

Enhancing Marketing Performance of SMEs through Competitive Advantage

Maria Augustine Graciafernandy*, Eko Usriyono, Laurene Istiyawari

Management Department, Faculty of Economic Semarang University
Jl. Arteri Soekarno-Hatta Tlogosari, Semarang.

Corresponding author*

gracefernandy@gmail.com

Abstract: This research aims to investigate the influence of competitive advantage as an intervening variable in the relationship between innovative products, digital marketing, and marketing performance on micro, small and medium-sized enterprises (MSMEs) in Semarang. The study addresses the existing gap in understanding the impact of the product innovation-marketing performance relationship. This research was conducted by distributing research questionnaires to 152 small and medium-sized enterprises (MSMEs). The data obtained from the questionnaire responses will be processed using a quantitative approach employing the Structural Equation Modeling (SEM) tool AMOS for analysis. The study reveals that there is no impact on the relationship between digital marketing and competitive advantage. Furthermore, it concludes that both digital marketing and product innovation have no significant impact on marketing performance. However, it is found that the product innovation variable influences competitive advantage, and the competitive advantage variable influences marketing performance. The empirical findings have substantial implications for the marketing and product development strategies of MSMEs in Semarang. The results encourage MSMEs owners to prioritize the development of innovative products for sustainable competitive advantages and heightened market competitiveness. Managing competitive advantage is identified as integral to the overall marketing strategy, providing valuable strategic insights for MSMEs in Semarang to enhance their market position through the effective integration of product innovation, digital marketing, and competitive advantage.

Keywords: Competitive advantage; digital marketing; marketing performance; product innovation; MSMEs; UMKM.

Introduction

MSMEs make a substantial contribution to Indonesia's economy by contributing to gross domestic product and providing employment opportunities. MSMEs demonstrate economic resilience, which in turn supports the stability of the financial system and the overall economy. MSMEs are vital for the business landscape as they bring numerous benefits to the overall economy. These enterprises contribute to job creation, fostering innovation, and enhancing competition. By providing employment opportunities, MSMEs stimulate economic growth and support local communities. Moreover, their ability to adapt quickly to market demands and introduce innovative products and services drives competitiveness in the business sector. Recognizing

their significance, governments and organizations implement policies and initiatives to support MSMEs, enabling them to thrive and contribute to the business ecosystem's vibrancy. MSMEs play a crucial role in sustaining and strengthening the business environment, making them indispensable for a thriving economy.

Digital marketing and product innovation are key elements in building a competitive advantage and enhancing marketing performance in today's business landscape. Digital marketing offers businesses the opportunity to reach a wider audience, engage with customers, and build brand recognition in a cost-effective manner. Through various digital channels such as social media, search engine optimization, and online advertising, companies can target specific demographics,

gather valuable customer data, and tailor their marketing strategies accordingly (Sekardwiwangi & Graciaferandy, 2023). This personalized approach allows businesses to establish a strong online presence, attract new customers, and foster long-term relationships. Furthermore, product innovation is crucial for businesses to stay ahead in a competitive market (Dahana et al., 2021) (Amrullah et al., 2023). By constantly improving and introducing new products or services, companies can differentiate themselves from their competitors and meet evolving customer needs. Innovative products not only attract attention but also create a unique selling proposition that sets a business apart (Indie & Graciaferandy, 2023). This differentiation can lead to increased customer loyalty, higher customer satisfaction, and ultimately, improved marketing performance. When digital marketing and product innovation are combined, businesses can achieve a powerful competitive advantage (Arbawa & Wardoyo, 2018; Sekardwiwangi & Graciaferandy, 2023). This study is motivated by the existing gap regarding the influence of the relationship between product innovation and marketing performance. Research conducted by (Amrullah et al., 2023; Esa Dilla et al., 2022; Indie & Graciaferandy, 2023; Susanti et al., 2023) shows positive results, while on the other hand Lili Karmela (2019), Pusung et al. (2023) and Jusufi (2023) provide contrasting results. To fill this research gap, the competitive advantage variable will be used as a mediator in the relationship between these two variables. Competitive advantage is also a crucial factor in the growth of SMEs (Small and Medium Enterprises). Several studies have indicated that competitive advantage contributes to the improvement of marketing performance ((Arbawa & Wardoyo, 2018) (R et al., 2023). Leveraging digital platforms to promote innovative products or services allows companies to showcase their uniqueness, connect with customers, and gain a competitive edge in the market. This advantage leads to increased brand visibility, customer engagement, and ultimately, improved marketing performance by driving sales, increasing customer retention, and fostering brand loyalty. Embracing digital marketing and product innovation is essential for businesses looking to

thrive in today's dynamic and highly competitive business environment. The integrations of product innovation, digital marketing, and competitive advantage plays a crucial role in enhancing marketing performance for Micro, Small, and Medium Enterprises (MSMEs) to achieve wider exposure, build stronger relationships with customers, and gain significant advantages in market competition.

MSEM

Based on Indonesian regulation, MSME stands for Micro, Small, and Medium Enterprise. This type of business has been legally regulated through UU No 20 Tahun 2008 on Micro, Small, and Medium Enterprises. MSMEs in Indonesia are generally defined as businesses that are run by individuals or business entities and fulfill the criteria for MSME classification in Indonesia. The definition and criteria of MSMEs in Indonesia have been evaluated to ensure clarity and avoid ambiguous interpretations. The Indonesian government recognizes the critical role of MSMEs in driving the economy through labor absorption and contribution to GDP. Therefore, specific policies and support are in place to promote the growth and development of MSMEs in the country.

The classification of MSMEs is explained as followed. Microenterprise: Microenterprise is the smallest category of MSMEs. Many also consider this type as a home business run by individuals or households. In microenterprises, asset in the form of building of business premises is not included in the calculation. Based on the revenues, microenterprises have annual turnover of at most Rp300 million, with assets of up to Rp50 million, excluding land and building of business premises. Small Enterprise: Moving up to a larger business unit, namely small enterprise which has a turnover between Rp300—Rp500 million, with a total yearly sale of up to Rp2 billion. Business that are classified as small businesses include motorcycle repair shops, copy shops, minimarkets, and catering business. It is likely that this business run by individuals with a considerable capital. However, there are also small businesses operated by business entities containing a number of people. Medium Enterprise: Medium enterprises are the

largest type of business in MSMEs. Businesses that are classified as a medium enterprise naturally have higher turnover rates, but cannot be categorized as a big enterprise. They have a yearly turnover between Rp500 million and Rp10 billion. Furthermore, the characteristics of medium-sized enterprise can be seen its financial management. They employ professionals in finance and hold a business license.

Marketing Performance

Marketing performance is a measure of a company's success in marketing its products in the market. It is a concept used to assess a company's performance in marketing its products and the outcomes of a company's implementation of marketing strategies, such as customer satisfaction, success of new products, sales growth, and profitability. Marketing performance is a reflection of the marketing efforts towards the developed products or services (Arbawa & Wardoyo, 2018). The measuring of a company's marketing performance uses units such as sales, customer growth, and customer turnover to better portray marketing performance and competition. HERMAN et al. (2018) Measured the marketing performance by several key indicators, including Market Growth, Sales Revenue, and Net Profit. The evaluation of Small and Medium Enterprises (SMEs) encompasses two facets: financial performance and non-financial performance. This study considers these dimensions as a unified entity. The financial dimension aids in enhancing profitability through investments, while the non-financial dimension safeguards the company's future stability. Typically, financial performance indicators comprise variables that indicate the company's profit-generating capability. As for financial performance, managers have stated that they have good financial performance, which means increased net profit, increased sales return, increased return on assets, increased value for employees, and increased return on organizational assets (Jusufi, 2023; Pusung et al., 2023) On the other hand, non-financial performance is contingent upon factors such as the company's image, reputation, human resource quality, customer base, commitment to brand protection,

and investments in research and development (Pusung et al., 2023)

Digital Marketing

Digital marketing is the application of digital technology and digital media to create, promote, and distribute products and services that provide added value. It is a marketing technique that utilizes digital media, including the internet, mobile devices, and software, to achieve marketing goals. According to Kotler & Kartajaya (2017), digital marketing is the application of digital technology to connect, interact, and communicate with customers in order to fulfill their needs and desires. Based on the description above, it can be concluded that digital marketing is a marketing technique used by marketers to promote their products or services through various digital platforms and devices without specific limitations, such as smartphones, tablets, or television, using digital software and other technological applications. Its purpose is to target consumers and reach people anywhere without geographical or time constraints.

According to (Desai, 2019), digital marketing refers to the use of digital technologies, primarily on the Internet but also including mobile phones and display advertising, to promote products or services. It has evolved significantly since the 1990s and 2000s, reshaping the way brands and businesses utilize technology for marketing purposes. With the increasing integration of digital platforms into marketing strategies and the shift towards online shopping, digital marketing campaigns have become more prevalent and effective. In essence, digital marketing encompasses various tactics and channels that leverage electronic devices and the internet to connect with both existing and potential customers. It is often referred to as online marketing, internet marketing, or web marketing. The key aspect of digital marketing is the utilization of multiple digital channels, such as search engines, social media, email, and websites, to engage with customers in the online sphere. This includes a wide range of techniques such as digital advertising, email marketing, content marketing,

and more. The methods employed in digital marketing have expanded with advancements in technology. They include search engine optimization (SEO), search engine marketing (SEM), influencer marketing, content automation, data-driven marketing, e-commerce marketing, social media marketing, e-books, display advertising, and even non-internet channels like mobile phones. These digital marketing strategies are designed to effectively reach and engage target audiences through various digital mediums.

The primary and most crucial concept for business owners aiming to surpass their competitors is competitive advantage. Every organization has the potential to outperform its rivals by delivering superior goods and services. To gain a competitive edge in the current market, companies must undergo a comprehensive digital transformation across various aspects, including strategy, structure, and operations. Furthermore, achieving digital transformation involves optimizing production processes, restructuring work, increasing labor productivity and reducing overall production costs (Susanti et al., 2023). Previous studies by Susanti et al. (2023), Mukhlis et al. (2022), Haryanto and Dewi (2020) and Desai (2019) explored the positive impact of digital transformation on enhancing the competitive advantage of business entities, particularly MSMEs, illustrating how these actors leverage digital transformation to redefine their business strategies.

Product Innovation

Product innovation refers to the process of generating new ideas or inventions for goods or services that provide significant value to customers, leading them to make a purchase. It involves the creation of unique products and services and bringing them to market ahead of competitors, which can greatly contribute to a company's reputation and ongoing success. Having a grasp of the product innovation process and the reasons for utilizing it can enhance your professional skills that are valuable across various industries. In this article, we will define product innovation, highlight its benefits, and delve into different types and examples of product innovation

to provide a clearer understanding of this business concept. Product innovation is defined as improvements to the product mix, product selection, and development in organizations that are considered new (Pusung et al., 2023).

Product innovation is an effort undertaken by companies to create new products or develop existing products with the aim of meeting consumer needs and demands, as well as enhancing customer satisfaction in the market. According to Dahmiri and Kartika Wulan Bhayangkari (2022), innovation is a new process that can be created by a company in order to develop goods and services, resulting in the creation of a new product. Product innovation involves the process of incorporating new technology into a product, enabling it to have utility value. Based on the insights provided by these experts, we can define product innovation as something that can be seen as functional progress in a product, taking it a step further than competing products. Product innovation is the strategic effort made by companies to introduce new products or improve existing ones in order to meet the needs and demands of consumers, while also enhancing customer satisfaction in the market. This process involves the development of goods and services through the creation of new processes and the incorporation of new technologies. The ultimate goal of product innovation is to create a product that offers unique value and utility, surpassing the capabilities of competing products. By continuously pushing the boundaries of product functionality and incorporating innovative features, companies can stay ahead in the market and provide better solutions to consumers.

A study by Dahana et al. (2021) and Mukhlis et al. (2022) demonstrated a positive and noteworthy impact of product innovation on marketing performance. This implies that the enhancement of marketing performance relies on product innovation, as evidenced by factors such as product quality, product variants, and product design. The outcome is an improvement in marketing performance, leading to heightened sales turnover, increased sales growth, and the expansion of marketing reach for the manufactured products.

Competitive Advantage

Competitive advantage is defined as the company’s ability to create superior value to face competition and the ability of a business to achieve abnormal profits in industrial competition through a value creation strategy (Dahana et al., 2021). Competitive advantage is the ability of a company to create superior added value compared to its competitors through the use of unique and difficult-to-imitate resources, enabling the company to maintain a larger market share and achieve higher profits than its competitors. Competitive advantage is a condition in which a company obtains higher average profits than its competitors, positioning the company one step ahead of its competitors. Unique skills and assets are seen as sources of competitive advantage. Syukron and Ngatno (2016) explain that competitive advantage is the superior position of a company surpassing its competitors through the implementation of various aspects of better customer needs fulfillment, such as product or service pricing and better service, making the company considered better than competing companies in the same industry sector. According to Yuleva-Chuchulayna (2019), competitive advantages are distinct features or external factors that provide a company with a competitive edge over its rivals in a specific market and timeframe. These advantages stem from unique characteristics or higher efficiency exhibited by the company's products or brand when compared to its closest competitors. Another type of competitive advantage arises from the differentiation of the company's offerings through unique attributes or improved effectiveness. In this scenario, the company's proposal better meets customer needs or solves consumer problems compared to competing alternatives. This opens up a wide range of opportunities for small and medium-sized enterprises (SMEs) to achieve competitive advantages. Companies can differentiate their offerings through additional services, strategic branding, building a strong brand image, implementing convenient distribution channels, other effective strategies.

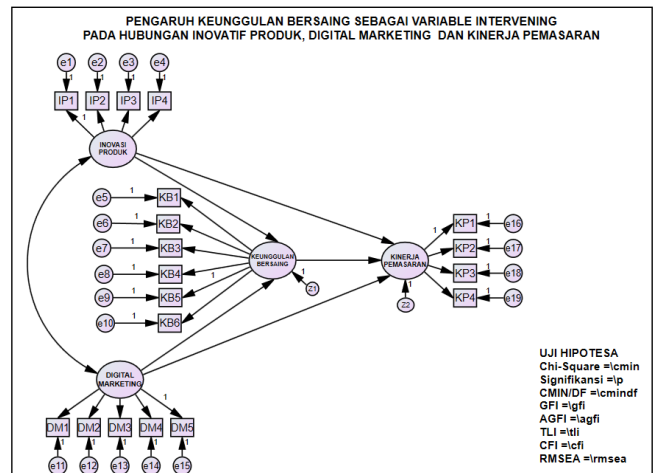


Figure 1. Theoretical Model.

Based on literature review above we proposed the following hypotheses:

- H1: The digital marketing variable has an impact on competitive advantage.
- H2: The digital marketing variable has an impact on marketing performance.
- H3: The product innovation variable has an impact on competitive advantage.
- H4: The product innovation variable has an impact on marketing performance.
- H5: The competitive advantage variable has an impact on marketing performance.

Materials and Methods

This study utilizes a quantitative analysis technique to assess and quantify hypotheses through statistical calculations. The research focuses on small and medium-sized business owners located in Semarang. Data collection involves distributing a questionnaire to 152 respondents who meet the criteria. The collected questionnaires will be analyzed using the SEM-AMOS analysis tool, which allows for a comprehensive examination of the data. By employing this method, the researchers aim to obtain valuable insights and draw meaningful conclusions regarding the research objectives.

Results and Discussion

Results

Based on the statistical result, it can be concluded that all the observed indicators are valid, as evidenced by the computed r value being greater than the r table value (0.159). The Cronbach's alpha has a value above 0.60, indicating that the research variables (constructs) are reliable or have high reliability. This implies that they have high accuracy and can be considered as valid variables (constructs) in a research study.

In this study, we delve into the outcomes of confirmatory analysis conducted on both exogenous and endogenous variables, as well as the comprehensive analysis of the full model. The confirmatory analyses aim to validate the relationships and interactions between the exogenous factors, which are considered external influences, and the endogenous variables, representing the internal elements of the model. Additionally, the examination of the full model provides a holistic perspective, shedding light on the collective impact and interplay of all variables involved.

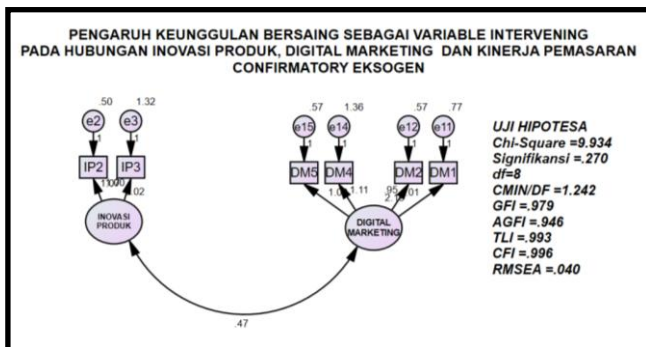


Figure 2. Confirmatory Eksogen Analysis.

The confirmatory analysis of the exogenous variable was conducted to confirm whether the observed indicators can reflect the analyzed factor, which is the exogenous variable. These exogenous variables, which include the variables of product innovation and digital marketing, consist of 6 observed variables as their components. The results of the confirmatory analysis conducted on the exogenous variables are presented in Figure 2. Based on the results of the confirmatory

observation on the exogenous constructs in Figure 2, it can be shown that the model is suitable to be tested in the full model stage. This is indicated by the values obtained from the calculations meeting the criteria for a suitable model.

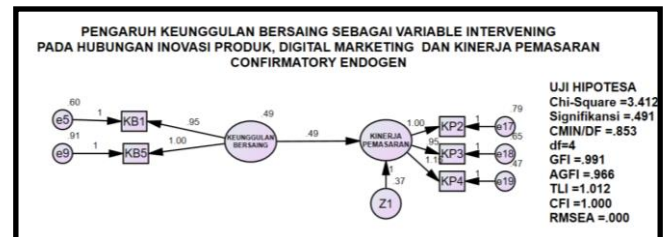


Figure 3. Confirmatory Endogen Analysis.

The confirmatory factor analysis of the endogenous construct aims to test the unidimensionality of the indicators that form the latent variables (constructs) of the endogenous variable. These endogenous variables consist of 2 latent variables with 5 observed variables as their components. The results of the confirmatory analysis conducted on the endogenous variables are presented in Figure 3. Based on the results of the confirmatory observation on the endogenous construct in Figure 3, it can be shown that the model is suitable to be tested in the full model stage. This is indicated by the values obtained from the calculations meeting the criteria for a suitable model.

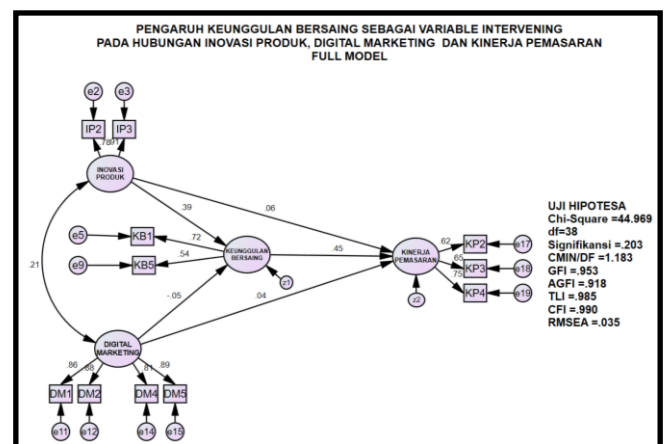


Figure 4. Full Model Analysis.

The analysis of the processed data for the full model structural equation modeling (SEM) was conducted to test the developed model and

hypotheses in this research. The results of the data processing for the full model analysis is presented in Figure 4. Based on the results of the confirmatory observation on the full model in Figure 4, it can be shown that the model is suitable

to be tested in the full model stage. This is indicated by the values obtained from the calculations meeting the criteria for a suitable model, as presented in Table 1.

Table 1. Regression Weights Full Model.

				Estimate	S.E.	C.R.	P	Label
H1	DM	→	KB	-,220	,047	-,475	,635	rejected
H2	DM	→	KP	.020	.047	.419	.675	rejected
H3	IP	→	KB	,150	,059	2,556	,011	accepted
H4	IP	→	KP	.024	.052	.458	.647	rejected
H5	KB	→	KP	.502	.184	2.725	.006	accepted

Discussion

The Relationship of Digital Marketing and Competitive Advantage

There is no influence of the Digital Marketing variable on Competitive Advantage. This finding is in line with studies from Erwin et al. (2021) and do not support the results of previous study by Hariandi et al. (2019), Susanti et al. (2023), Mukhlis et al. (2022), Haryanto and Dewi (2020) and Desai (2019).

The analysis suggests that digital marketing efforts alone may not be sufficient to establish a significant competitive advantage. Other factors such as product differentiation, customer service, and innovation may play a more prominent role in gaining a competitive edge. This study revealed an argument for a non-significant result between digital marketing and competitive advantage in Micro, Small, and Medium Enterprises (MSMEs) could be the insufficient integration or utilization of digital marketing strategies. If MSMEs fail to effectively implement and align their digital marketing efforts with overall business goals, the expected impact on gaining a competitive advantage may not be realized. Additionally, the competitive advantage derived from digital marketing is contingent on various factors such as industry, target market, and the nature of products or services offered.

MSMEs operating in industries where digital presence is not a significant determinant of

competitive advantage may show non-significant results in the relationship between digital marketing efforts and gaining a competitive edge. Furthermore, challenges related to resource constraints, both in terms of financial resources and skilled personnel, can hinder the ability of MSMEs to fully harness the potential of digital marketing. Limited budgets may restrict the implementation of comprehensive digital strategies, and a lack of expertise could lead to suboptimal campaign execution. Moreover, the digital landscape is dynamic and constantly evolving. MSMEs that do not adapt their digital marketing strategies to stay abreast of industry trends and changes in consumer behavior may experience non-significant results. Continuous monitoring, adaptation, and optimization of digital marketing efforts are essential for ensuring a sustained competitive advantage.

The Relationship of Digital Marketing and Marketing Performance

There is no influence of the digital marketing variable on marketing performance. The findings indicate that digital marketing activities do not directly impact the overall performance of marketing efforts. This finding is in line with studies from Hariandi et al. (2019). Another study from Susanti et al. (2023) has empirically proven that digital transformation was found to have no direct effect on the performance of MSME women. This means that digital transformation is not a

direct determining factor in MSME performance. The lack of knowledge of the internet is one of the factors that influence this correlation. In a practical perspective, these findings do not support the results of previous studies by Mukhlis et al. (2022), Haryanto and Dewi (2020) and Desai (2019).

This study revealed an argument for a non-significant result between digital marketing and marketing performance in Micro, Small, and Medium Enterprises (MSMEs) could be the improper implementation or utilization of digital marketing strategies. If MSMEs fail to align their digital marketing efforts with specific marketing objectives, the expected impact on overall marketing performance may not be statistically significant. In some cases, MSMEs may lack a clear digital marketing strategy or may not fully understand how to leverage various digital channels effectively. This lack of strategic alignment and understanding could result in a failure to generate the anticipated improvements in marketing performance. Moreover, the nature of the products or services offered by MSMEs may play a role in the observed non-significant results. Digital marketing effectiveness can vary across industries, and if the target market or consumer base for certain MSMEs is less responsive to digital channels, the impact on marketing performance may be limited.

Resource constraints, both in terms of financial resources and skilled personnel, can also contribute to non-significant results. MSMEs with limited budgets may struggle to invest sufficiently in comprehensive digital marketing campaigns, and a lack of expertise may hinder their ability to execute strategies effectively. Furthermore, the success of digital marketing efforts often depends on the ability to adapt to changing trends and consumer behaviors. MSMEs that do not actively monitor and adjust their digital strategies in response to evolving market conditions may experience non-significant results due to a lack of agility and responsiveness.

The Relationship of Product Innovation and Competitive Advantage.

The data analysis indicate a significance value of 0.011, which is smaller than 0.05. Therefore, it can

be concluded that the variable product innovation has a significant influence on competitive advantage. There is an influence of the product innovation variable on competitive advantage. The analysis supports the notion that introducing innovative products can contribute to gaining a competitive advantage in the market. Innovative products can attract customers, differentiate the company from competitors, and enhance its position in the industry. Our finding conclude that the design of products and the innovation in delivery services by SME actors impact product quality, service standards, innovation capabilities, branding, and pricing. The style and design of products, coupled with innovative delivery services by SME actors, also contribute to an increase in sales volume, growth in customer numbers, and higher profits for SME actors. This is because the product innovations implemented by SME actors are effective; they involve creating unique and appealing packaging, setting themselves apart from competitors. Moreover, the provision of delivery services adds to their competitive advantage, allowing them to reach a wider consumer audience. Consequently, this leads to an augmentation in sales volume, customer base expansion, and profit growth.

The results aligned with Dahana et al. (2021). Their study indicated a positive and meaningful influence of product innovation on gaining a competitive advantage. Innovation serves as a potential source of competitive advantage by enabling a company to adjust to a dynamic business environment. Technical production innovations form a crucial component of the company's business development strategy. On the other hand, product-related innovations, such as enhancing quality, diversifying products, and introducing differentiation, offer numerous options for consumers and contribute to the reinforcement of brand identity.

The Relationship of Product Innovation and Marketing Performance

The data analysis indicate a significance value of 0.647, which is bigger than 0.05. Therefore, it can be concluded that the variable product innovation has no significant influence on marketing performance.

The results suggest that while product innovation may contribute to competitive advantage, it may not directly translate into improved marketing performance. Other marketing factors, such as effective promotion and distribution strategies, may have a more substantial impact on marketing performance. This finding is in line with Pusung et al. (2023) and Jusufi (2023). Implementing product innovation can enhance the performance of Small and Medium Enterprises (SMEs); nevertheless, this enhanced performance doesn't assure the survival of SMEs. This is because alterations in products don't automatically propel SMEs to superior performance. In simpler terms, creating new products or innovating within the existing product range doesn't always result in improvements for SMEs. Jusufi (2023) has empirically proved that there is no significant impact of product innovation to financial performance.

The Relationship of Competitive Advantage and Marketing Performance

The data analysis indicate a significance value of 0.06, which is smaller than 0.05. Therefore, it can be concluded that the variable competitive advantage has a significant influence on competitive advantage. There is an influence of the competitive advantage variable on marketing performance. The strategic positioning of MSMEs to differentiate their products, align with consumer preferences, and build brand recognition forms a competitive advantage. Effective marketing, communicating these unique strengths, enhances brand equity, fosters innovation, and facilitates market expansion. This alignment results in a significant and positive impact on marketing performance, reflected in increased market share, revenue growth, and customer loyalty. The analysis indicates that having a competitive advantage can positively impact marketing performance. A strong competitive advantage can lead to increased customer loyalty, market share, and overall business success. This finding is in line with studies from Hariandi et al. (2019). The issue of competitive advantage is one of the main keys to entrepreneurial success is gaining performance at a

higher level than its competitors (Susanti et al., 2023)

Conclusions

Based on the analysis of the research data, we found no evidence to support the idea that digital marketing alone leads to a competitive advantage. Our analysis indicates that digital marketing activities do not have an impact on marketing performance. Our findings support the notion that product innovation can contribute to gaining a competitive advantage. Although product innovation may contribute to gaining a competitive advantage our results suggest that it does not necessarily lead to marketing performance. Other aspects of marketing such, as the effectiveness of efforts and distribution strategies can greatly influence marketing performance.

Acknowledgements: We would like to express our deepest gratitude and appreciation to LPPM Universitas Semarang for generously funding our research project. We extend our heartfelt thanks to LPPM Universitas Semarang for their unwavering support and belief in our research.

References

- Amrullah, Kaltum, U., Sondari, M. C., & Pranita, D. (2023). The Influence of Capability, Business Innovation, and Competitive Advantage on a Smart Sustainable Tourism Village and Its Impact on the Management Performance of Tourism Villages on Java Island. *Sustainability*, 15(19). <https://doi.org/10.3390/su151914149>
- Arbawa, D., & Wardoyo, P. (2018). KEUNGGULAN BERSAING : BERPENGARUH TERHADAP KINERJA PEMASARAN (STUDI PADA UMKM MAKANAN DAN MINUMAN DI KABUPATEN KENDAL). *Jurnal Riset Ekonomi dan Bisnis*, 11, 56. <https://doi.org/10.26623/jreb.v11i1.1077>
- Dahana, R. N., Indrawati, N. K., & Mugiono, M. (2021). COMPETITIVE ADVANTAGE TO MEDIATE THE INFLUENCE OF PRODUCT INNOVATION AND ENTREPRENEURIAL ORIENTATION ON MARKETING PERFORMANCE IN SMALL AND MEDIUM INDUSTRY [Product Innovation; Entrepreneurial Orientation; Competitive Advantage;

- Marketing Performance]. 2021, 19(2), 11. <https://doi.org/10.21776/ub.jam.2021.019.02.17>
- Dahmiri, D., & Kartika Wulan Bhayangkari, S. (2022). Kinerja pemasaran yang dipengaruhi oleh orientasi pasar, inovasi produk dan bauran promosi. *Jurnal Paradigma Ekonomika*, 17(1), 149-156. <https://doi.org/10.22437/jpe.v17i1.17459>
- Desai, V. (2019). Digital Marketing: A Review. *International Journal of Trend in Scientific Research and Development, Special Issue*, 196-200. <https://doi.org/10.31142/ijtsrd23100>
- Erwin, E., Suade, Y. K. M., & Poernomo, W. (2021). ANALYZING DIGITAL MARKETING, GREEN MARKETING, NETWORKING AND PRODUCT INNOVATION ON SUSTAINABILITY BUSINESS PERFORMANCE, SILK CLUSTER IN POLEWALI-MANDAR, WEST SULAWESI.
- Esa Dilla, M., Yudha, T., & Ulfah Nurul, F. (2022). Study on Improving MSMEs Performance through Business Strategies. *Indonesian Journal of Economics and Management*, 2(3). <https://doi.org/10.35313/ijem.v2i3.3896>
- Hariandi, M. S. I., Gumanti, T. A., & Wahyudi, E. (2019). E-Commerce, Competitive Advantage And Business Performance Of Banyuwangi Small And Medium-Sized Enterprises. *International Journal of Scientific & Technology Research*, 8, 1216-1220.
- Haryanto, A. T., & Dewi, S. N. (2020). Strategi Pengembangan Digital Marketing, Orientasi Ekuitas Merk, Marketing Intermediaris dan Kinerja Pemasaran di Perbankan Syariah. *Jurnal Ilmiah Ekonomi Islam*, 6(2). <https://doi.org/10.29040/jiei.v6i2.1065>
- HERMAN, L. E., SETIYANINGRUM, A., & FERDINAND3, A. T. (2018). Techno-Entrepreneurial Relationship Marketing to ignite the SMEs Marketing Performance in Indonesia. *QUALITY Access to Success*, 19.
- Indie, J. J., & Graciafernandy, M. A. (2023). EKSPLORASI FAKTOR-FAKTOR PENENTU KINERJA PEMASARAN: STUDI EMPIRIS PADA UMKM CATERING DI KOTA SEMARANG. *PROSIDING SEMINAR NASIONAL UNARS(1)*, 324-332%V 322. <https://unars.ac.id/ojs/index.php/prosidingSDGs/article/view/3357>
- Jusufi, A. (2023). Relationship between Innovation and Financial Performance in the Global Environment of Exporting Companies. *Journal of Liberty and International Affairs, Institute for Research and European Studies - Bitola*, 9(2), 89-105. <https://doi.org/10.47305/JLIA2392089j>
- Lili Karmela, F. (2019). Analisis Modal Relasional, Kapabilitas Inovasi Produk dan Daya Tarik Produk Pengaruhnya terhadap Kinerja Pemasaran Industri Kreatif di Wilayah Tiga Cirebon. *Syntax Literate*, 4(10), 61-67. <https://doi.org/10.36418/syntax-literate.v4i10.751>
- Mukhlis, A., Moeins, A., & Sunaryo, W. (2022). PERFORMANCE IMPROVEMENT THROUGH STRENGTHENING ENTREPRENEURSHIP, INNOVATIVENESS, AND E-COMMERCE IMPLEMENTATIONS OF MSMEs TO OPERATIONAL MANAGER IN SERANG, BANTEN PROVINCE. *International Journal of Economy, Education and Entrepreneurship*, 2(3), 766-781. <https://doi.org/10.53067/ije3.v2i3.116>
- Pusung, C. S., Narsa, N. P. D. R. H., & Wardhaningrum, O. A. (2023). Innovation, Competitive Strategy and Msme Performance: A Survey Study on Culinary Smes in Indonesia during the Covid-19 Pandemic. *BUSINESS: THEORY AND PRACTICE*, 24(1), 160-172. <https://doi.org/10.3846/btp.2023.16676>
- R, A. R., Haslindah, Putera, W., Azis, M., Yahya, I. L., Azis, F., & Saripuddin. (2023). Factors Affecting the Improvement of Marketing Performance of Indonesian MSMEs Products. *INTERNATIONAL JOURNAL OF CAPACITY BUILDING IN EDUCATION AND MANAGEMENT*, 5(3), 1-13. <https://journals.rcmss.com/index.php/ijcbem/article/view/750>
- Sekardwiwangi, B. Y., & Graciafernandy, M. A. (2023). PENGARUH KEUNGGULAN BERSAING SEBAGAI VARIABEL MEDIASI PADA HUBUNGAN DIGITAL MARKETING DAN KINERJA PEMASARAN UMKM. *PROSIDING SEMINAR NASIONAL UNARS(1)*, 79-89%V 72. <https://unars.ac.id/ojs/index.php/prosidingSDGs/article/view/3285>
- Susanti, E., Mulyanti, R. Y., & Wati, L. N. (2023). MSMEs performance and competitive advantage: Evidence from women's MSMEs in Indonesia. *Cogent Business & Management*, 10(2). <https://doi.org/10.1080/23311975.2023.2239423>
- Syukron, M. Z., & Ngatno, N. (2016). PENGARUH ORIENTASI PASAR DAN ORIENTASI KEWIRAUSAHAAN TERHADAP INOVASI PRODUK DAN KEUNGGULAN BERSAING UMKM JENANG DI KABUPATEN KUDUS. *Jurnal Ilmu Administrasi Bisnis; Vol 5, No 4* (2016). <https://doi.org/10.14710/jiab.2016.13506>
- Yuleva-Chuchulayna, R. (2019). COMPETITIVE ADVANTAGES AND COMPETITIVE STRATEGIES OF SMALL AND MEDIUM-SIZED ENTERPRISES. 16, 71-81.