the effect of entrepreneurial orientation on MSME marketing performance (t-statistic 9.770 >1.96; p-value 0.000 <0.05). This means that MSMEs with a strong entrepreneurial orientation tend to be more innovative, actively seek opportunities, and are able to develop their businesses. This gives MSMEs an advantage over competitors, such as more attractive products, better quality, or more satisfying service. This competitive advantage helps MSMEs improve their marketing performance. These results are consistent with previous research conducted by (Sefanya & Ie, 2024), (Rahmayuni et al., 2024) and (Rupianti & Firdaus, 2022), which demonstrated a positive and significant effect of entrepreneurial orientation on MSME performance, mediated by competitive advantage.

CONCLUSION

Based on the research results and hypothesis testing, it can be concluded that entrepreneurial orientation and competitive advantage have a positive and significant effect on marketing performance in packaged culinary MSMEs in Payakumbuh City. Furthermore, entrepreneurial orientation also has a positive and significant effect on competitive advantage. Furthermore, the results of the indirect effect indicate that competitive advantage is able to mediate the influence of entrepreneurial orientation on marketing performance. This indicates that the better the entrepreneurial orientation of MSMEs, the stronger the competitive advantage formed, thus impacting the marketing performance of packaged culinary MSMEs in Payakumbuh City.

Implications

The practical implications of this research suggest that culinary MSMEs in Payakumbuh City need to enhance their entrepreneurial orientation through product innovation, proactively identifying market opportunities, and taking calculated risks. These efforts can foster competitive advantages, such as unique, locally-based products, quality service, and the use of digital marketing. Thus, a strong competitive advantage will directly impact marketing performance, including sales, market reach, and customer loyalty.

From a practical perspective, the findings of this study highlight the importance for MSME owners, particularly in the packaged culinary sector, to strengthen their entrepreneurial orientation as a strategic capability. This can be achieved by fostering continuous product innovation, proactively identifying and responding to market opportunities, and developing the courage to take calculated business risks. By doing so, MSMEs are better positioned to create and sustain competitive advantages, such as product uniqueness, superior quality, and effective customer engagement. Ultimately, these capabilities will contribute to improved marketing performance, including increased sales growth, market expansion, and customer loyalty.

From a policy perspective, the results of this study imply that government institutions and relevant stakeholders play a crucial role in supporting the development of MSMEs. Policymakers are encouraged to design and implement targeted programs such as entrepreneurship training, digital marketing assistance, and capacity-building initiatives to enhance innovation and competitiveness among MSMEs. In addition, improving access to financial resources, technology adoption, and market information is essential to strengthen the sustainability of

MSMEs in increasingly competitive environments. These strategic supports are expected to help MSMEs build stronger competitive advantages and achieve better marketing performance outcomes.

Limitation And Future Research

The limitations of this study lies in its scope, which only covered culinary MSMEs in Payakumbuh City, so the results cannot necessarily be generalized to other business sectors or regions. Furthermore, this study only used entrepreneurial orientation, competitive advantage, and marketing performance as variables, and therefore did not consider other factors that could potentially influence marketing performance, such as digital capabilities, human resource quality, or external environmental conditions.

Future research is recommended to expand the research object to more diverse sectors and regions to improve the generalizability of the results. Future researchers can also add other variables such as digital marketing, technological innovation, or consumer trust as mediating or moderating variables to enrich the research model. Furthermore, the use of mixed methods can provide a deeper understanding of the dynamics of the relationships between variables.

REFERENCES

1. Abdullah, M., Al, Muhammad, M., Syed, F. A., & Ghazali, B. A. (2018). Effect of Entrepreneurial And Market Orientation On Consumer Engagement And Performance Of Manufacturing SMEs. *Management Research Review*, 34(1), 1–5.
2. Afif, N. C., & Faradina, H. (2023). The Influence of Market Orientation, Innovation, and Competitive Advantage as Intervening Variable on Marketing Performance of Culinary MSMEs in Purwokerto. *Jurnal Sains Pemasaran Indonesia*, 22(2), 149–163.
3. Almestarihi, R., & Ahmad, A. B. (2024). Measuring the ROI of Paid Advertising Campaigns in Digital Marketing and Its Effect on Business Profitability. *Uncertain Supply Chain Management*, 12(2), 1275–1284. <https://doi.org/10.5267/j.uscm.2023.11.009>
4. Clark, D. R., Covin, J. G., & Pidduck, R. J. (2025). Individual Entrepreneurial Orientation: Scale Development and Validation. *Entrepreneurship Theory and Practice*, 49(3), 668–710. <https://doi.org/10.1177/10422587241279900>
5. Coimbra, J., & Proença, T. (2023). Managerial Coaching And Sales Performance: The Influence Of Salesforce Approaches And Organisational Demands. *International Journal of Productivity and Performance Management*, 72(10), 3076–3094.
6. Crane, F. (2020). Why MSMEs Are Failing: Evidence From the Real World. *Journal of The International Council for Small Business*, 1(3–4), 139–147.
7. Criado-Gomis, A., Iniesta-Bonillo, M., Cervera-Taulet, A., & et al. (2020). Women As Key Agents in Sustainable Entrepreneurship: A Gender Multigroup Analysis of the SEO–Performance Relationship. *Sustainability*, 12(3), 1244. <https://doi.org/10.3390/su12031244>
8. Crick, J. M. (2021). The Dimensionality of the Market Orientation Construct. *Journal of Strategic Marketing*, 29(4), 281–300.
9. Dahana, R. N., Indrawati, N. K., & Mugiono. (2021). Competitive Advantage To Mediate the Influence of Product Innovation and Entrepreneurial Orientation on Marketing Performance in Small and Medium Industry. *Jurnal Aplikasi Manajemen*, 19(2), 413–423.
10. Dhameria, V., Ghozali, I., Hidayat, A., & Aryanto, V. (2021). Networking Capability, Entrepreneurial Marketing, Competitive Advantage, and Marketing Performance. *Uncertain Supply Chain Management*, 9(4), 941–948. <https://doi.org/10.5267/j.uscm.2021.7.007>
11. Dores, D., Sefnedi, Y., Yuliviona, R., & Sukma, T. (2025). Entrepreneurial Orientation on Marketing Performance: The Mediating Effect of Competitive Advantage. *International Journal of Economics, Commerce and Management*, 13(3).
12. Febrianti, R., Suroso, I., & Afandi, M. F. (2023). Determinants Of Marketing Performance Through Product Innovation On Msmes In The Fisheries Center Area Of Jember Regency. *IOSR Journal of Business and Management*, 25(5), 28–33.
13. Gotteland, D., Shock, J., & Sarin, S. (2020). Strategic Orientations, Marketing Proactivity And Firm Market Performance. *Industrial Marketing Management*, 91, 610–620.

- <https://doi.org/10.1016/j.indmarman.2020.03.012>
14. Guntara, A. A., & Yasa, N. N. K. (2024). Peran Keunggulan Bersaing Memediasi Pengaruh Inovasi Bisnis dan Promosi Media Sosial Terhadap Kinerja Pemasaran. *Ekuitas: Jurnal Pendidikan Ekonomi*, 12(2), 200–208. <https://doi.org/10.23887/ekuitas.v12i2.85266>
 15. 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 Syariah*, 12(1). <https://doi.org/10.24235/amwal.v1i1.5457>
 16. Heng, L., & Afifah, N. (2020). Entrepreneurial Orientation for Enhancement of Marketing Performance," *International Review of Management and Marketing*. *Econjournals*, 10(3), 46–53.
 17. Hidayat, M. S., Sudarmiatin, S., Mukhlis, I., & Hermawan, A. (2024). The Influence Of Entrepreneurial Orientation, Market Orientation, Learning Orientation On Marketing Performance Mediated by SME Marketing Capabilities To Support The Achievement of The Sustainable Development Goals. *Journal of Lifestyle and SDGs Review*, 4(1), e01729. <https://doi.org/10.47172/2965-730X.SDGsReview.v4.n00.pe01729>
 18. Ibrahim, A. M., & Ali, H. (2023). Factors Influencing Competitive Advantage: Market Orientation and Innovation. *Siber International Journal Of Sport Edication (SIJSE)*, 1(1), 17–25. <https://doi.org/10.38035/sijse.v1i1>
 19. Kulkarni, A. V, Joseph, S., & Patil, K. P. (2024). Artificial Intelligence Technology Readiness for Social Sustainability and Business Ethics: Evidence From MSMEs in Developing Nations. *International Journal of Information Management Data Insights*, 4(2), 100250.
 20. Kuncoro, A., & Samekto, A. A. (2023). Marketing Performance: Entrepreneurial Orientation and Competitive Advantage. *Marketing*, 34, 2197–5523.
 21. Lubis, N. (2023). Resource Based View (RBV) Dalam Meningkatkan Kapasitas Strategis Perusahaan. *MTX: Jurnal Manajemen Dan Bisnis*, 6(1), 14–26. <https://doi.org/10.46880/mtx.Vol6No1.pp14-26>
 22. Navas, E. B. G., Suarez, J. E. S., Montañez, J. R., & Quintero, Y. A. R. (2024). Determining Factors for the Digitization of Micro, Small, and Medium-Sized Enterprises (MSMEs) in Ibero-America. *Journal of Innovation & Knowledge*, 100631.
 23. Nenta, Y. A., & Astuti, T. D. (2023). Pengaruh Literasi Keuangan, Modal, dan Inovasi Produk Terhadap Kinerja UMKM di Sleman. *Jurnal Ilmiah Akuntansi Peradaban*, 9(2), 210–229.
 24. Niu, Y., Deng, F., & Hao, A. W. (2020). Effect of entrepreneurial orientation, collectivistic orientation and swift Guanxi with suppliers on market performance: A study of e-commerce enterprises. *Industrial Marketing Management*, 88, 35–46. <https://doi.org/10.1016/j.indmarman.2020.04.020>
 25. Nst, A., Siregar, M. E., & Pitriyani. (2023). Orientasi Kewirausahaan terhadap Keunggulan Bersaing dan Kinerja UMKM. *Jurnal Samudra Ekonomi Dan Bisnis*, 14(3), 418–428. <https://doi.org/10.33059/jseb.v14i3.3494>
 26. Nurfauziah, S., Mukhsin, M., & Ganika, G. (2025). The Influence Of Entrepreneurial Orientation, Market Orientation, And Innovation On Competitive Advantage (Case of various cake MSMEs in North Jakarta). *Journal of Management Small and Medium Enterprises (SME's)*, 18(1), 527–539.
 27. Palwaguna, I. K. E. J., & Yasa, N. N. K. (2021). Keunggulan Bersaing Memediasi Pengaruh Orientasi Pasar Terhadap Kinerja Pemasaran. *E-Jurnal Manajemen*, 10(2), 1347–1366. <https://doi.org/10.24843/EJMUNUD.2021.v10.i12.p05>
 28. Pradja, N. S., Iskandar, & Masrurroh, R. (2024). The Influence Of Entrepreneurial Orientation And Market Orientation On Marketing Performance Through Competitive Advantage. *International Journal Administration Business and Organization*, 5(4), 1–11. <https://doi.org/10.61242/ijabo.24.425>
 29. Puspaningrum, A. (2020). Market Orientation, Competitive Advantage and Marketing Performance of Small Medium Enterprises (SMEs). *Journal of Economics, Business, and Accountancy Ventura*, 23(1), 19–27. <https://doi.org/10.14414/jebav.v23i1.1847>
 30. Rahmayuni, R., Yeni, Y., & Syafrizal. (2024). The Influence of Entrepreneurial Orientation and Competitive Advantage on Performance. *Publicuho Journal*, 7(1), 245–253. <https://doi.org/10.35817/publicuho.v7i1.358>
 31. Raintung, M. C., Kawet, R. C., & Lumatow, R. Y. (2024). Pengaruh Orientasi Pasar Untuk Meningkatkan Kinerja Pemasaran Melalui Keunggulan Bersaing Sebagai Variabel Mediasi pada Pelaku Usaha Industri Rumah Panggung di Kecamatan Woloan Kota Tomohon. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 11(2), 1594–1610.

- <https://doi.org/10.35794/jmbi.v11i3.59136>
32. Rassol, H., Al-Janabi, M., & Gshayyish, A. (2023). Marketing Agility and Its Role in Marketing Performance. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4390814>
 33. Rosmayani. (2022). *Kinerja Pemasaran: Implementasi Pada Industri Kecil Berbasis Inovasi*. Pustaka Aksara.
 34. Rupianti, R. H., & Firdaus, A. (2022). The Effect of Entrepreneurial Orientation on Marketing Performance Mediated by Absorptive Capability and Networking Capability. *International Journal of Science and Society*, 4(2), 319–332. <https://doi.org/10.54783/ijsoc.v4i2.475>
 35. Sefanya, S., & Ie, M. (2024). Keunggulan Kompetitif Dalam Latar Belakang Kemajuan Teknologi dan Perkembangan Industri. *Jurnal Ilmiah*, 6(2), 494–507.
 36. Sholeh, M. I., & Idris, I. (2024). Keberlanjutan Bisnis Kuliner di Tengah Dinamika Pasar: Pengalaman Albarokah Chicken. *Jurnal Dinamika Bisnis Dan Kewirausahaan*, 1(1), 47–56.
 37. Slater, S. F., & Narver, J. C. (1994). Market Orientation, Customer Value, and Superior Performance. *Business Horizons*, 37(2), 22–28. [https://doi.org/10.1016/0007-6813\(94\)90029-9](https://doi.org/10.1016/0007-6813(94)90029-9)
 38. Sodiqova, N. T., & Qudratova, G. M. (2024). Modern Educational System And Innovative Teaching Solutions. *European Science International Conference*.
 39. Suharti, S., Nurhasanah, N., Anissa, Z., & Yusuf, Y. (2024). Market Orientation And Product Innovation In Improving Competitive Advantage And Its Impact On Market Performance. *International Journal of Social Service and Research*, 4(5), 1266–1271. <https://doi.org/10.46799/ijssr.v4i05.804>
 40. Winarso, W., Hady, H., Panday, R., & Untari, D. T. (2020). Competitive Advantage And Marketing Performance On Smes: Market Orientation And Innovation Of Local Product In Bekasi, Indonesian. *TEST: Engineering & Management*, 1–11.
 41. Yhonathan, I. B., Taneo, S. Y. M., & Widyaningrum, S. (2024). The Effect Of Digital Marketing On Sme Marketing Performance With Triple Helix As The Moderation. *American International Journal of Business Management*, 7(8), 22–30.
 42. Yu, J., Kang, S., & Moon, T. (2019). Influence Of Market Orientation And E-Marketing Capability On Marketing Performance in Chinese SMEs. *The Journal of Internet Electronic Commerce Research*, 19(5), 59–76. <https://doi.org/10.37272/JIECR.2019.10.19.5.59>
 43. Zarkasi, M. I., Arifin, Z., & Rahimah, A. (2023). The Effect Of Entrepreneurship Orientation on Innovation, Competitive Advantage and Company Performance On Shipping Companies. *Indonesian Journal of Business and Entrepreneurship*, 9(2). <https://doi.org/10.17358/IJBE.9.2.230>
 44. Zhong, Y., & Moon, H. C. (2020). What Drives Customer Satisfaction, Loyalty, And Happiness In Fast-Food Restaurants in China? Perceived Price, Service Quality, Food Quality, Physical Environment Quality, And The Moderating Role Of Gender. *MDPI: Foods*, 9(460), 1–9. <https://doi.org/10.3390/foods9040460>