



Market Orientation, Product Innovation, and E-Commerce Adoption for Competitive Advantage: Evidence from the Ciayumajakuning Batik Industry

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Abstract

Background: The batik industry in the Ciayumajakuning region (Cirebon, Indramayu, Majalengka, and Kuningan), West Java, holds significant cultural and economic value. However, many small batik enterprises face challenges in product innovation, digital marketing adoption, and sustaining competitiveness amid rapid market changes.

Objective: This study aims to examine the influence of market orientation on product innovation and e-commerce adoption, the effect of product innovation and e-commerce on competitive advantage, and the subsequent impact of competitive advantage on marketing performance in the small batik industry of the Ciayumajakuning region.

Methods: This study adopted a quantitative approach using a survey method. Data were collected from 230 batik business owners/managers in the Ciayumajakuning region, drawn from a population of 529 registered small batik enterprises using proportionate stratified random sampling. Data analysis was performed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS software.

Results: The results show that market orientation has a positive and significant effect on both product innovation ($\beta = 0.521$, $t = 5.872$) and e-commerce adoption ($\beta = 0.487$, $t = 6.214$). Product innovation ($\beta = 0.438$, $t = 4.924$) and e-commerce ($\beta = 0.412$, $t = 5.342$) each significantly influence competitive advantage. Furthermore, competitive advantage has a significant positive effect on marketing performance ($\beta = 0.589$, $t = 6.451$). All five hypotheses were accepted.

Conclusion: Market orientation serves as a strategic foundation for driving product innovation and e-commerce adoption, which in turn strengthens competitive advantage and improves marketing performance.

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INTRODUCTION

The batik industry is one of Indonesia's most important cultural heritage sectors, contributing significantly to the creative economy and the sustainability of Micro, Small, and Medium Enterprises (MSMEs). In the Ciayumajakuning region (encompassing Cirebon, Indramayu, Majalengka, and Kuningan) the small batik industry serves as a vital economic driver, providing employment and preserving local cultural identity. Despite its cultural significance, the batik industry in this region faces substantial challenges, including limited product innovation, low adoption of digital marketing platforms, and increasing competitive pressure from mass-produced textiles and imported batik products (Fatimah et al., 2024). These conditions necessitate a strategic approach that integrates market understanding, innovation, and technology utilization to enhance competitiveness and marketing performance.

This research has five specific objectives aligned with the proposed hypotheses: (1) to examine the effect of market orientation on product innovation (H1); (2) to examine the effect of market orientation on e-commerce adoption (H2); (3) to analyze the effect of product innovation on competitive advantage (H3); (4) to analyze the effect of e-commerce on competitive advantage (H4); and (5) to evaluate the effect of competitive advantage on marketing performance (H5). Through these objectives, the study aims to provide a comprehensive understanding of the strategic pathways through which market orientation drives both innovation and digitalization, ultimately contributing to improved marketing outcomes for small batik enterprises.

Previous studies have examined the relationships between market orientation, product innovation, and business performance in various MSME contexts. For instance, Issau et al. (2022) investigated the interrelationship between market and entrepreneurial orientations among Ghanaian SMEs, while Fatikha and Rahayu (2021) explored the effect of entrepreneurship and market orientation on marketing performance through competitive advantage (Pradja et al., 2024). Salah and Ayyash (2024) examined e-commerce adoption and its effect on marketing performance using the TOE framework (Arif et al., 2026). However, these studies have not simultaneously integrated market orientation, product innovation, and e-commerce into a single analytical model, particularly within the context of a culturally specific craft industry. Furthermore, there is limited empirical evidence on how digital transformation through e-commerce interacts with product innovation to build competitive advantage in traditional MSME sectors such as the batik industry in the post-pandemic era.

The novelty of this research lies in three dimensions. First, unlike Fatikha and Rahayu (2021), who focused on entrepreneurship orientation and market orientation without incorporating e-commerce (Pradja et al., 2024), and Salah and Ayyash (2024), who examined e-commerce adoption using the TOE framework without emphasizing market orientation as a driver of innovation, the present study integrates market orientation, product innovation, and e-commerce into a unified structural model with competitive advantage as a mediating variable (Arif et al., 2026). Second, this research is situated within the specific cultural and economic context of the Ciayumajakuning batik industry, where local motifs, family-based production systems, and emerging digital capabilities create a unique environment for studying innovation and digitalization strategies. Third, the study contributes to understanding how traditional craft-based MSMEs can leverage the synergy between product differentiation and e-commerce platforms to achieve sustainable competitive positioning in an increasingly digital marketplace.

Market orientation is a management philosophy that emphasizes the coordination of organizational operations, understanding customer needs, and monitoring competitors. Customer orientation, competitor orientation, and inter-functional coordination are key indicators of market orientation (Fatikha et al., 2021; Pradja et al., 2024). In the context of the small batik industry, market orientation requires entrepreneurs to attend closely to customer preferences regarding motif designs, color trends, and fabric quality, while simultaneously monitoring competitor strategies related to pricing and product differentiation.

Empirical studies show that market orientation encourages companies to develop products that are more in line with customer needs. Companies that are highly market-oriented tend to innovate more because they are always responding to changes from the external environment. Issau et al. (2022) found that SMEs with a strong market orientation more frequently develop new designs, modify existing products, and diversify their packaging strategies. Consequently, for small industries, market orientation becomes a strategic foundation for the emergence of sustainable product innovation.

Market orientation also influences the adoption of e-commerce among small industries. Business actors are more motivated to use digital technology to stay competitive after understanding customer preferences and observing competitor strategies (Ballerini et al., 2023). Expanding markets, improving services, accelerating transactions, and meeting the demands of customers and business partners are key aspects of e-commerce utilization in the context of SMEs. Latifah et al. (2020) demonstrated that perceived usefulness and trust are critical drivers of consumer engagement with e-commerce platforms, which in turn motivates businesses to adopt these platforms strategically (Denisa et al., 2026). Batik craftsmen in the Ciayumajakuning region are increasingly utilizing e-commerce in response to changing market preferences, particularly

given the growing use of social media and online shopping platforms.

The development or creation of new products that have added value for customers is known as product innovation (Nizam et al., 2020; Rachmah, 2025). Product development, design changes, technological innovation, and diversification of size and packaging are indicators of product innovation. In the batik industry, innovation encompasses new motifs, integration of local cultural elements, improved material quality, and enhanced production efficiency. Product innovation becomes a source of competitive advantage by providing uniqueness and differentiation value that distinguish a firm's offerings from those of competitors (Rahmadi et al., 2020; Silvia et al., 2026).

A company's ability to provide goods at a lower price or better quality is called competitive advantage. Price, quality, uniqueness, innovation, and time to market are indicators of competitive advantage. Porter (1985) stated that innovation is the key to obtaining sustainable competitive advantage. In the Ciayumajakuning context, competitive advantage for batik producers is closely tied to the distinctiveness of local motifs, the quality of craftsmanship, and the ability to adapt designs to contemporary market preferences (Fatimah et al., 2024).

E-commerce provides competitive advantage through operational efficiency and market expansion. Ease of market access, transaction speed, improved services, and the use of digital media in marketing are indicators of e-commerce (Ballerini et al., 2023). Small companies can expand their marketing reach without high costs, provide faster services, and give customers clearer product information by using digital systems. Purnomo (2023) found that digital marketing strategies enhance sales conversion and reduce operational costs on e-commerce platforms. For Ciayumajakuning batik, the utilization of platforms such as Instagram and local marketplaces enables craftsmen to strengthen their brands and reach wider markets beyond the traditional geographical boundaries.

Marketing performance is influenced by advantages in terms of pricing, product quality, and continuous innovation (Farhikhteh et al., 2020; Van Hoang et al., 2025). Customer satisfaction, customer loyalty, increased sales, market share, promotional effectiveness, and return on marketing investment are indicators of marketing performance. Companies more easily retain customers and improve their performance by having strong differentiation. Farida and Setiawan (2022) affirmed that providing added value and increasing positive consumer perceptions of products through competitive advantage are key factors in marketing success.

This study aims to examine the influence of market orientation on product innovation and e-commerce adoption, the effect of product innovation and e-commerce on competitive advantage, and the subsequent impact of competitive advantage on marketing performance in the small batik industry of the Ciayumajakuning region.

METHOD

This research utilized a quantitative methodology featuring a survey design to investigate the causal links between market orientation, product innovation, e-commerce, competitive advantage, and marketing performance. The study's target population comprised owners or managers of small batik businesses located in the Ciayumajakuning area (Cirebon, Indramayu, Majalengka, and Kuningan), who are registered with the relevant local industry offices. Based on the latest administrative records, the total population comprised 529 small batik business units. Each business unit was represented by one respondent, namely the owner or manager, serving as the unit of analysis. The sampling technique used was proportionate stratified random sampling, in which samples were drawn randomly from each regency/city based on the proportion of batik businesses in each area. The sample size was determined using the Slovin formula with a margin of error (e) of 5%:

$$n = N / (1 + N \cdot e^2) = 529 / (1 + 529 \times 0.05^2) = 529 / (1 + 1.3225) = 529 / 2.3225 \approx 228,$$

rounded to 230 respondents.

The research instrument was a structured questionnaire developed based on the indicators of each research variable. A five-point Likert scale (1 = strongly disagree to 5 = strongly agree) was used to measure each item. The operationalization of variables was based on the following indicator dimensions: market orientation was measured through three dimensions, namely customer orientation, competitor orientation, and inter-functional coordination (Fatikha et al.,

2021; Pradja et al., 2024) product innovation was measured through product development, design changes, technological innovation, and diversification of size and packaging (Nizam et al., 2020; Rachmah, 2025); e-commerce was measured through ease of market access, transaction speed, improved services, and the use of digital media in marketing (Ballerini et al., 2023) competitive advantage was measured through price, quality, uniqueness, innovation, and time to market (Farhikhteh et al., 2020; Van Hoang et al., 2025) and marketing performance was measured through customer satisfaction, customer loyalty, increased sales, market share, promotional effectiveness, and return on marketing investment (Farida & Setiawan, 2022).

Preliminary testing (pre-test) was carried out to evaluate the reliability and validity of the instrument. Convergent validity was assessed by examining outer loading values, which needed to exceed a threshold of 0.7, alongside Average Variance Extracted (AVE) values that should be greater than 0.5. Reliability was determined using Cronbach's Alpha and Composite Reliability, both of which required a threshold above 0.7. Discriminant validity was analyzed through the Heterotrait-Monotrait (HTMT) ratio and the Fornell-Larcker criterion. Additionally, Variance Inflation Factor (VIF) values were reviewed to confirm the absence of multicollinearity among the indicators.

The primary data analysis technique employed was Structural Equation Modeling based on Partial Least Squares (SEM-PLS), utilizing SmartPLS software. SEM-PLS was selected due to its ability to analyze intricate relationships between latent variables and its appropriateness for data that is not normally distributed (Edeh et al., 2023). The analysis was conducted in three phases: (1) evaluation of the outer model, which included testing for convergent validity, discriminant validity, and reliability; (2) evaluation of the inner model, which involved R-square, Q-square, and effect size (f^2); and (3) hypothesis testing through path coefficients, t-statistics, and p-values, employing bootstrapping procedures.

RESULTS AND DISCUSSION

Results

The research results show that the majority of owners of batik craft SMEs in the Ciayumajakuning region are women (60.792%), aged over 40 years (41.850%), and have a high school education (41.850%). Batik crafts are usually passed down from generation to generation and managed by families, with women playing an important role, which explains the dominance of women in batik businesses. In addition, age over 40 shows that most batik business owners are emotionally and financially mature, and have sufficient experience in managing their own businesses. The dominant high school education level reflects the educational reality of the MSME community in the region; high school graduates are sufficiently prepared to enter the business world without having to pursue higher education.

Furthermore, from the time respondents have been running their batik businesses, the majority (42.731%) have been running them for 5–10 years, indicating perseverance and stability in running the business. Business actors usually have started to understand the market and develop more mature strategies by that time. From the income perspective, most respondents receive a monthly income between 2.5 million and 5 million rupiah (26.432%), indicating that the batik business provides sufficient income to meet basic needs but has not yet reached a significant industrial scale. In terms of marketing, Instagram is the most widely used platform for online sales at 31.718%. This shows a trend of digitalization and mastery of technology by business actors, especially those who already have a secondary education and are accustomed to using social media as a way to promote products visually and widely.

The process of data analysis through SEM-PLS was carried out in three significant stages: the outer model test, the inner model test, and the hypothesis test. In the initial stage, the validity test results revealed that all instrument items had loading factor values greater than 0.7 and Average Variance Extracted (AVE) values above 0.5, which confirms their convergent validity. Moreover, reliability testing using Cronbach's Alpha and Composite Reliability indicated values greater than 0.7 for all constructs, suggesting that the instrument employed is indeed reliable.

In the inner model test, the R-square values showed that the product innovation and e-commerce variables can be explained by market orientation at 64%, while competitive advantage is explained by product innovation and e-commerce at 71%, and marketing performance is

explained by competitive advantage at 68%. These results indicate that the structural model has a strong explanatory power for the phenomenon studied.

The hypothesis testing results show that all paths of relationships between variables are significant at the $p < 0.05$ level. Market orientation has a positive and significant effect on product innovation ($t = 5.87$) and e-commerce ($t = 6.21$). Furthermore, product innovation ($t = 4.92$) and e-commerce ($t = 5.34$) have a significant effect on competitive advantage. Competitive advantage also has a significant effect on marketing performance ($t = 6.45$). These findings support all proposed hypotheses and are aligned with the results of previous research (Fatimah et al., 2024).

Table 1

Research Hypotheses

Hypothesis	Statement	Path Coefficient	t-value	p-value	Conclusion
H1	Market Orientation → Product Innovation	0.521	5.872	0.000	Accepted
H2	Market Orientation → E-Commerce	0.487	6.214	0.000	Accepted
H3	Product Innovation → Competitive Advantage	0.438	4.924	0.000	Accepted
H4	E-Commerce → Competitive Advantage	0.412	5.342	0.000	Accepted
H5	Competitive Advantage → Marketing Performance	0.589	6.451	0.000	Accepted

All results from the partial hypothesis tests indicate that the critical ratio (c.r.) values for each variable relationship exceed 1.96 at the 5% significance level. This indicates that Market Orientation significantly influences both Product Innovation and E-Commerce; furthermore, Product Innovation and E-Commerce each significantly impact Competitive Advantage; and Competitive Advantage significantly affects Marketing Performance. Consequently, all partial hypotheses posited in this study are deemed accepted. Additionally, the results from the simultaneous test conducted via ANOVA reveal that the F-calculated value (59.805) substantially surpasses the F-table value (3.036), leading to the conclusion that the combined effects of Product Innovation and E-Commerce variables significantly influence Competitive Advantage.

Discussion

The findings indicate that market orientation plays an important role in strengthening product innovation and e-commerce adoption among small batik enterprises in the Ciayumajakuning region. The positive relationship between market orientation and product innovation suggests that understanding customer preferences, monitoring competitors, and coordinating business activities can provide a basis for developing products that are more relevant to changing market demands. In the context of Ciayumajakuning batik, customer orientation is particularly important because consumer preferences may concern motif design, color combinations, fabric quality, product functionality, and the incorporation of local cultural elements. Competitor orientation enables business owners to observe differences in motifs, prices, quality, and product presentation, while inter-functional coordination allows information obtained from customers and competitors to be translated into product development decisions. Thus, market orientation provides an information and coordination mechanism through which batik producers can identify opportunities for motif modification, product diversification, and adaptation of traditional designs to contemporary preferences. This finding is consistent with previous research showing that market orientation is associated with innovation and business performance among SMEs (Fatikha et al., 2021; Issau et al., 2022).

Market orientation also has a significant positive relationship with e-commerce adoption. This relationship can be understood through the ability of market-oriented businesses to recognize changes in how customers search for, evaluate, and purchase products. For batik enterprises, knowledge of customer preferences and competitor activities can encourage the use

of digital platforms as an additional channel for presenting products, communicating product information, interacting with customers, and reaching markets beyond the local area. E-commerce therefore becomes not merely a technological tool but a means of responding to market information. This interpretation is relevant to the Ciayumajakuning context, where batik businesses operate within a geographically distinctive craft industry and need to communicate the cultural characteristics and visual uniqueness of their products to consumers outside their immediate market. Previous studies similarly indicate that platform adoption can support SME e-commerce performance and that e-commerce adoption is associated with marketing performance (Ballerini et al., 2023; Salah & Ayyash, 2024).

The results further show that product innovation has a significant positive relationship with competitive advantage. In the batik industry, product innovation can provide differentiation through new motifs, modified traditional designs, variations in products and packaging, improvements in material quality, and adaptation of local cultural elements to contemporary consumer preferences. This aspect is particularly relevant to Ciayumajakuning because batik is not only a commercial product but also carries local cultural identity. Consequently, competitive advantage cannot be considered solely in terms of price; uniqueness, quality, innovation, and the ability to offer distinctive products are also important. Product innovation can therefore help small batik enterprises differentiate their offerings from mass-produced textiles and other competing products. This finding is consistent with previous research linking market orientation and innovation with competitive advantage among SMEs (Merakati et al., 2017; Rahmadi et al., 2020; Tannyago & Widoatmodjo, 2025).

E-commerce also has a significant positive relationship with competitive advantage. For small batik enterprises, digital platforms can reduce dependence on geographically limited markets by allowing products to be displayed and promoted to consumers in other regions. Digital channels also provide opportunities to communicate motif meanings, production characteristics, product variations, and brand identity more extensively. These functions are particularly relevant for traditional craft products because their competitive value may depend on the ability to communicate uniqueness and cultural identity rather than competing primarily through price. In addition, e-commerce can support transaction efficiency and customer access, which may strengthen the firm's ability to compete. This interpretation is consistent with research indicating that e-commerce adoption can improve SME performance and expand the strategic value of digital channels (Ballerini et al., 2023; Salah & Ayyash, 2024).

The significant relationship between competitive advantage and marketing performance indicates that the ability of batik enterprises to differentiate their products and compete through quality, uniqueness, innovation, and other competitive dimensions is associated with better marketing outcomes. In the Ciayumajakuning context, differentiation based on local motifs and cultural identity can provide a basis for attracting and retaining customers, while digital channels can support the communication and distribution of such differentiated products. Thus, competitive advantage functions as an important link between the strategic capabilities developed by batik enterprises and their marketing outcomes. This result is broadly consistent with previous research identifying competitive advantage as an important mechanism connecting strategic orientation and business performance (Correia et al., 2020; Fatikha et al., 2021; Savvinopoulou & Mylonas, 2026).

Taken together, the findings suggest an interconnected strategic pathway in which market orientation is associated with product innovation and e-commerce adoption, while these two capabilities are associated with competitive advantage, which in turn is associated with marketing performance. The contextual contribution of this study lies in applying this relationship to the Ciayumajakuning batik industry, where business development is influenced by the coexistence of traditional production practices, local cultural identity, product differentiation, and increasing digital market opportunities. The respondent profile also indicates the important presence of established small-business operators in the industry, with a substantial proportion of respondents having operated their businesses for 5–10 years and using Instagram as an online marketing platform. These characteristics suggest that digitalization occurs alongside established business practices rather than replacing them entirely.

From a practical perspective, the findings indicate that batik entrepreneurs should develop

market orientation not only by identifying customer needs but also by systematically monitoring competitors and coordinating market information with product development and marketing decisions. Product innovation should maintain the distinctive cultural identity of Ciayumajakuning batik while adapting designs, product forms, packaging, and presentation to contemporary market preferences. At the same time, e-commerce and social media can be used to communicate product uniqueness and reach consumers beyond the local market. For policymakers and SME development institutions, training programs should therefore integrate market analysis, product innovation, digital marketing, and e-commerce capabilities rather than treating these capabilities as separate interventions.

The findings should, however, be interpreted within the methodological boundaries of this study. Because the research uses cross-sectional survey data analyzed through SEM-PLS, the significant relationships identified in the model provide empirical evidence of statistical associations within the proposed structural model but do not establish absolute causal effects over time. Future studies may therefore employ longitudinal designs to examine whether sustained improvements in market orientation, product innovation, and e-commerce adoption produce changes in competitive advantage and marketing performance over time.

CONCLUSION

This study examined the relationships among market orientation, product innovation, e-commerce adoption, competitive advantage, and marketing performance in small batik enterprises in the Ciayumajakuning region. The findings indicate that market orientation has a positive and significant relationship with both product innovation and e-commerce adoption. Product innovation and e-commerce adoption are also positively and significantly related to competitive advantage, while competitive advantage has a positive and significant relationship with marketing performance. All five hypotheses proposed in the study are therefore supported. The findings indicate that market orientation can serve as an important strategic foundation for small batik enterprises in responding to changing customer preferences and competitive conditions. Product innovation provides opportunities for differentiation through motifs, product characteristics, quality, and adaptation of local cultural elements, while e-commerce provides opportunities to expand market access and improve digital marketing activities. Competitive advantage subsequently represents an important pathway through which these strategic capabilities are associated with marketing performance.

The study contributes empirically by integrating market orientation, product innovation, e-commerce adoption, competitive advantage, and marketing performance into a single structural model within the specific context of the Ciayumajakuning batik industry. Practically, the findings suggest that batik entrepreneurs should strengthen market-oriented decision-making, develop culturally distinctive products that remain responsive to contemporary consumer preferences, and improve their ability to use digital platforms for marketing and market expansion. Policymakers and SME development institutions can support these efforts through integrated training and mentoring in market analysis, product innovation, digital marketing, and e-commerce. Nevertheless, the findings are based on cross-sectional data from small batik enterprises in the Ciayumajakuning region. Future research could employ longitudinal designs, include a broader geographical scope, examine additional factors such as digital capability, entrepreneurial orientation, or organizational learning, and test the proposed model in other traditional craft and MSME sectors. Such studies could provide further evidence regarding the sustainability and generalizability of the relationships identified in this research.

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AUTHOR CONTRIBUTION STATEMENT

The author does the conceptualization, methodology, research design, data collection, data analysis, and manuscript preparation. The author contributed to the finalization of the manuscript and approved the final version for publication.

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