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Increasing Marketing Performance Through Customer Orientation, Competitor Orientation and Product Innovation

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ABSTRACT

The existence of MSMEs plays a very important role in the process of equity, increasing people's income, and encouraging economic growth. With fairly tight competition, namely in the financial sector, MSMEs face various opportunities and threats both internally and externally. Most MSMEs in Semarang City, or 73.61 percent, admit they experience difficulties running their business. For MSMEs to survive and get superior marketing performance, MSMEs must understand and understand, and be observant in seeing the market, what consumers want, and what changes must be made to compete and survive. It means that companies must innovate in developing their business which is the main strategy in business competition. This research aims to determine the effect of customer orientation, competitor orientation, and product innovation on marketing performance. The number of respondents in this study was 100, who were owners or leaders of MSMEs in Semarang. The research data is quantitative, with data analysis techniques using Structural Partial Least Squares (PLS-SEM). The results showed that the variable coefficients of customer and competitor orientation positively and significantly affected product innovation. The variables of customer orientation, competitor orientation, and product innovation have a positive and significant impact on marketing performance. Product innovation variables can mediate positively and significantly between customer orientation and competitor orientation with marketing performance.

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Introduction

Competition in the business world is getting tighter and cannot be avoided by business people. The current competitive conditions are quite familiar, namely in the economic sector. Therefore, companies face various opportunities and threats internally and externally. So that every company engaged in the financial industry is always required to understand and understand, and be observant in seeing the market, what consumers want, and what changes must be made to compete and survive. It means that companies must innovate in developing their business, which is the main strategy in business competition. These innovations or changes are closely related to the acceptance of new products, as is the case with competitors in the pawn industry, which is increasing along with the emergence of private pawnshops born with a wide variety of products offered. This competition forces companies to improve and maintain performance and what breakthroughs must be given to customers (Pujiatuti et al., 2022; Trihudiyatmanto et al., 2022; Violinda et al., 2022; Zahira & Kurniawati, 2022). Orientation is a process related to the creation and satisfaction of customers by assessing their needs and wants of customers. Therefore a company is said to be superior in competition if it has lower costs, new products, and even good service compared to competing companies.

Optimizing social media can increase market share and sales of products (Nafiuddin & Hamdan, 2020). Muslim fashion products in Indonesia are increasing because they are supported by social media marketing (Khoirunnisa & Astini, 2021). The fashion

business has great potential to contribute to Indonesia's economic growth (Immanuel & Bianda H.S., 2021). The price data shows that the two Muslim fashion brands with the largest social media visitors are Hijup and Hijabenka. The data illustrates that active social media users tend to increase, and marketing methods through social media are considered very effective.

Brands and companies around the world today are mandatory to present social media networks as a consumer-enterprise interaction (Brandão et al., 2019). Experts believe in using social media marketing (SMM) to build business relationships and increase sales (Ancillai et al., 2019; Cartwright et al., 2021). The use of social media has been shown to affect marketing (Patma et al., 2021) and is one of the determinants of repurchase intention (Khoirunnisa & Astini, 2021; Phuong & Dai Trang, 2018; Subawa et al., 2020). However, the opposite finding of Hanaysha (2018) reveals that the influence of social media marketing on purchasing decisions is insignificant. In addition, Prasetyo et al. (2021) research shows that the influence of the online customer review variable does not indicate a high impact on the purchase decision. Another state is that entertainment and interaction drive consumers' consuming, contributing, and creating behaviors, but only trendiness drives creating behavior, and customization has a non-significant impact on consumers' behaviors (Cheung et al., 2021). The impact of social media marketing on repurchase intention is insignificant (Hanaysha et al.; Ibrahim, 2022). The description of the study gap above indicates that the relationship between social media marketing and repurchase intention examined can give an inconsistent result. Therefore, this

study was conducted by integrating customer brand engagement (CBE) as the mediating role in the effect of social media marketing and repurchase intention. The company must create interest with consumers to generate repurchase intention from consumers.

This interest is commonly referred to as CBE. CBE is a fast-growing trend for marketers in today's competitive market, and CBE is an essential construct to build customer brand love, satisfaction, and loyalty (Islam & Rahman, 2016). CBE is the level of motivation, cognitive activity, emotions, thoughts, and behavior of consumers toward the brand, indicated by the level of direct brand interaction (Hollebeek *et al.*, 2016). CBE positively influences loyalty with the social networking brand community as an informative customer learning platform with co-creation, collaborative learning, and interactivity (Chiang *et al.*, 2017). Marketers seek to understand how CBE are formed, maintained, and sustained and incorporate possible behavioral outcomes (Hollebeek *et al.*, 2016). However, social media marketing is considered a new strategy, with a limited understanding of its consequences. Customer brand engagement is fundamental in processing consumer loyalty, including repurchase intention (Febrian & Ahluwalia, 2021). The intention to purchase is positively influenced by social media and consumer engagement (Gani *et al.*, 2022).

Based on research gaps and inconsistent studies, this research aimed to determine the relationship between social media marketing and repurchase intention with mediating role of customer brand engagement. It was carried out on consumers of online Muslim fashion products in Central Java. In addition, this research examines the theory of digital

marketing to increase customer loyalty based on consumer emotions.

Literature Review

Entrepreneurship Theory

Entrepreneurship is defined as pursuing opportunities without regard to the resources currently controlled (Stevenson & Gumpert, 1985). This definition does not mean that people take unnecessary risks. However, entrepreneurs continue at the first hurdle when encountering an obstacle. Where most people see a problem, entrepreneurs will see it as an opportunity (Cowdrey, 2012). Entrepreneurship describes creating value through identifying and exploiting opportunities, for example, developing new products, seeking new markets, or both (Shane & Venkataraman, 2000). Entrepreneurship focuses on innovation by identifying market opportunities and building a set of resources through which opportunities can be exploited and is generally associated with growth (Ireland *et al.*, 2001). One of the main challenges for entrepreneurs is dealing with the strategic changes required by the company's growth (Thompson, 1999).

Customer orientation

Kohli & Jaworski (1990) explain market orientation from a "market information perspective," in which market orientation is presumed to gather market information about current and potential customers, disseminate the collected information to departments, and induce appropriate reactions. From a behavioral perspective, they state that the subject of the action is not only the marketing department but the entire organization, the target of action is market information.

Furthermore, the action on marketing information is generation, dissemination, and response. Jaworski & Kohli (1993) consider market orientation as a concept of marketing practice and translate it into the acquisition of market information throughout the organization for current and future customer desires, the dissemination of market information to departments, and organizational responses. Hills & Sarin (2015) stated that customer orientation is the process of identifying potential desires that customers cannot express, and these activities can direct actions and preferences in new directions. Customer orientation must sufficiently understand the target buyers to continue creating practical value for them.

According to Agnihotri et al. (2013), Customer-oriented organizations offer unique and valuable products that can respond to consumer needs. Narver & Slater (1990) stated that customer orientation includes all activities involved in obtaining information about customers in the target market and disseminating this information throughout the organization. Hills & Sarin (2015) argue that customer orientation is the process of identifying potential desires that customers cannot express, and these activities can direct actions and preferences in new directions. Masa'deh et al. (2018) define *customer orientation* as the sufficient understanding of target buyers to create superior value. Meanwhile, according to Kelley (1992) Customer orientation is a company that involves employees in increasing customer satisfaction and leads to long-term relationships.

Competitor Orientation

Market-oriented businesses rely on market intelligence to create sustainable competitive advantages (Kohli et al., 1993). Thus, market-oriented cultures encourage aligning their organizational activities to create value from a consumer perspective (Narver & Slater, 1990) and emphasize the importance of customer satisfaction. Market-oriented beliefs and norms shared across businesses provide focus and coherence in business strategy and tactics (Pelham et al., n.d., 1999).

Product Innovation

Innovation is competitiveness which includes new or better products or processes, new marketing, and new organizational behavior in business practices (Gunday et al., 2011). Innovation capability is the ability to improve existing technology and create new technology produced from various internal and external resources. *Product innovation* is defined as the development and radical change in the performance attributes of a product or service (Johne, 1996). Innovation has strategic importance in meeting customer needs and entering new markets (Vaona & Pianta, 2007). product innovation affects company performance (Prajogo, 2016). Despite the flexibility and ability of SMEs to respond quickly to market needs, their propensity for product innovation is higher in large companies than in small companies (Fossas-Olalla et al., 2015). Similarly, when analyzing SMEs related to product innovation development and the relationship between product innovation and firm performance, a study revealed that product innovation has a positive relationship with firm performance (Varis & Littunen, 2010). Product innovation is much more suitable for companies entering the market because successful product innovation generates profits, increases market

share, and has a positive impact on market performance (Fossas-Olalla et al., 2015)

Marketing Performance

Marketing performance concerns market awareness and reactions to realizing the profits achieved. Market performance can be seen from customers, competitors, and internal (G. S. Day and Nedungadi, 1994). From a customer perspective, market performance concerns both cognitive and affective responses (e.g., brand awareness and perceived quality) and subsequent behavioral consequences (e.g., decision-making and purchasing actions) of prospects and target customers in the market on the profit realized position achieved by the company. From an internal orientation perspective, market performance is manifested by customer behavior, as seen in unit sales and sales revenue. Market performance is seen from indicators such as mind share and market share from the competitor's perspective. In the end, the company's sales performance, in combination with the cost of sales in its market, will determine the results of financial performance in terms of revenue, cash flow, and profitability (G. Day & Fahey, 1994; Kaplan & Norton, 1993).

The Method, data, and analysis

The object of this research is UMKM Semarang. Respondents are MSME owners or leaders who have three years of experience. Data was collected by distributing questionnaires to 100 respondents, owners, or leaders of UMKM in Semarang. The measurement of variables in this study, namely customer orientation, competitor orientation, product innovation, and marketing performance, are as follows:

Table 1.

Variable Measurement

No	Variable	Indicator	Source
1	Customer orientation is an understanding of customer needs to be able to create superior value and lead to long-term relationships.	Customer commitment Creating customer value Understanding customer needs Customer satisfaction goals Measuring customer satisfaction	(Dabrowski et al.,2019; Kumar Panda, 2014; Masa'deh et al.,2018; Na, Kang, and Jeong,2019; Narver and Slater,1990; Zhou, Brown, and Dev,2009)
2	Competitor orientation is an understanding of short-term strengths and weaknesses as well as	Marketers share competitor information Respond quickly to	(Dabrowski et al.,2019; Kumar Panda,2014; Masa'deh et al.,2018;

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	long-term capabilities and strategies of competitors.	competitors' actions Top managers discuss competitors' strategies Target opportunities for competitive advantage	Na, Kang, and Jeong,2019; Narver and Slater,1990; Zhou, Brown, and Dev,2009)
3	Product innovation is the development and radical change in the performance attributes of the supplied product or service	The company always creates and develops new ideas Create an attractive design New product additions Product quality development	(Bahren, Ramadhani, and Suroso,2018; Cahyo,2013; Johne,1996; Titahena,2012)
4	Marketing performance is the effectiveness and efficiency of marketing activities with objectives related to the market which is used to measure the impact of the success of the strategy implemented by the company and reviewed by top management.	Sales growth New customer growth. Market share growth. Customer satisfaction. Customer retention.	(Ayimey et al.,2020; Killa,2017; Sin et al.,2005; Zhou, Brown, and Dev,2009)

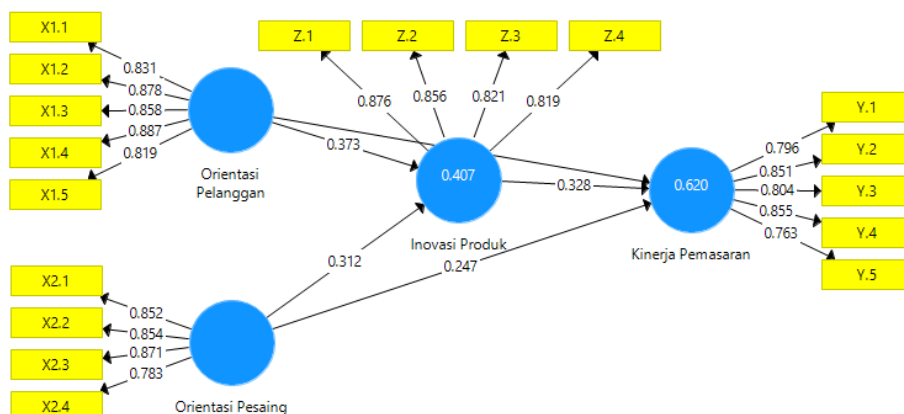
Result and Discussion

Convergent Validity

The individual reflective measure is considered high if it correlates more than 0.70

with the construct you want to measure. However, for research in the early stages of developing a measurement scale, a loading value of 0.50 to 0.60 is considered sufficient.

Figure. 1
Hyphothesis Test



Construct validity can be seen from the value of the loading factor (LF) with a rule of Thumb greater than 0.5 is said to be valid. Based on the test results, the loading factor (LF) results for all indicators in the model were found to be fit. Construct reliability values are evaluated

by Cronbach alpha and Composite Reliability values. All constructs' Cronbach alpha and Composite Reliability values must be above 0.70.

Table 2.
Reliability Test

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Product Innovation	0,864	0,908	0,711
Customer orientation	0,873	0,908	0,664
Competitor Orientation	0,908	0,931	0,731
	0,861	0,906	0,706

Source: PLS Output Data, 2022

The value of Cronbach's Alpha and Composite Reliability is above 0.70, so the indicators consistently measure the constructs. Another method for assessing discriminate validity is to compare the square root of average variance extracted (AVE) values for each construct with the correlation between constructs and other constructs in the model. If the AVE square root value of each construct is greater than the correlation value between the constructs and the other constructs in the model, then it is said to have good discriminate validity. The AVE value indicates a product innovation variable of 0.711, Marketing Performance of 0.664, customer orientation of 0.731 competitor orientation of 0.706. All variables have values > 0.50, so it can be said that each indicator that has been measured has been able to reflect its respective variables validly.

Table 3.
R-Square Test

Variable	R Square
The influence of customer orientation and competitor orientation on product innovation	0,407
Effect of customer orientation, competitor orientation and product innovation on marketing performance	0,602

Source: PLS Output Data, 2022

The R Square value for the influence model of customer orientation and competitor orientation on product innovation obtained a value of 0.407, which means that customer orientation and competitor orientation are able to influence product innovation by 40.7%, while the remaining 59.3% is explained by other variables. not examined in this study. The R Square value for the

influence model of customer orientation, competitor orientation and product innovation on marketing performance obtained a value of 0.620, which means that the influence of customer orientation,

competitor orientation and product innovation can influence marketing performance by 62%, while the remaining 38% is explained by other variables not examined in this study.

Figure. 2
Hyphothesis Test

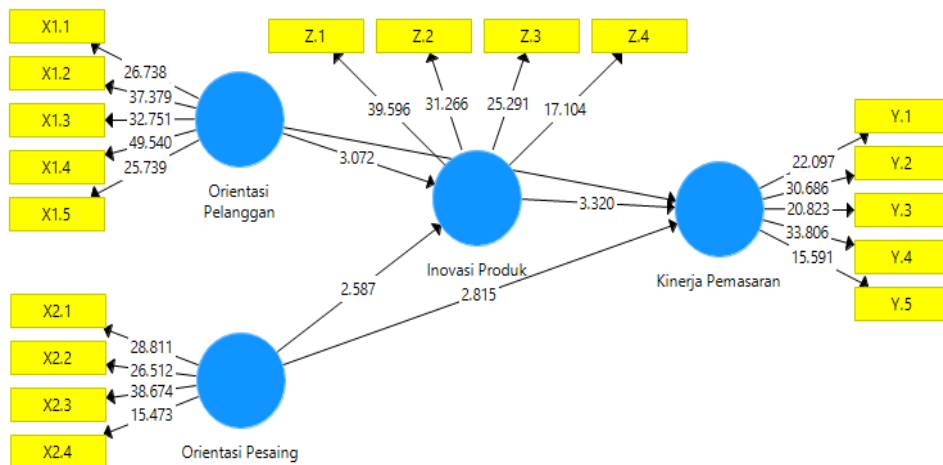


Table 4.
T-Test

	Original Sample Estimate	Standar Deviation	T Statistic	P Value
Orientasi pelanggan → Inovasi produk	0,373	0,122	3,072	0,002
Orientasi pesaing → Inovasi produk	0,312	0,120	2,587	0,010
Inovasi produk → Kinerja pemasaran	0,328	0,099	3,320	0,001
Orientasi pelanggan → Kinerja pemasaran	0,329	0,129	2,547	0,011
Orientasi pesaing → Kinerja pemasaran	0,247	0,088	2,815	0,005

Source: PLS Output Data, 2022

The proposed hypothesis is tested using structural equation modeling. The results of all hypotheses are accepted with T Statistics more than 1.96 and a significance below 0.05.

The test results show that the value of customer orientation to product innovation is 0.373 and T Statistics is 3.072 > 1.96 with a P Value of 0.002 < 0.05, meaning that customer

orientation has a significant effect on product innovation so that hypothesis 1 is accepted. Competitor orientation to product innovation 0.312 and T Statistics 2.587 > 1.96 with a P Value of 0.010 <0.05 means that competitor orientation has a significant effect on product innovation so that hypothesis 2 is Accepted. Product innovation on marketing performance 0.328 and T Statistics 3.320 > 1.96 with a P Value of 0.001 <0.05 means that product innovation has a significant effect on marketing performance so that hypothesis 3 is Accepted. Customer orientation to marketing performance 0.329 and T Statistics 2.547 > 1.96 with P Value 0.011 <0.05 means that customer orientation has a significant effect on marketing performance so hypothesis 4

Accepted. Competitor orientation to marketing performance 0.247 and T Statistics 2.815 > 1.96 with a P Value of 0.005 <0.05 means that competitor orientation has a significant effect on marketing performance so hypothesis 5 Accepted.

Testing the indirect effect through mediating variables. In testing the following hypothesis, we will examine the mediating role of product innovation variables on the indirect effect of customer orientation and competitor orientation on marketing performance. As for testing the indirect effect hypothesis in this study, the results of the analysis can be presented in Table 5 below.

Table 5.

Recapitulation of mediating variable test results

	Original Sample Estimate	Standar Deviation	T Statistic	P Value
Orientasi pelanggan → Kinerja pemasaran	0,123	0,062	1,978	0,049
Orientasi pesaing → Kinerja pemasaran	0,102	0,044	2,306	0,022

Source: PLS Output Data, 2022

The information that can be obtained from Table 5 above is the result of testing the mediating variables that can be conveyed as follows: 1) Product innovation is able to significantly mediate the indirect effect of customer orientation on marketing performance. These results are shown from the mediation test carried out by the path coefficient which has a positive value of 0.123, which is significant with a T-statistic = 1.978 (T-statistic < 1.96) and a P value of 0.049 < 0.05. These results indicate that product innovation mediates a positive and significant relationship between customer orientation

and marketing performance. In accordance with these results it can be stated that the higher the marketing strategy owned by MSMEs based on good customer orientation will be able to improve marketing performance. 2) Product innovation is able to mediate positively and significantly to the indirect effect of competitor orientation on marketing performance. These results are shown from the mediation test conducted, the path coefficient which is positive is 0.102 and is significant with a T-statistic = 2.306 (T-statistic < 1.96) and a P Value of 0.022 < 0.05. These results indicate that product innovation

has a positive and significant mediation between competitor orientation and marketing performance. In accordance with these results it can be stated that the higher the marketing strategy owned by MSMEs based on a good competitor orientation will be able to improve marketing performance.

Discussion

Customer orientation and competitor orientation have a positive and significant effect on product innovation. This can be interpreted that the better MSMEs carry out customer orientation and competitor orientation by understanding customer needs, creating customer value, responding quickly to competitor strategies and increasing competitive advantage, product innovation will increase, and vice versa. This research is also in line with several studies conducted by Intan et al. (2016; Kadek et al. (2018) state that market orientation (customer orientation and competitor orientation) has a significant influence on product innovation. Shows that market orientation has a positive and significant effect on product innovation. Customer orientation has a positive and significant effect on marketing performance. These results explain that companies that have a commitment to customer needs, always satisfy customers and create value for customers can improve marketing performance. These results are in line with research conducted by Dev et al. (2008) stated that customer orientation has a positive effect on market performance. Huhtala et al. (2014) stated that customer orientation has a strong influence on business performance during economic progress. Deshpande et al. (1993) stated that customer orientation has a positive effect on business performance. Competitor orientation has a positive and significant effect

on marketing performance. The results of this study indicate that companies that discuss and share information regarding competitors' strategies and respond quickly will improve marketing performance. These results are in line with research conducted by Narver & Slater (1990) which states that competitor orientation has a positive influence on business performance. Product innovation has a positive and significant effect on marketing performance. The results of this study indicate that new products that suit customer needs will attract consumers, improved product quality and more attractive design changes can improve marketing performance. This result is in line with research conducted by Varis & Littunen (2010) which states that product innovation has a positive relationship with company performance. Fossas-Olalla et al. (2015) stated that successful product innovation generates profits, increases market share, and has a positive impact on market performance. Prajogo (2016) stated that product innovation affects company performance.

Conclusion

Customer orientation has a positive and significant effect on product innovation with a value of 0.373 and T Statistics $3.072 > 1.96$ with a P Value of $0.002 < 0.05$. Competitor orientation has a positive and significant effect on product innovation with a value of 0.312 and T Statistics $2.587 > 1.96$ with a P Value of $0.010 < 0.05$. Product innovation has a positive and significant effect on marketing performance with a value of 0.328 and T Statistics $3.320 > 1.96$ with a P Value of $0.001 < 0.05$. Customer orientation has a positive and significant effect on marketing performance with a value of 0.329 and T

Statistics 2.547 > 1.96 with a P Value of 0.011 < 0.05. Competitor orientation has a positive and significant effect on marketing performance with a value of 0.247 and T Statistics 2.815 > 1.96 with a P Value of 0.005 < 0.05. Product innovation can mediate positively and significantly between customer orientation and competitor orientation with marketing performance. In accordance with these results it can be stated that the higher the marketing strategy owned by MSMEs based on customer orientation and good competitor orientation will be able to improve marketing performance.

Recommendation

This research only focuses on Semarang MSMEs, for further researchers can examine MSMEs in Indonesia and also on large companies. Besides that, you can also add several variables that have Islamic values.

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