

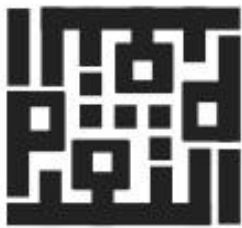
## Competitive Advantage: Influence of Innovativeness, Marketing Sensing Capabilities and Brand Image on Marketing Performance MSE's

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### Introduction

During the COVID-19 pandemic, the business world continues to improve and develop marketing performance within the company (Rosyada & Wigiawati, 2020). The company is able to develop various aspects of marketing management for that the company must have a competitive advantage to develop product strategies so that the company's marketing performance is achieved. (Susanto & Budiman, 2013).

### ABSTRACT

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Marketing performance is one of the important factors in realizing business goals. Marketing performance is influenced by various factors. This study aims to determine the effect of innovation, marketing sensing ability and brand image on competitive advantage to realize marketing performance. This research is based on a case study of Batik MSMEs in Central Java. This study uses data analysis The Structural Equation Modelling (SEM) with the number of samples used as many as 169 respondents. The results of this study indicate that innovation, marketing sensing ability, brand image, have a positive and significant effect on competitive advantage. Innovation, marketing sensing ability, brand image, competitive advantage proved to have a significant positive effect on Marketing Performance. Thus, to improve marketing performance, MSMEs need to improve innovation, marketing sensing capabilities and brand image for competitive advantage.

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Marketing performance will be successful (Rois et al., 2021) if the company sees local wisdom as a competitive advantage, for example batik clothing adopted by the Indonesian people, (Rill et al., 2021) Batik is an intangible cultural heritage, as determined by UNESCO in Abu Dhabi on October 2, 2009. The fact explains that batik is the culture of the Indonesian nation, the clothes used in formal and non-formal activities both domestically and abroad, this batik business is part of the cultural heritage of Indonesia. creative

economy that is able to encourage Indonesia's economic growth (Miftahur Rahman & Kholidah, 2019).

Various factors that affect marketing performance in order to improve the performance of SMEs or companies (Laili & Setiawan, 2020). Marketing performance is a concept to evaluate the market success of batik products as a reflection of the competition in the batik business world. So, market-oriented companies must be oriented to customers who are interested in batik products. Along with the development of the Islamic Economic Community (MES) movement, the public as consumers choose valuable products in accordance with religious culture, at the same time the company must also be oriented to competitors who have the same product. So batik MSMEs in Indonesia are competing to improve the quality of performance so that batik MSMEs increasingly exist (Lukiastuti, 2012). Batik UMKM is a place to empower the surrounding community. Entrepreneurial climate and entrepreneurial competence are efforts to improve business performance (Prakasa & Daughters, 2020). Marketing performance in MSMEs in Central Java batik is very necessary in this regard, paying attention to factors that affect competitive advantage and batik marketing performance. Central Java batik has the uniqueness of its local products, but still requires a concept that reflects more local wisdom to compete with batik MSME competitors outside Central Java. With intense competition (Maesaroh et al., 2020) it is necessary for SMEs in Central Java to determine the best strategy, namely innovativeness, marketing sensing capabilities, brand image.

Innovativeness as an important factor to improve marketing performance, (Garriga et al., 2021) Central Java batik companies or SMEs. Innovation is a description of the company's capacity to introduce several new processes, new products, new ideas in the organization or new marketing strategies, as well as the company's tendency to engage and support new ideas, experimentation and creative processes that can produce new products, new services, methods and methods. new, or new technology (Jiménez-Jiménez & Sanz-Valle, 2011). Enterprise marketing innovation implementing new marketing or significant improvements in product packaging, promotion or price marketing so that consumers as loyal customers continue to buy Central Java batik MSME products. *Market sensing capabilities* The company's ability to understand customers, competitors, distribution channels and business environment (Morgan, Sloteraaf, and Vorhies, 2009). According to (Teece, 2012), Market sensing capabilities include the ability to capture market opportunities and configure resources to improve company performance. Organizations that can use information well and learn to understand the changing market environment can drive increased marketing performance. Brand image is also a consumer's perception of a brand, it leads to consumer conclusions about information about the brand (He et al., 2013). Brand management capability is the ability of SMEs to produce products in accordance with the development of batik trends, the number of batik brands is increasing (Handoyo et al., 2016) and the more complex the competition, so that marketing is required to conduct an

evaluation so that consumers feel their expectations are fulfilled, strategic foresight is oriented towards building a batik brand (Rachmawati & Sawitri, 2015) will generate profits and minimize the risk of SMEs in Central Java batik in the future (Suhaimi, 2020). However, it should be noted that between consumers and companies or SMEs, Central Java batik gives each other good and true benefits (Sukaatmadja et al., 2021) as in the word of Allah QS An-Nisa verse 29. The verse explains three things, firstly explaining that Central Java Batik companies/MSMEs guarantee their inner products which include material aspects, namely the quality of the ingredients, the quality of the design and the quality of the presentation, while the non-material aspects, namely halal and Islamic presentation in presentation, the second paragraph explains the benefits of a good product. and true as for the method that can be used for good and right processes as in the word of Allah which means "tell me based on knowledge if you are indeed the right people" (Surah Al-An'am verse 143) explains the verse that to convince consumers of Batik products must be based on science, facts, and data. So, in marketing the product it seems that the role of data and facts can influence consumers to be loyal to the batik product.

Previous research related to innovativeness on marketing performance showed different results, including research conducted Selvarajan et al. (2007) states that innovativeness states that it affects the company's performance while Shergill & Nargundkar (2005) stated that innovativeness has no effect on marketing performance. Research on market sensing capabilities on marketing performance also

shows different results Mulyana et al. (2019) states that market sensing capabilities affect marketing performance, while research conducted by Morgan, Sloteraaf, and Vorhies (2009) stated that market sensing capabilities had no significant effect on marketing performance. Research on brand image on marketing performance shows different results, including research conducted Binh et al. (2017) brand image has been proven to have an influence on the performance of MSMEs by other researchers Sondakh et al. (2015) states that Brand image variables have no significant effect on customer satisfaction. This study aims to find out how the influence of innovativeness, marketing sensing capabilities and brand image on competitive advantage so that it can realize marketing performance at Batik SMEs in Central Java.

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## Literature Review

### Marketing Innovation

The definition of innovation is based on the concepts of novelty and novelty in addition to the benefits and economic value that can be generated from innovation. According to Jimenez-Jiménez & Sanz-Valle (2011) Innovation is a description of the company's capacity to introduce several new processes, new products, new ideas in the organization or new marketing strategies, as well as the company's tendency to engage and support new ideas, experimentation and creative processes that can produce new products, new services, methods and methods. new, or new technology. Innovation is considered as a process of change. Change can lead to innovation and vice versa, however, the emphasis of all types of

innovation must be placed on novelty and value. If the definition of marketing is reshaped to include the concept of innovation, then the ideology of innovative marketing can be clearly described, which includes innovative thinking, products, services, even pricing, promotion, and logistics. (Elwisam & Lestari, 2019). The term "marketing innovation" means new as a new marketing strategy that a company adopts to meet consumer expectations, to expand its business into new markets or to redefine market segmentation. This new marketing strategy includes changes in product packaging, logistics, promotion and pricing (Mawardi et al., 2021). So, Marketing innovation is a creative process that is adapted to the times regarding product design, promotion, product distribution and even pricing strategies. There are companies implementing haphazard planning without planning and unstructured results are not satisfactory.

### **Market Sensing Capability**

Market sensing capability is the process of looking at the market to consumers who are considered customers can not last long, in addition to seeing consumers the process of seeing competitors which reduces the increase in sales and company profits. After getting a lot of consumer information and messages as well as market conditions, the company conducts an evaluation based on the information collected. the company carries out planning and repairs as well as updates related to the strategies implemented and improving the products produced by the company (Alshanty & Emeagwali, 2019), the results of his research explain that companies in understanding market sensing and

customer relations are focused on the market and competitiveness, (Sugiyarti & Ardyan, 2017) Market sensing is the process of finding all information in the market, both products, consumers, competitors. Then discussed in the company's organization as a consideration for the company's decision making. The reference explains that market sensing capability is the company's ability to see the market so that the company does not experience losses. As for revenue growth, seeing the market in receiving misinformation, both products and competitors playing in the market have not fulfilled customer desires (Alshanty et al., 2019). There are market units that have not yet entered the company's products, but it provides company prospects so that consumers are interested in products that are not in demand by buyers. Therefore, companies must be smart towards smart customers. Market sensing capability is not only the ability of customers to see the market to meet the needs of the desired goods, but market sensing capability is required for companies to have a broad market share to meet customer desires and needs. (Lin et al., 2020) According to (Aslam et al., 2018) explained that the company is able to assess the value of resources, both human resources and production materials needed at a low value rate so that the company does not spend too high a value for money. In addition, the company can determine the market that provides large profits for the production sold in that market so that the company gets high profits (Affandi et al., 2019). This market sensing capability also offers something new about the products offered in the market that provide high value to customers. Market sensing capability for

MSMEs is very important to obtain market information where MSME owners can evaluate and be able to take policies so that the company remains profitable and continues to grow throughout the ages.

Market sensing capability is a process of the ability of batik SMEs to see and understand competitive consumers and the distribution of batik products to reach the right market (Wulandari & Herman, 2019). The purpose of their market sensing capability is to have superior capabilities compared to other batik SMEs in seeing market opportunities. So that batik SMEs continue to develop together with the strategies they use will produce marketing performance that is full of intense competition. The success of the performance of batik SMEs in controlling market share is influenced by market sensing capability (the company's ability to be sensitive to the market) what consumers want and what values people are interested in batik products.

The ability of batik SMEs in sensing the market is guided by all market sensing activities that affect the activity that refers to sensing and then elicits a response. So that such batik SMEs will increase profits and growth in the performance of batik SMEs increasingly advanced over time. (Baden-Fuller & Teece, 2020) In addition to internal factors, batik SMEs also pay attention to external factors, namely consumers as customers and competitors or other batik SMEs, then market sensing also pays attention to providing consumer satisfaction and recognizing the capabilities and advantages of their competitors so that batik SMEs are able to become a "market drive

firm" (Wachjuni, 2014), which means that batik SMEs are always consumer-oriented as customers and competitors in harmony, in other words batik SMEs are able to orientate the right target market.

### **Brand Image**

Management is the process of organizing or managing something that is done by an individual or group of people. This management process includes planning, organization, implementation, and monitoring. Therefore, an organization is able to plan the stages that will be carried out until they are carried out until an evaluation stage is held to provide feedback for the progress of a company. (Sukmadewi, 2018). Brand management capability is the ability to manage and understand brands which include logos, attributes or a combination of all corporate identities to introduce manufactured goods to consumers and provide information that their products are different from products already on the market. Therefore, SMEs need to do branding, namely batik SMEs to introduce their batik brands or products so that they can be widely known by the public both locally and abroad.

Brand image is defined by Aaker (2009) as a series of brand involvement that is stored in the minds of consumers. A minimum brand has a level of meaning attached to the brand of a product so that consumers are interested and the production of the branded update is not out of date (Rahab, 2009). Brand or brand is a long-term company capital that must be organized optimally in order to get the expected benefits of the company. As an international class brand that has survived



for many years, among others, because it is professionally arranged. Often companies have a paradigm of thinking capital in the form of buildings, land provides real benefits for the company than capital investment in the form of brands. However, in the long term, investing in a logo or brand or brand will provide longer benefits and is very valuable for company actors. Cases of companies being sold to investors with various portfolios of brands or brands owned by the company, changing owners who run the company because the brand or brand has a high selling value in the market, then implemented with good management, the company generates even more profits for new investors who buy the company. Therefore, a brand has a high price if it has a high level of brand meaning in the market.

Making a brand needs a number of steps needed to be liked by consumers. A quality brand if it is in accordance with what the company offers to buyers, so that the brand is the company's promise to deliver features that are in accordance with the vision and mission of the brand created by the company. Therefore, the company's brand works according to a more honest contract in order to find new customers (Kamkankaew, 2021). Maximally promoting a brand will give birth to a name that becomes famous, consumers know about the brand and are even fanatical about the use of the brand. Brand linkage occurs when consumers use the product brand to provide benefits in accordance with the company's promises. To build a brand not based on advertising but the experience of the company's brand in accordance with the company's promise.

Therefore, the company conducts training for its employees to provide an understanding of the brand built by the company so that its employees make promises to customers that are not grandiose should be in accordance with the brand so that the company does not fail to achieve the expected profits.

### Competitive Advantage

Competitive advantage according to Porter (1985) is the ability of a company to achieve economic benefits above the revenue that can be achieved by competitors in the market in the same industry. Companies that have a competitive advantage always can understand changing market structures and are able to choose effective marketing strategies. A company can achieve a cost advantage when it operates at a lower cost than its competitors but offers a comparable product. Also, a company can achieve a differentiation advantage when customers consistently perceive its offerings as superior to those of its competitors (Porter, 1985). Miller (1988) further distinguishes between two types of differentiation advantages: innovation and market. Market differentiation advantage occurs when a company creates a unique image in the market and achieves customer loyalty through meeting the special needs of customers (Miller, 1987), and differentiation advantage innovation occurs when a company creates the most up-to-date and superior products. Attractive by leading competitors in quality, efficiency, design innovation and style (Miller, 1988).

## Marketing Performance

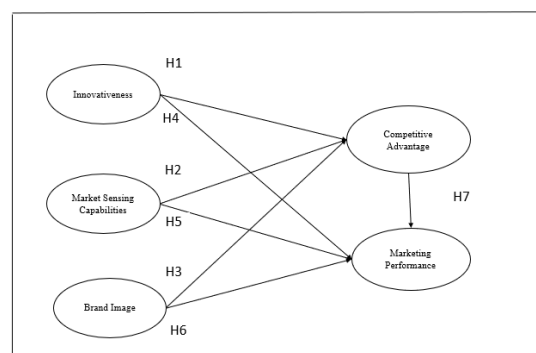
Marketing performance is a concept to determine the company's achievements in selling products in the market. Products that sell well in the market reflect marketing performance achieved with good achievement predicate (Sari et al., 2021), so that every company has the obligation to review and evaluate the market success of its products (Ahmad & Mr Zaki, 2021). Marketing performance is very important for the company because the company's success can be measured as seen from the sale of products in the market with various clashes with competitive competitors (Indri Murniawaty, Choerul Hidayatti Munafitri, 2021). Therefore, the success factors of the company's performance, namely internal and external factors, companies to win the market from competitors need the right strategy. The company's strategy that is built must be oriented to aspects of marketing performance and financial performance.

Companies should not be overspent and underdelivered, because companies will find it difficult to see effectiveness and efficiency in marketing performance activities and difficulty deciding or compiling marketing programs. Marketing performance is more objective and focused on profitability and productivity of marketing decisions. So that the company's strategy, both in terms of marketing and financial aspects, supports the market performance of a product offered by consumers in the market (Setyawati, 2013). The success of the company in the business world full of intense competition can be seen from the success of marketing performance and market achievements

that are able to sell many of the products produced by the company. Companies that are well-established and strong will develop product expansions, so that the company's marketing performance can be seen whether new product achievements show good performance or not. Along with the development of the products produced by the company, it is also accompanied by changes in consumer lifestyles that are increasingly educative, for example consumers choose products that are preferred by environmentally friendly products. With this reality, companies are required not to pursue mere profits, but it is necessary to pay attention to consumer expectations in the decision to develop marketing performance programs.

Based on this description, the relationship between innovativeness, marketing sensing capabilities, brand image and competitive advantage over Marketing Performance described in Figure 1. as follows:

**Figure 1.**  
*Research Conceptual Framework*



The research hypothesis based on the research model image is as follows:

H1: Innovativeness has a positive effect on competitive advantage

H2: Market sensing capabilities have a positive effect on competitive advantage  
 H3: Brand image has a positive effect on competitive advantage  
 H4: Innovativeness has a positive effect on marketing performance  
 H5: Market sensing capabilities have a positive effect on marketing performance  
 H6: Brand image has a positive effect on marketing performance  
 H7: Competitive advantage has a positive effect on marketing performance

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### Research Method

Data collection carried out by distributing questionnaires, meaning that direct data collection is carried out by asking a list of questions to the respondents. The questionnaires were shared online using a google form. Questions include both open and closed. Open-ended questions are questions that give the respondent the freedom to answer questions according to his way of thinking. While closed questions are questions where the answers have been limited by the researcher so that it is impossible for the respondent to answer

at length according to his way of thinking.

The population in this study is the leader of the batik SME industry in Central Java Province. Then the sampling method is purposive sampling technique, meaning that it is based on population characteristics, namely the area or location and has a minimum of 3 years of operation. Then the number of samples (sample size) refers to opinions (Hair et al., 2014), which says that the number of samples is an indicator multiplied by 5 to 10 or at least 100 respondents. To make generalization more optimal, the sample of this study is 169 respondents. Analysis Techniques To analyse the data in this study, The Structural Equation Modelling (SEM) from the AMOS 20.0 software package was used. This model is a set of statistical techniques that allow the examination of a relatively complex set of relationships (Ferdinand, 2014).

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### Result and Discussion

The results of the feasibility test on the research model developed in this study are as follows.

**Table 1.**

*Research Model Feasibility Test Results*

Goodness of Fit Index	Cut off Value	Results	Model Evaluation
Chi-Square (df = 160)	< 190.516	177,617	Well
Probability	≥0.05	0.162	Well
CMIN/DF	≤2.00	1,110	Well
GFI	≥0.90	0.908	Well
AGFI	≥0.90	0.879	Marginal
TLI	≥0.95	0.990	Well
CFI	≥0.95	0.992	Well
RMSEA	≤0.08	0.026	Well



Based on the results of the model feasibility test presented in Table 1 above, it shows that overall the test criteria are in the good category or meet the required assessment criteria. In the Chi-Square test, a model will be considered good if the results show a calculated Chi-Square value that is smaller than the table Chi-Square value. The more Chi-square count that is smaller than the Chi-square table value indicates that the better the model means there is no difference between the estimated

population and the sample being tested. This research model shows that the calculated Chi-Square value is 177.617, while the critical value/Chi-Square table with  $df = 160$  is 190.516.

The testing of the seven hypotheses proposed in this study was carried out by analyzing the value of the Critical Ratio (CR) and the probability of a causal relationship.

**Table 2.**  
*Hypothesis test*

			Std Estimate	Estimate	SE	CR	P
Product_Advantage	<- --	Marketing_Sensing_Capabilities	,197	,233	,086	2,710	,007
Product_Advantage	<- --	Brand_Image	,139	,238	,109	2.181	0.029
Product_Advantage	<- --	Innovatiness	,634	,888	,119	7,466	***
Marketing_Performance	<- --	Product_Advantage	,475	,439	,102	4,287	***
Marketing_Performance	<- --	Brand_Image	,152	,240	,102	2,360	0.018
Marketing_Performance	<- --	Marketing_Sensing_Capabilities	,184	,200	0.08	2,499	0.012
Marketing_Performance	<- --	Innovatiness	,222	,287	,126	2,274	,023

The parameter estimation for testing the effect of innovativeness on competitive advantage shows a CR value of 7.466 with a probability of 0.000. Because the probability value (0.000)  $< 0.05$ , it can be concluded that the innovativeness variable has a significant positive effect on competitive advantage. The estimated parameter for testing the effect of marketing sensing capabilities on competitive advantage shows a CR value of

2.710 with a probability of 0.007. Because the probability value (0.007)  $< 0.05$ , it can be concluded that the marketing sensing capabilities variable has a significant positive effect on competitive advantage. The parameter estimation for testing the influence of brand image on competitive advantage shows a CR value of 2, 181 with a probability of 0.029. Because the probability value (0.029)  $< 0.05$ , it can be concluded that the brand image variable

has a significant positive effect on competitive advantage. The parameter estimation for testing the effect of innovativeness capabilities on marketing performance shows a CR value of 2.274 with a probability of 0.023. Therefore, the probability value (0.023) < 0.05, it can be concluded that the marketing innovativeness variable has a significant positive effect on marketing performance. The estimated parameter for testing the effect of marketing sensing capabilities on marketing performance shows a CR value of 2.499 with a probability of 0.012. Therefore, the probability value (0.012) < 0, 05, it can be concluded that the marketing sensing capabilities variable has a significant positive effect on marketing performance. The parameter estimation for testing the influence of brand image on marketing performance shows a CR value of 2.360 with a probability of 0.018.

Therefore, the probability value (0.018) < 0.05, it can be concluded that the brand image variable has a significant positive effect on marketing performance. The parameter estimation for testing the effect of competitive advantage on marketing performance shows a CR value of 4.287 with a probability of 0.000. Therefore, the probability value (0.000) < 0,05, it can be concluded that the competitive advantage variable has a significant positive effect on marketing performance

Influence analysis was conducted to analyze the strength of the influence between constructs, both direct and indirect. The direct effect is the coefficient of all coefficient lines with an arrow at one end while the indirect effect is the effect that arises through an intermediate variable.

**Table 3.**  
*Standardized Direct Effects*

	Brand Image	Marketing Sensing Capabilities	Innovatiness	Product Advantage
Product_Advantage	,139	,197	,634	,000
Marketing_Performance	,152	,184	,222	,475

Based on the test results of this influence analysis, innovativeness contributed 0.634, marketing sensing capabilities had an effect of 0.197 while brand image was able to explain 0.139 which caused variations in product advantage. Referring to each of these influence coefficients, it is found that innovativeness contributes the most influence to changes that occur in product advantage.

Variations that occur in marketing performance are explained by innovativeness with a coefficient of 0.222; marketing sensing capabilities with a coefficient of 0.184; brand image with a coefficient of 0.152 and product advantage with a coefficient of 0.475. This means that product advantage contributes the most to changes that occur in marketing performance.

**Table 4.***Standardized Indirect Effect*

	Brand Image	Marketing Sensing Capabilities	Innovatiness
Product_Advantage	,000	,000	,000
Marketing_Performance	,066	,094	,302

The empirical model developed in this study involves the product advantage variable as a mediating variable. Table 4 above presents the magnitude of the effect of product advantage in mediating the influence between variables. Product advantage mediates the effect of innovativeness on marketing performance by 0.302; mediating the effect of marketing sensing capabilities on marketing performance of 0.094 and mediating the effect of brand image on marketing performance of 0.066.

### Conclusion

This study develops an empirical model of marketing performance. In this empirical model, marketing performance is thought to be explained by innovativeness, marketing sensing capabilities, brand image, and product advantage. It can be concluded that innovativeness, marketing sensing capabilities and brand image are statistically proven to have a significant positive effect on product advantage. Innovativeness, marketing sensing capabilities, brand image, and product advantage are statistically proven to have a significant positive effect on marketing performance. Product advantage can mediate innovativeness to marketing performance of 0.302; mediates the effect

of marketing sensing capabilities on marketing performance by 0, 094 and mediates the effect of brand image on marketing performance of 0.066.

### Recommendation

Suggestions in future research are to separate respondents from MSMEs based on their generation and perform grouping analysis to determine the characteristics of marketing performance, product advantage, innovativeness, marketing sensing capabilities and brand image in each generation.

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