

## Strategy to Create Market-Oriented Business Opportunities, Innovation, and Products to Improve Marketing Performance in the Tourism Industry in South Sulawesi

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Article Info	ABSTRACT
<b>Keywords:</b> Market Orientation, Innovation and Entrepreneurship Orientation, Competitive Advantage	This research has analyzed the effect of market orientation, innovation and product orientation toward competitive advantage to increase marketing performance. This riset formula is how to create competitive advantage to increase marketing performance. Population which has selected in this research is small and medium scale clothing industry at Semarang. Those are 137 industries. Total sample in this research are 67 industries. Collecting data used questioner, with score start from 1 (very disagree) to 10 (really agree). Analyzed data tool which has been used is SEM (Structural Equation Model) through AMOS program 6.0. The result of data analyze showed that research model can be accepted with goodness of fit, they are chi – square = 234,552; probability = 0,058; GFI = 0,873; AGFI = 0,84; TLI = 0,985; CFI = 0,987; CMIN/DF = 1,61; and RMSEA = 0,033. All hypothesis can be accepted after SEM analyzes conducted. This matter means market orientation, innovation and entrepreneurship orientation have positive affect and significant toward competitive advantage. Then competitive advantage has positive affect and significant toward marketing performance. General conclusion from result of the model test which has applied to small and medium scale clothing industry at Semarang showed that competitive advantage can be reached through market orientation, innovation and entrepreneurship orientation, from there competitive advantage which has been produced by the industry can increase marketing performance. This research has given some research limitation and also give agenda for the next research.
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### INTRODUCTION

The emergence of competition in the business world is inevitable. With competition, companies are faced with various opportunities and threats both from outside and from within the country. For this reason, every company is required to always understand and understand what is happening in the market and what consumers want, as well as various changes in their business environment so that they can compete with other companies. The company should strive to minimize weaknesses and maximize its strengths. Thus,

companies are required to choose and establish strategies that can be used to face competition.

Some SMEs still have various external weaknesses, such as lack of ability to adapt to strategic environmental influences, lack of agility in business opportunities, lack of creativity and innovation in anticipating various challenges as a result of prolonged economic recession. In addition, internal factors of some SMEs are lack of managerial capabilities and skills, lack of access to information technology, capital and markets. This internal weakness is caused by some of the human resources of SME managers are less qualified in anticipating various problems faced (Burden, 2000) [6]

From the various shortcomings mentioned above, special attention is needed to the fate of the existence of SMEs as a support for the real economy of the community. Such fierce business competition requires companies to have competitive advantages, otherwise the company cannot survive for long. Competitive advantage in an organization can be obtained by paying attention to superior value for customers, culture and climate to bring improvements to efficiency and effectiveness.

According to Basuki (2012) [4], market orientation is a corporate culture that can lead to increased marketing work. Never and Settler (2009) define market orientation as the most effective and efficient organizational culture to create the behaviors needed to create superior value for buyers and produce superior performance for the company. Companies that have made market orientation as an organizational culture will be based on basic external needs, wants and market demands as a basis for strategizing for each business unit in the organization, and determining the success of the company.

In addition to market orientation, innovation can also be used as one of the strategies to create business opportunities, the main purpose of innovation is to meet market demand so that innovation products are one that can be used as a competitive advantage for companies (Wahyono, 2002) [18]. Customers generally want innovative products according to their wishes. For the company, its success in innovation means that it is one step ahead of its competitors. This requires the company's intelligence in recognizing the tastes of its customers so that the innovations it does in the end are in accordance with the wishes of its customers. Innovation means the company is one step ahead of its competitors. This requires the company's intelligence in recognizing the tastes of its customers so that the innovations it does in the end are in accordance with the wishes of its customers. Thus, innovation must be carefully planned and carried out.

On the other hand, the business world is now starting to embrace new thinking, where entrepreneurship is referred to as one of the factors to realize sustainable and highly competitive company economic growth. Entrepreneurship itself means a human activity by exerting the energy of the mind or body to create or achieve a job that can realize noble people (Weerawerdana, 2003 Wee). According to frees (2018) product orientation is the key to improving marketing performance. Companies whose leaders are entrepreneurial-oriented have a clear and bold vision to face risks so as to create good performance. Nasir and Handoyo, (2003) stated that organizations with entrepreneurial type are associated

with low marketing performance. His findings showed that companies whose top managers were entrepreneurs were more underperforming than those whose top managers were not entrepreneurs.

The high level of competition that exists is not only felt by large companies but also experienced by small and medium companies in Indonesia, such as the apparel industry in Semarang. Changes that occur in the apparel industry include the decline in the value of apparel production. The Central Bureau of Statistics shows that market performance is shown by the realization of a decrease in production value during 2006 to 2008. The case will be used as an application of this research. Competition among existing companies is getting stronger and various ways are done by entrepreneurs to improve their marketing performance.

The increasing aggressiveness of market players in seizing market share has caused small and medium industries to consider it necessary to implement innovative product strategies that compete in addition to increasing customer satisfaction. From the case that occurred in small and medium enterprises in Semarang, it can be concluded that the competitive advantage of innovative products with similar products is interesting to be further examined in different scopes to contribute to the company in the form of managerial implications related to the influence of entrepreneurial orientation, market orientation, and innovation on competitive advantage to improve marketing performance. It also turns out to be an important factor for creating a competitive advantage. For companies, success in creating competitive advantage is believed to be one way to improve their performance. Hamel and Prahalad (2004) stated that marketing knowledge competence is the key to the success of marketing performance significantly. Furthermore, this research will make these three factors, namely innovation, market orientation, and entrepreneurial orientation as factors that affect competitive advantage to improve marketing performance.

The company's success in maintaining the continuity of sales of its products lies in its ability to innovate. From here the owners of the apparel industry in Semarang must be able to produce 'uniqueness' so as to foster competitive advantage. In simple terms, it can be said, the apparel industry in Semarang is required to be able to explore and utilize its advantages.

## METHODS

The method used in research is descriptive. This research requires a data analysis and interpretation that will be used to answer research questions to reveal the business phenomenon of the tourism sector related to the creation of business opportunities. So that data analysis is the process of simplifying data into a form that is easier to read and interpret. The model to be used in this study is a model of causality or relationship or influence and to test the hypothesis proposed, the analysis technique used is SEM (Structural Equation Modelling).

The reason for using SEM (Structural Equation Modelling) is because of the multivariate technique to be analyzed whose effect combines aspects of multiple

regression (examining dependency relationships) and factor analysis to estimate a series of interrelated dependency relationships simultaneously (Hair et al., 2009, p.621). Research modeling through SEM allows researchers to answer research questions that are regressive and dimensional (ie measuring what the dimensions of a concept are). When a researcher faces a research question of identifying the dimensions of a concept or construct (as is usually done in factor analysis) and at the same time the researcher wants to measure the effect on the degree of relationship between factors that have been identified, SEM will be an alternative answer worth considering. Therefore it can be said that basically SEM is to know the variable test with a combination of factor analysis and multiple regression analysis (Haryani. 2015) [9].

The research used two kinds of analytical techniques, namely:

1. Regression Weight Analysis, used to analyze the influence between variables studied.
2. Structural Equation Modelling (SEM), used for confirmatory factor analysis of the most dominant factors in a group of variables.

## RESULTS AND DISCUSSION

In this section, data from research results and the process of analyzing these data are presented, to answer research questions and hypotheses that have been asked in parts two and 3. With the hope, from the problems found in this study can be formulated answers that provide academic implications and managerial implications that are useful for business practitioners.

The data analysis used in this study is *confirmatory factor analysis* and *full model of Structural Equation Modeling* (SEM), which usually includes seven steps to evaluate *the criteria of goodness of fit*, namely the level of compatibility between reality. The results of research in the field are supported by a theoretical framework with research models developed with predetermined criteria. The respondents in this study were managers of the small and medium-scale tourism industry in Sulawesi Selatan, totaling 67 respondents.

### Test Initial Validity and Reliability

The validity test is used to determine the appropriateness and absence of the question. The decision criterion is to compare the value of *Corrected Item - Total Correlation* compared to the  $r$  value of the table with a level of ( $\alpha$ ) 0.05 which is 0.159. If the value of *Corrected Item - Total Correlation* is greater than  $r$  table then the indicator is feasible and vice versa (Imam Ghazali, 2005).

After being tested for validity, the next step is reliability testing, which is related to the accuracy problem of a data, while for reliability testing through the alpha coefficient value compared to a value of 0.60. A construct or variable is said to be reliable if it has an alpha value above 0.60 and vice versa (Imam Ghazali, 2005). Based on the results of calculations with the SPSS program, validity and reliability testing can be presented in Table 3 below.

**Table 3** Reliability and Validity Test Results of the Questionnaire

Constructs/Variables Let	Reliability (Cronbach a)	Item (indicator)	Corrected Item - Total Correlation	Cronbach's Alpha if Item Deleted
Market orientation	0,878	X1	0,772	0,820
		X2	0,770	0,824
		X3	0,763	0,836
Innovation	0,897	X4	0,691	0,890
		X5	0,748	0,874
		X6	0,819	0,857
		X7	0,720	0,880
		X8	0,775	0,871
Product orientation	0,917	X9	0,728	0,910
		X10	0,806	0,894
		X11	0,771	0,901
		X12	0,844	0,886
		X13	0,784	0,899
Excellence Compete to create business opportunities	0,910	X14	0,716	0,902
		X15	0,746	0,896
		X16	0,768	0,891
		X17	0,814	0,882
		X18	0,825	0,879

Source : processed primary data, 2023

Based on Table 3 it can be shown that all indicators (*observed*) are valid, this is indicated by the value of *Corrected Item - Total Correlation* > *r* table (0.159). This proof shows that all indicators (*observed*) are worthy of being used as indicators of constructs (latent variables). The alpha coefficient (*cronbach alpha*) has a value above 0.60 so that it can be explained that research variables (constructs) in the form of market orientation, innovation, product orientation, competitive advantage, and marketing performance are reliable or have high reliability, so they have high accuracy to be used as variables (constructs) in a study.



### Exogenous Construct Confirmatory Factor Analysis

The exogenous construct confirmatory factor analysis stage aims to test the uni-dimensionality of the dimensions that make up each latent variable. These latent variables or escogen constuk consist of 13 *observed variables* as their formers. The results of data processing are shown in the following table 4:

**Table 4** Test Results of Exogenous Constructory Confirmatory Factor Model

Criterion	Cut of Value	Result	Evaluation
Chi-Square	$\chi^2$ with df : 62 ; p : 5 % = 81,381	64,714	Good
Probability	$\geq 0.05$	0,382	Good
GFI	$\geq 0.90$	0,937	Good
AGFI	$\geq 0.90$	0,908	Good
TLI	$\geq 0.95$	0,998	Good
CFI	$\geq 0.95$	0,998	Good
CMIN/DF	$\leq 2,00$	1,044	Good
RMSEA	$\leq 0,08$	0,17	Good

Source : processed primary data, 2023

In table 4 above of the confirmatory factor analysis on exogenous constructs it can be shown that the model is feasible to be tested at the full model stage, this is characterized by the value of the calculation results meeting the feasible criteria of the model. The calculation of the *chi-square* test on the exogenous construct obtained a value of 64.714 still below *the chi-square* table for 62 degrees of freedom at a significant level of 5% of 81.38. The probability value is 0.382 which is above 0.05. Other criteria also show or more who fall into the good category (fit). The results show that the construct meets the criteria of the fit model (*Goodness of-Fit Indices*). Besides the above criteria observed (indicators) of exogenous constructs 1 (market orientation), exogenous 2 (innovation), and exogenous 3 (entrepreneurial orientation) are valid because they have a *loading* value above 0.5 so that none of the observed (indicators) are dropped.

### Analisis Structural Equation Model

The next analysis is the *Full Model* Structural Equation Model (*SEM*) analysis which is intended to test the models and hypotheses developed in this study. Model testing in *the Structural Equation Model* is carried out with two tests, namely the model suitability test and the causality significance test through a regression coefficient test. The results of data processing for SEM analysis are seen in Tebel 5 below:

**Table 5** Hasil Uji Model

Criterion	Cut of Value	Result	Evaluation
Chi-Square Probability	$\chi^2$ with df :202 ; p : 5% = 236,159	234,552	Good
GFI	$\geq 0.05$	0,058	Good
AG	$\geq 0.90$	0,873	Marginal
FI	$\geq 0.90$	0,841	Marginal
TLI	$\geq 0.95$	0,985	Good
CFI	$\geq 0.95$	0,987	Good
CMIN/DF	$\leq 2,00$	1,161	Good
RMSEA	$\leq 0,08$	0,033	Good

Source: Data after processing 2023

Based on the observations in the figure on the full model analysis graph, it can be shown that the model meets the fit criteria, this is indicated by the value of the calculation results meeting the full model feasible criteria. The calculation results of the chi-square test in the full model obtained a chi-square value of 234.552 still below the chi-square table for 202 degrees of freedom at a significant level of 5% of 236.159. The probability value is 0.058 which is above 0.05 as well as other criteria that mostly meet well. The results show that the overall model meets the criteria of model fit. Besides the above criteria observed (indicators) of exogenous 1, exogenous 2, exogenous 3, endogenous 1 and endogenous 2 are valid because they have values above 0.5 so that none of the observed (indicators) are dropped.

Goodness of fit evaluation is intended to assess how well the research model is developed. At this stage the suitability of the research model is evaluated for the level of goodness of fit, but what needs to be done before is to evaluate the data used in order to meet the criteria required by SEM.

### Descriptive Variables

This analysis was conducted to obtain a description of the opinions of respondents of this study, especially regarding the research variables used. This analysis is carried out using index analysis techniques, to describe respondents' perceptions of the question items asked.

In the delivery of an empirical picture of the data used in research in a statistical descriptive manner is with index numbers. Through the index number, it will be known to what extent the degree of respondents' perception of the variables that are indicators in the study. The answer range from filling in the dimensions of each variable studied is determined by the three-box method. The index value obtained from the range 1 to 10 obtained from the range 10 (10-1=9) divided by 3 will produce a range of 3 which will be used as the basis for interpretation of the index value, namely:

- Index value 1-3.9 = Low Interpretation
- Index values 4.1-6.9 = Moderate Interpretation
- Index values 7-10 = High Interpretation

Based on the criteria above, the respondent's perception index of the variables used in this study was determined.

### Market orientation

Three indicators have been used in the study of market orientation: customer orientation, competitor orientation, and market information. The calculation of market orientation index figures is as presented in Table 9 below.

**Table 6** Market Orientation Index

Descriptive Statistics					
	N	Minimum	Maximum	Mean	
x1	150	1.0	10.0	6.641	Keep
x2	150	1.0	10.0	6.765	Keep
x3	150	2.0	10.0	6.827	
Valid N (listwise)	150				

Source: processed primary data, 2023

Based on the average of the mean for market orientation variables, the results of this study show that market orientation is generally medium (6.744). The respondent's open answer about the construct through the existing indicators is revealed by summarizing with the same or similar statements combined in one representative sentence, if it cannot be summarized or combined then it is presented as a separate point. Based on this process, the following qualitative descriptive can provide an overview of research findings regarding market orientation variables.

### Innovation

Five indicators have been used in the study of innovation, namely: creativity, technical innovation, design changes, distribution system changes, and payment administration systems. The calculation of the innovation index figures is as presented in Table 10 below.

**Table 7** Innovation Index

Descriptive statistic					
	N	Minimum	Maximum	Mean	
x4	150	1.0	10.0	6.819	Keep
x5	150	2.0	10.0	7.079	Good
x6	150	2.0	10.0	7.083	Good
x7	150	2.0	10.0	6.781	Keep
x8	150	3.0	10.0	6.726	Keep
Valid N (listwise)	150				

Source: processed primary data, 2009

The average of the mean for market orientation variables in this study shows that innovation is generally moderate (6.898). The respondent's open answer about the construct through the existing indicators is revealed by summarizing with the same or similar statements combined in one representative sentence, if it cannot be summarized or combined then it is presented as a separate point. Based on this process, the following qualitative descriptive can

provide an overview of research findings regarding innovation variables.

### Product Orientation

Five indicators have been used in the study of entrepreneurial orientation, namely: business experience, proactive, risk-taking, flexible, and anticipatory. The calculation of the entrepreneurial orientation index figure is as presented in Table 8 below.

**Table 8** Entrepreneurship Orientation Index  
**Descriptive statistic**

	N	Minimum	Maximum	Mean	
X9	150	3.0	10.0	6.860	Keep
X10	150	2.8	10.0	6.980	Keep
X11	150	3.0	10.0	6.966	Keep
X12	150	2.0	10.0	6.731	Keep
X13	150	2.0	10.0	6.765	Keep
Valid N (listwise)	150				

Source: processed primary data, 2023

Based on the average of the mean for market orientation variables, the results of this study show that entrepreneurial orientation is generally medium (6.8604). The respondent's open answer about the construct through the existing indicators is revealed by summarizing with the same or similar statements combined in one representative sentence, if it cannot be summarized or combined then it is presented as a separate point.

### Competitive advantage

Five indicators have been used in the study of competitive advantage, namely: unique, competitive prices, rarely found, not easily imitated, and not easily replaced. The calculation of competitive advantage index figures is as presented in Table 12 below.

**Table 9** Competitive Advantage Index  
**Descriptive statistic**

	N	Minimum	Maximum	Mean	
X14	150	2.0	10.0	6.985	Keep
X15	150	1.9	10.0	6.691	Keep
X16	150	2.0	10.0	6.556	Keep
X17	150	2.0	9.2	6.455	Keep
X18	150	1.0	10.0	6.483	Keep
Valid N (listwise)	150				

Source: processed primary data, 2023

Based on the average of the mean for market orientation variables in the results of this study shows that the competitive advantage is generally 6.634. The respondent's view of what is questioned through an open questionnaire is summarized with the same or similar statements combined in one representative sentence, if it cannot be summarized or combined then presented as a separate point. Based on this process, the following qualitative

descriptive can provide an overview of research findings regarding competitive advantage variables.

### Marketing performance

Four indicators have been used in the study of marketing performance, namely: sales turnover, increased sales, low sales returns, and marketing area coverage. The calculation of marketing performance index figures is as presented in Table 13 below.

**Table 10** Marketing Performance Index

Descriptive statistic					
	N	Minimum	Maximum	Mean	
X19	150	2.0	10.0	6.557	Keep
X20	150	2.0	10.0	6.470	Keep
X21	150	2.0	10.0	6.664	Keep
X22	150	1.0	10.0	6.277	Keep

Valid N (li Source: processed primary data, 2009 stwise)

Source: processed primary data, 2023

Based on the average of the mean for market orientation variables in the results of this study shows that marketing performance is generally moderate (6,492). The respondent's view of what is questioned through an open questionnaire is summarized with the same or similar statements combined in one representative sentence, if it cannot be summarized or combined then presented as a separate point. Based on this process, the following qualitative descriptive can provide an overview of research findings regarding marketing performance variables.

**Table 11** Marketing Performance \*Gender Crosstabulation

		Gender				
		Man	Woman	Total		
Marketing Performance	Low	Count	1	6	7	
		% within Marketing Performance	14.3%	85.7%	100.0%	
		% within Gender	1.2%	9.1%	4.7%	
		% of Total	7 %	4.0%	4.7%	
	Keep	Count	53	32	85	
		% within Marketing Performance	63.1%	48.5%	56.7%	
		% within Gender	35.3%	21.3%	56.7%	
		% of Total	35.3%	21.3%	56.7%	
	Tall	Count	30	28	58	
		% within Marketing Performance	51.7%	48.3%	100.0%	
		% within Gender	35.7%	42.4%	38.7%	
		% of Total	20.0%	18.7%	38.7%	
Total	Count	84	66	150		
	% within Marketing Performance	56.0%	44.0%	100.0%		

			Gender	
Performance	100.0%	100.0%	100.0%	
% within Gender				
% of Total	56.0%	44.0%	100.0%	

Source : primary data processed 2023

Based on Table 14, it can be shown that male company entrepreneurs have high marketing performance (35.7 percent), while female entrepreneurs have high marketing performance (42.4 percent). These results show that entrepreneurs who are female have higher marketing performance compared to those who are female.

### Research Hypothesis Testing

The stage of testing this hypothesis is to test the research hypothesis proposed in this research. Testing this hypothesis is based on processing research data using SEM analysis, by analyzing the regression values shown in Table 4. (*Regression Weights Analysis Structural Equation Modeling*). Testing this hypothesis is by analyzing the *Critical Ratio* (CR) value and *Probability* (P) value of the data processing results, compared to the required statistical limits, which are above 1.96 for CR values and below 0.05 for P values. In detail, testing the research hypothesis will be discussed gradually according to the hypothesis that has been proposed. In this study, four hypotheses were proposed, which were then discussed in the following sections.

**Table 12** Hypothesis Conclusion

	Hipotesis	CR and P values	Test Results
H1	Market orientation positively affects Competitive Advantage Creates Business Opportunities	CR = 3.792 P = 0.000	Accepted
H2	Innovation has a positive effect on competitive advantage creating business opportunities	CR = 3.244 P = 0.001	Accepted
H3	Product orientation positively affects competitive advantage creating business opportunities	CR = 2.431 P = 0.015	Accepted
H4	Competitive advantage positively affects marketing performance	CR = 8.201 P = 0.000	Accepted

Source : processed primary data, 2023

## CONCLUSION

The results of this study managed to find that there are three factors that can significantly affect competitive advantage, namely market orientation, innovation, and product orientation. Of these three factors, the market orientation factor turns out to have the strongest influence on competitive advantage compared to innovation and product orientation of tour packages. Research findings and implications. Tourist visitors turned out to prefer agrotourism tour package products that suit their needs and desires and were less

interested in buying tour package products which in this case innovative fruits and vegetables. According to them, the orientation of tour package products is actually just a positive attitude of the company to face competition and get out of various obstacles that come their way. However, these three factors remain important factors to create a competitive advantage for tourism object managers in this area. This study found a relationship between competitive advantage and marketing performance. The results of the study prove that there is a positive and significant influence between competitive advantages and creating business opportunities on marketing performance. The tourism industry explores, recognizes, and is able to determine exactly what is actually the source of competitive advantage and create tourism business opportunities in their South Sulawesi area. This research shows that there is a significant positive relationship between market orientation to competitive advantage. This supports research saying that market orientation is influential positive with a competitive advantage. Tourism objects become superior products, regions can apply market orientation, have advantages in terms of customer knowledge, and these advantages can be used as a source to create products that suit customer wants and needs. This research shows a positive and significant influence between product orientation and competitive advantage. This supports research that says that product orientation is positively linked to a business's competitive advantage. This research also managed to find a positive and significant influence between competitive advantage and marketing performance. These results reinforce a research study conducted by Li (2000) which states that a company that excels in competition will have an impact on its high marketing performance. Companies that excel in competition will be able to improve their marketing performance. In addition, the results of this study also support the research of Dogre and Vickrey (1994), which says that companies that excel in competition, will create good marketing performance.

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