



The Effect Of Competitive Advantage And Market Orientation On Marketing Performance in Chicken Business In Medan

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Abstract: *This study aims to determine whether competitive advantage and market orientation simultaneously positive and significant effect to marketing performance beef chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah. The data analysis technique used is the quantitative associative method with the help of the SPSS program. This study uses multiple linear regression analysis. The research sample was 96 respondents. Primary data collection using a questionnaire. The results show that competitive advantage and market orientation simultaneously positive and significant effect to marketing performance beef chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah.*

Keywords: *competitive advantage; market orientation; marketing performance*

I. Introduction

Micro, Small and Medium Enterprises are micro, small and medium enterprises. Based on Law Number 20 of 2008 micro-enterprises are productive businesses owned by individuals or individual business entities with a maximum total asset of 0 to IDR 50 million and a total turnover of 0 to 300 million. In increasing the economic growth of the community, MSMEs have a major contribution, especially in developing countries. The positive impact can move the wheels of the nation's economy and reduce the number of unemployed. Entrepreneurs play a role in the growth and development of the country's infrastructure. Entrepreneurship is the spirit, attitude, behavior and ability of a person in handling businesses and or activities that lead to efforts to find, apply more efficient ways of working, through the courage to take risks, creativity, innovation and increase efficiency in order to provide better services and or obtain greater profits (Noor, 2013).

According to Noor (2013), an entrepreneur is a decision maker who helps the formation of a free enterprise economic system. Most of the drivers of change, innovation, and economic progress come from entrepreneurs, people who have the ability to take risks and accelerate economic growth. An entrepreneur is a reformer who organizes, manages, and assumes all risks when he starts his business for profit.

The ability to identify and pursue existing opportunities is a very important ability in determining the competitive advantage of an SME. Businesses that can identify and realize an opportunity get more opportunities to provide more value to customers to create a competitive advantage in the market, so that it will have an impact on marketing performance. Innovative marketing activities provide opportunities for businesses to focus on ideas that generate new markets, products and processes. Many small and medium enterprises are innovatively oriented due to limited resources. Innovation leads to changes in organizational processes and adapting marketing tools to consumers and market needs which will ultimately have an impact on marketing performance.

Based on the pre-survey of broiler chicken business income in Medan in June 2020, it was Rp. 19,923,000 and there was a decrease until October of 23,645,000. The decline in the income of the broiler business in Medan shows that there are several indications of problems in the broiler business in Medan, including the emergence of similar businesses so that consumers have many diverse choices. The beef chicken business in Medan has not used marketing methods with social media, so the business has not been superior in cost. The broiler business in Medan has not been able to create new services.

II. Review of Literature

2.1 Entrepreneurship

In the attachment to the Decree of the Minister of Cooperatives and Development of Small Entrepreneurs Number 961/KEP/M/XI/1995, it is stated that: (a) Entrepreneurs are people who have entrepreneurial spirit, attitude, behavior and abilities; (b) Entrepreneurship is the spirit, attitude, behavior and ability of a person in handling a business or activity that leads to efforts to find, create and implement new ways of working, technology and products by increasing efficiency in order to provide better services and or obtain more profits. big. Barringer (2014: 30) states that entrepreneurship (entrepreneur) comes from French which is used to describe people who take risks between buyers and sellers or people who take on tasks such as opening a new business.

Hendro (2013:17) argues that entrepreneurship is the ability to use, assemble and empower all available resources (knowledge of resources, production, IT, finance and marketing) with creativity to succeed in the field they are involved in, both in the world of work (career)) and entrepreneurship. Entrepreneurship is an attitude based on concepts and thoughts. Everyone who is able to take bold decisions and actively face problems that arise, is able to learn to be an entrepreneur (Jiasheng, 2015: 109).

Echdar (2013:9) also states that the essence of entrepreneurship is the ability to think creatively and behave innovatively which is used as a basis, resource, driving force, goals, tactics, tips and processes in facing life's challenges. Creative and innovative entrepreneurial ideas begin with a process of imitation and duplication, then develop into a development process and end in the process of creating something new and different.

2.2 Marketing (Marketing)

There are many meanings of marketing. Marketing according to the American Marketing Association is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. Meanwhile, Assauri (2016: 5) has a broader opinion, namely marketing as a human activity directed at meeting and satisfying needs and desires through an exchange process. Kartajaya (2015:2) states that marketing is important for the survival of the company because marketing ensures an exchange of value between the company and consumers, forms a pattern of competition, the company's business orientation and also the way business is run in an industry.

2.3 Small and Medium Enterprises (SMEs)

In accordance with Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises (MSMEs), the definition of MSMEs is as follows:

- a. Micro-enterprises are productive businesses owned by individuals and/or individual business entities that meet the following criteria:

- 1) Have a maximum net worth of IDR 50,000,000 (fifty million rupiah) excluding land and buildings for business premises.
- 2) Have annual sales of a maximum of IDR 300,000,000 (three hundred million rupiah).
- b. Small business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled or become a part either directly or indirectly of a medium or large business that meets the following criteria:
 - 1) Have a net worth of more than Rp 50,000,000 (fifty million rupiah) up to a maximum of Rp 500,000,000 (five hundred million rupiah) excluding land and buildings for business premises.
 - 2) Have annual sales of more than IDR 300,000,000 (three hundred million rupiah) up to a maximum of IDR 2,500,000,000 (two billion five hundred million rupiah).
- c. Medium business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled or become a part either directly or indirectly with Small Businesses or Large Businesses with total net assets or proceeds. annual sales that meet the criteria:
 - 1) Have a net worth of more than IDR 500,000,000 (five hundred million rupiah) up to a maximum of IDR 10,000,000,000 (ten billion rupiah) excluding land and buildings for business premises.
 - 2) Have annual sales of more than IDR 2,500,000,000 (two billion five hundred million rupiah) up to a maximum of IDR 50,000,000,000 (fifty billion rupiah).

2.4 Competitive Advantage

Competitive advantage is at the heart of a company's performance in the market compete (Prasetya, 2016). Competitive advantage is a business has better business performance than competitors who being in the same industry using the same assets and competencies owned (Jiasheng, 2015). Competitive advantage is a condition that provide a business opportunity to provide more value to customers than competitors (Ghosh, 2016). Competitive advantage stems from the company's ability to assemble and exploit appropriate combination of resources (Janet, 2014). Competitive advantage in the long run is the result of implementation of value creation strategies that are not implemented periodically by competitors and other businesses cannot duplicate the advantages of strategies used (O'Shannassy, 2015). From the results of research on competitive advantage conducted Sigalas (2013), it can be concluded that competitive advantage obtained if the number of market opportunities that can be realized and the number of competitor threats that are netized are above the average competitor in the same industry.

According to Ghosh (2016), there are 2 indicators of competitive advantage as follows:

- a. *Cost advantage*
To gain a competitive advantage, companies can sell goods at lower prices.
- b. *Differentiation advantage*
Companies can sell products or services that have more value than products or services in the market so that customers are interested in paying more.

2.5 Market Orientation

According to Suryana (2013: 45), market orientation is a measure of behavior and activities that reflect implementation of the marketing concept. Orientation market is based on certain considerations that classify that concept is not the responsibility of the attention of the marketing function, but all departments participate in the collection, dissemination and market intelligence follow-up. So orientation market focus on the market that includes customers and

factors or the forces that influence it. Market orientation is a business philosophy and behavioral process business management. Seen as a philosophy, because of the market orientation is a pattern of values and beliefs that help individuals to understand organizational functions based on certain norms. Therefore, the business philosophy refers more to set of values and beliefs, attitudes and corporate culture, then to contribute to the operational order in the form of a series of business management activities, market orientation is also understood as behavior or activities. According to Suryana (2013: 52), the market orientation indicator is

- 1) Consumer satisfaction
The level of consumer feelings either happy or sad that arises after consumers compare the quality of the product or service they use with what they expect.
- 2) Consumer complaints
Feedback from customers addressed to companies that tend to be negative.
- 3) Competitor actions
A social process when two or more parties compete with each other and do something to achieve a certain victory.

2.6 Marketing Performance

Marketing performance is an important element of the company's performance in general because the performance of a company can be seen from its marketing performance so far. According to Kotler (2013), marketing performance is a concept to measure the marketing achievement of a company. Every company has an interest in knowing its achievements as a reflection of the success of its business in market competition. Kotler (2013) describes the results of implementing the company's strategy including consumer satisfaction, new product success, increased sales, and company profitability. Every company has an interest in knowing the market performance of its products, as a reflection of the success of its business in the world of business competition. Marketing performance is a construct that is commonly used to measure the impact of implementing a company's strategy.

Meanwhile, according to Kartajaya (2015) good marketing performance is expressed in three main quantities, namely: sales, sales growth, and market share which ultimately leads to company profits. By using effort and skill, the company produces an output which is known as company performance. Marketing performance is defined as an effort to measure the level of performance including sales turnover, number of customers, profits and sales growth. According to Kotler (2013), marketing performance indicators are:

- a. Sales volume (financing disbursed)
- b. Customer growth
- c. Market portion

2.7 Conceptual Framework

The ability to identify and pursue existing opportunities is a very important ability in determining the competitive advantage of an SME. Businesses that can identify and realize an opportunity get more opportunities to provide more value to customers to create a competitive advantage in the market, so that it will have an impact on marketing performance. Innovative marketing activities provide opportunities for businesses to focus on ideas that generate new markets, products and processes. Many small and medium enterprises are innovatively oriented due to limited resources. Innovation leads to changes in organizational processes and adapting marketing tools to consumers and market needs which will ultimately have an impact on marketing performance following:

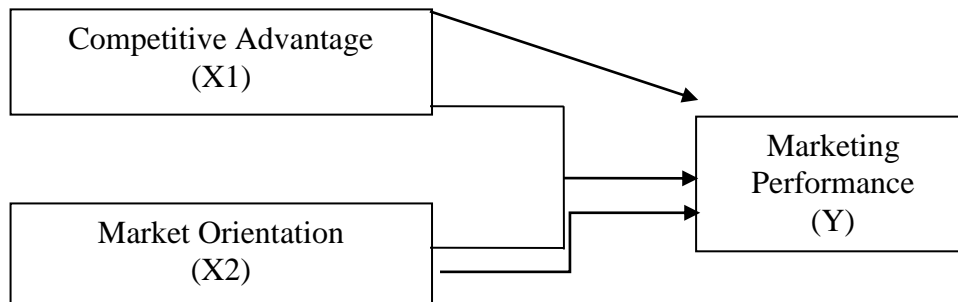


Figure 1. Conceptual Framework Drawing

2.8 Hypothesis

Hypothesis is a provisional formulation of something that is made to explain it and can also guide or direct further investigation. Based on this definition, the formulation of the hypothesis in this study is as follows:

1. Partial competitive advantage positive and significant effect to marketing performance beef chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah.
2. Partial market orientation positive and significant effect to marketing performance beef chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah.
3. Simultaneous competitive advantage and market orientation positive and significant effect to marketing performance beef chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah.

III. Research Method

According to Juliandi (2013:14), "The research used in this study is associative quantitative research, namely research that connects two or more variables. This research was carried out in a broiler chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah. The sample in this study were the consumers of the beef chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah so that the sample was 96 respondents. Primary data was obtained by using a list of questionnaires.

IV. Discussion

4.1 Validity Test Results

Table 1. Validity Test (X1) Competitive Advantage
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Statement X1.1	15.8021	8.918	.560	.649
Statement X1.2	15.5729	9.931	.570	.656
Statement X1.3	15.9479	9.334	.417	.713
Statement X1.4	15.8021	10,371	.501	.680
Statement X1.5	15.8333	9.256	.440	.702

From the table above, the SPSS output results show that the validity value is in the Corrected Item-Total Correlation column, which means the correlation value between the

scores of each item and the total score in the tabulation of respondents' answers. The results of the validity test of 5 (five) questions on the competitive advantage variable can be declared valid (valid) because all coefficient values are greater than 0.30.

Table 2. Validity Test (X2) Market Orientation

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1 statement	13.2812	7.046	.783	.762
X2.2 Statement	13.2604	6,953	.723	.776
X2.3 Statement	13.0625	7,449	.539	.832
X2.4 Statement	13.0104	7.358	.593	.814
X2.5 Statement	13.4271	8.163	.569	.820

From the table above, the SPSS output results show that the validity value is in the Corrected Item-Total Correlation column, which means the correlation value between the scores of each item and the total score in the tabulation of respondents' answers. The results of the validity test of 5 (five) questions on the market orientation variable can be declared valid (valid) because all coefficient values are greater than 0.30.

Table 3. Validity Test (Y) Marketing Performance

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1 statement	13.3958	7.042	.522	.813
Y.2 statement	13.5104	6,968	.632	.781
Y.3 statement	13.3750	6.511	.688	.763
Y.4 statement	13.3750	6.742	.700	.762
Y.5 statement	13.5521	6,987	.543	.807

From the table above, the SPSS output results show that the validity value is in the Corrected Item-Total Correlation column, which means the correlation value between the scores of each item and the total score in the tabulation of respondents' answers. The results of the validity test of 5 (five) questions on the marketing performance variable can be declared valid (valid) because all coefficient values are greater than 0.30.

4.4 Reliability Test Results

Table 4. Reliability Test (X1) Competitive Advantage

Reliability Statistics

Cronbach's Alpha	N of Items
.726	5

From the table above, the results of the SPSS output are known to have Cronbach's Alpha value of $0.726 > 0.60$ so it can be concluded that the questions that have been presented to respondents consisting of 5 statements on the competitive advantage variable are reliable or reliable.

Table 5. Reliability Test (X2) Market Orientation
Reliability Statistics

Cronbach's Alpha	N of Items
.835	5

From the table above, the results of the SPSS output are known to have Cronbach's Alpha value of $0.835 > 0.60$ so it can be concluded that the questions that have been presented to respondents consisting of 5 statements on the market orientation variable are reliable or reliable.

Table 6. Reliability Test (Y) Marketing Performance
Reliability Statistics

Cronbach's Alpha	N of Items
.821	5

From the table above, the results of the SPSS output are known to have Cronbach's Alpha value of $0.821 > 0.60$ so it can be concluded that the questions that have been presented to respondents consisting of 5 statements on the marketing performance variable are reliable or reliable.

4.5 Classic Assumption Test Results

a. Data Normality Test

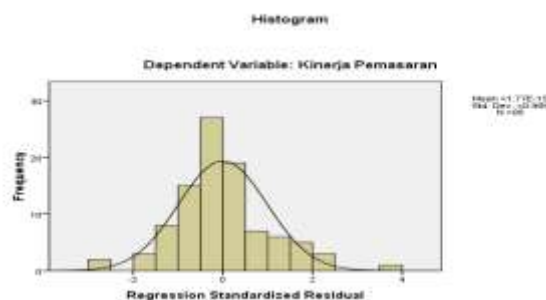


Figure 1. Normality Test Histogram Image

Based on the image above, the results of the normality test of the data show that the data is normally distributed, where the histogram image has a line forming a bell and has a balanced convexity in the middle.

Normal P-P Plot of Regression Standardized Residual

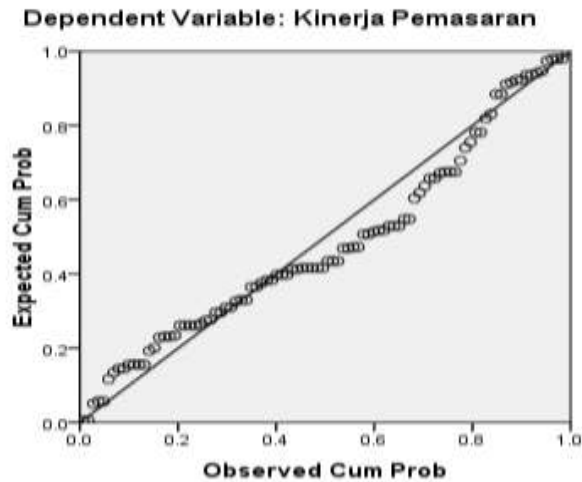


Figure 2. PP Plot Normality Test

Based on the image above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points spread around the diagonal line so that the data is normally distributed. From the picture above, it can be concluded that after testing the normality of the data, the data for the variable marketing performance is normally distributed.

Table 7. Normality Test One Sample Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		96
Normal Parameters	mean	.0000000
	Std. Deviation	1.31758161
Most Extreme Differences	Absolute	.128
	Positive	.128
	negative	-.070
Kolmogorov-Smirnov Z		1.255
asymp. Sig. (2-tailed)		.086

a. Test distribution is Normal.

In the table above, it can be seen that the results of data processing, the significance value of Kolmogorov Smirnov is 0.086, so it can be concluded that the data is normally distributed, where the significance value is greater than 0.05 ($p = 0.086 > 0.05$). Thus, overall it can be concluded that the observed data values have been normally distributed and can be continued with other classical assumption tests.

b. Multicollinearity Test

Table 8. Multicollinearity Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.723	.816		.886	.378		
	Competitive Advantage	.190	.043	.222	4.455	.000	.736	1.358
	Market Orientation	.747	.048	.777	15,627	.000	.736	1.358

a. Dependent Variable: Marketing Performance

Based on the table above, it can be seen that the Variance Inflation Factor (VIF) number less than 10 includes competitive advantage $1.358 < 10$ and market orientation $1.358 < 10$, as well as competitive advantage Tolerance value $0.736 > 0.10$ and market orientation $0.736 > 0.10$ so that it is free from multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. A good regression model is one that does not occur heteroscedasticity.

Scatterplot

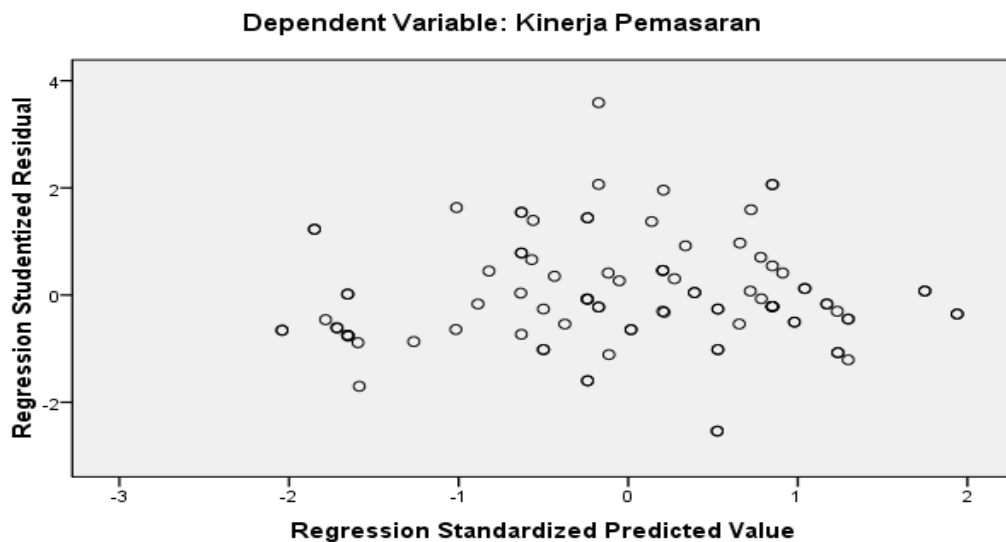


Figure 3. Heteroscedasticity Test Scatterplot Image

Based on the picture above, The scatterplot image shows that the resulting points spread randomly and do not form a certain pattern or trend line. The figure above also shows that the distribution of the data is around the zero point. The results of this test indicate that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedasticity.

d. Multiple Linear Regression

Table 9. Multiple Linear Regression

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.723	.816		.886	.378		
	Competitive Advantage	.190	.043	.222	4.455	.000	.736	1.358
	Market Orientation	.747	.048	.777	15,627	.000	.736	1.358

a. Dependent Variable: Marketing Performance

Based on the table above, multiple linear regression is obtained as follows:

$$Y = 0.723 - 0.190 X_1 + 0.747 X_2$$

The interpretation of the multiple linear regression equation is:

1. If everything on the independent variables is considered zero, then the value of marketing performance (Y) is 0.723.
2. If there is an increase in competitive advantage 1, then the marketing performance (Y) will increase by 0.190.
3. If there is an increase in market orientation 1, then the marketing performance (Y) will increase by 0.747.

4.6 Hypothesis testing

a. Simultaneous Significant Test (F Test)

The method used is to see the level of significant (= 0.05). If the significance value is less than 0.05 then H₀ is rejected and H_a is accepted.

Table 10. Simultaneous Test ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	808,318	2	404.159	227,906	.000a
	Residual	164.922	93	1,773		
	Total	973,240	95			

a. Predictors: (Constant), Market orientation, Competitive Advantage

b. Dependent Variable: Marketing Performance

Based on the table above, it can be seen that F_{count} is 227.906 while F_{table} is 3.09 which can be seen at = 0.05 (see attachment table F). Significant probability is much smaller than 0.05, i.e. 0.000 < 0.05, then the regression model can be said that in this study competitive advantage and market orientation simultaneously have a significant effect on marketing performance. Then the previous hypothesis is Accept H_a or the hypothesis is accepted.

b. Partial Significance Test (t Test)

Partial test (t) shows how far the independent variables individually explain the variation. This test is carried out using a significance level of 5%.

Table 11. Partial Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.723	.816		.886	.378		
Product excellence	.190	.043	.222	4.455	.000	.736	1.358
Market orientation	.747	.048	.777	15,627	.000	.736	1.358

a. Dependent Variable: Marketing Performance

Based on the table above, it can be seen that:

1. The effect of competitive advantage on marketing performance shows that tcount 4.455 > ttable 1.985 and significant 0.000 < 0.05, then Ha is accepted and H0 is rejected, which states that competitive advantage has a significant partial effect on marketing performance.
2. The effect of market orientation on marketing performance shows that tcount 15.627 > ttable 1.985 and significant 0.000 < 0.05, then Ha is accepted and H0 is rejected, which states that market orientation has a significant effect partially on marketing performance.

4.7 Coefficient of Determination

The analysis of the coefficient of determination is used to determine the percentage of the variation in the influence of the independent variable on the dependent variable.

Table 12. Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.831	.827	1.33167

a. Predictors: (Constant), Market orientation, Competitive Advantage

b. Dependent Variable: Marketing Performance

Based on the table above, it can be seen that the adjusted R Square number is 0.827 which can be called the coefficient of determination which in this case means 82.7% of marketing performance can be obtained and explained by product advantages and market orientation. While the remaining 100% - 82.7% = 17.3% is explained by other factors or variables outside the model, such as price, location, service quality and others..

4.8 Discussion

1. The Effect of Competitive Advantage on Marketing Performance

The results show that $t_{count} 4.455 > t_{table} 1.985$ and significant $0.000 < 0.05$, then H_a is accepted and H_0 is rejected, which states that competitive advantage has a significant partial effect on marketing performance.

2. The Effect of Market Orientation on Marketing Performance

The results show that $t_{count} 15.627 > t_{table} 1.985$ and significant $0.000 < 0.05$, then H_a is accepted and H_0 is rejected, which states that market orientation has a significant partial effect on marketing performance.

3. The Effect of Competitive Advantage and Market Orientation on Marketing Performance

The results show that F_{count} is 227.906 while F_{table} is 3.09 which can be seen at $\alpha = 0.05$ (see attachment table F). Significant probability is much smaller than 0.05, i.e., $0.000 < 0.05$, then the regression model can be said that in this study competitive advantage and market orientation simultaneously have a significant effect on marketing performance. Then the previous hypothesis is Accept H_a or the hypothesis is accepted.

V. Conclusion

Based on the results of research conducted by the author, the author can draw several conclusions.

1. Partial competitive advantage positive and significant effect to marketing performance beef chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah.
2. Partial market orientation positive and significant effect to marketing performance beef chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah.
3. Simultaneous competitive advantage and market orientation positive and significant effect to marketing performance beef chicken business in Medan, Jalan Sei Sikambing, Jalan Kampung Lalang and Jalan Petisah.

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