

The role of competitive advantage in the marketing performance of culinary MSMEs in Semarang Regency



¹Risma Lestari, ^{2*}Dewi Widyaningsih, ³Myra Andriana

^{1,2,3}Program S1 Bisnis, Universitas Sains dan Teknologi Komputer - Indonesia

e-mail:

¹rismalestari2704@gmail.com

^{2*}dewi@stekom.ac.id (corresponding author)

³myra.andriana@stekom.ac.id

ABSTRACT

This study aims to examine the effects of digital marketing, price penetration, product innovation, and competitor orientation on the marketing performance of culinary MSMEs in Semarang Regency. A quantitative explanatory research design was employed using data collected from 70 MSME owners selected through purposive sampling. Primary data were obtained through an online questionnaire and analyzed using multiple linear regression with SPSS. The findings indicate that price penetration, product innovation, and competitor orientation have positive and significant effects on marketing performance. In contrast, digital marketing does not have a significant direct effect on marketing performance. Simultaneously, however, digital marketing, price penetration, product innovation, and competitor orientation collectively exert a positive and significant influence on marketing performance. These findings suggest that competitive pricing strategies, continuous product innovation, and market-oriented competitive capabilities are more influential than digital marketing alone in enhancing MSME marketing performance. This study contributes to the strategic marketing literature by providing empirical evidence from the MSME sector in an emerging economy and offers practical implications for policymakers and business practitioners to strengthen MSME competitiveness through innovation support, digital capability development, and market-oriented business strategies.

Keywords: Digital Marketing; Price Penetration; Product Innovation; Competitor Orientation; Marketing Performance



©2026 Copyright : Authors

Published by : Program Studi Manajemen, Universitas Nusa Cendana, Kupang – Indonesia.

This is an open access article under license:

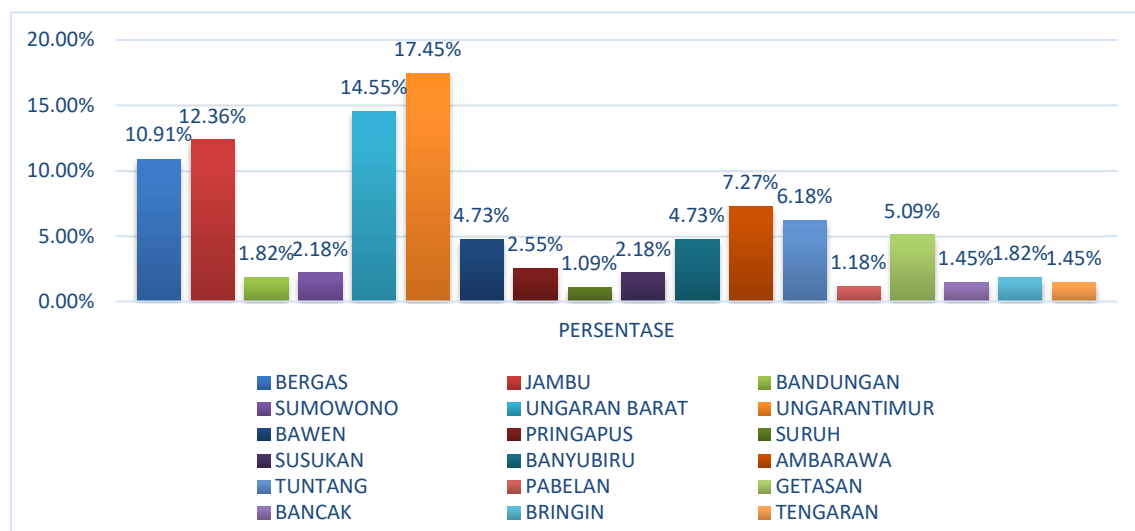
CC BY (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) in the culinary sector play a significant role in the national economy by making substantial contributions to gross domestic product (GDP), generating employment opportunities, and promoting regional economic growth (2022). Due to rapidly changing food and beverage trends, the culinary sector is highly dynamic and highly competitive. In such conditions, culinary MSMEs are not only required to produce products that are appealing in terms of taste and price, but also to implement effective marketing activities to compete and survive in the long term (Graciafernandy et al., 2024).

In 2022, the Indonesian economy will reach 65 million units, increasing to 66 million units in 2023, representing over 99% of the nation's total business actors. This sector employs approximately 97% of the workforce and contributes approximately 60-61% to national GDP, thus playing a strategic role in economic growth and equitable distribution of prosperity. In 2023, the government, in collaboration with Statistics Indonesia (BPS), will begin strengthening data collection through a comprehensive data collection program for cooperatives and MSMEs, as well as encouraging MSME digitalization, has seen approximately 27 million MSMEs enter the digital ecosystem (Indonesia, 2023). Based on data from 2023, MSME growth in Indonesia increased by 1.52 percent, following three consecutive years of decline in the number of MSMEs in Indonesia.

Rapid development, with over 1,950 active businesses and local economic growth exceeding 5%, exceeding the average for Central Java Province. This demonstrates that, despite increasingly fierce competition, the culinary sector still offers significant opportunities for progress and development (Taufik, 2025). The conceptual framework of this study is presented in figure 1. The framework illustrates the relationships between digital marketing, penetration pricing, product innovation, competitor orientation and marketing performance.



Source : Diskumperindag, 2025

Figure 1
Culinary MSME Data in Semarang Regency

The figure shows the percentage of culinary MSMEs in several sub-districts in Semarang Regency. The sub-district with the highest percentage is east ungaran at 17,45%, followed by west ungaran at 14,55%, jambu at 12,36% and Bergas at 10,91%. Meanwhile the sub-district with the lowest percentage is suruh at 1,09%, followed by bandungan and pabelan at 1,18% each. This data shows that the distribution of culinary MSMEs is uneven, with east ungaran and west ungaran being the centers of the largest culinary MSME activity compared to other sub-districts.

The marketing performance phenomenon in Semarang Regency is not yet fully effective, as evidenced by the use of technology by MSMEs. A number of MSMEs have not yet been able to optimize the use of technology as a marketing instrument, primarily because of limited knowledge and capabilities in leveraging available digital platforms. In the current business environment, information technology offers substantial opportunities to support marketing activities, particularly through the utilization of social media and e-commerce platforms. Consequently, the implementation of appropriate strategic initiatives is essential to enhance Marketing Performance and strengthen business competitiveness. Ideally, MSMEs should be able to leverage current advances in information technology to maximize their marketing reach and achieve optimal marketing performance (Qhozi et al., 2025a).

According to Loist et al., (2026) the marketing Performance of MSMEs is influenced by various internal business factors, such as digital marketing, price penetration, product innovation and competitor orientation utilizing digital marketing can expand market research and improve customer engagement while appropriate pricing strategies, continuous product innovation, and competitor orientation help MSMEs create competitive advantages, ultimately improving marketing performance. Kotler & Armstrong (2018) describe digital marketing and social media as the utilization of digital-based communication channels, such as websites, social networking platforms, mobile advertising, and other technological applications, to connect with consumers regardless of time and location through internet-enabled devices. Beyond expanding market reach, the adoption of digital marketing practices can strengthen customer loyalty while enhancing the company's brand image in the minds of consumers (Kandrio & Muhdir, 2022).

Empirical evidence reported by Sudirjo et al. (2023) demonstrates that digital marketing contributes positively and significantly to Marketing Performance. This tendency is reflected in the growing adoption of social media platforms and business websites among MSMEs as key promotional channels, as these digital tools are widely perceived as more efficient, cost-effective, and capable of reaching broader market segments than conventional marketing approaches. The use of digital technology in marketing strategies helps strengthen the presence of MSMEs, attract consumers, and make it easier for people to find what they need Widyaningsih et al., (2023) Zahra et al. (2025). These findings are supported by Damayanti & Tjahjaningsih (2023); Sundari et al. (2025). Different findings from Martin et al. (2024) dan Purwanti et al. (2022), these results suggest that the implementation of digital marketing activities alone may not necessarily translate into improved business performance, particularly when such efforts are not supported by effective strategies, adequate capabilities, or optimal utilization of digital platforms.

Price can be interpreted as a value that reflects the sacrifice in the transaction of goods or services as the basis for setting prices in the market (Manap et al., 2023). Research conducted by Rahmawati et al. (2024), the application of a price penetration strategy is associated with improvements in Marketing Performance, as offering more

competitive prices can attract a larger customer base and stimulate sales growth among MSMEs. Supporting this view, Ardiansyah (2024) found that price penetration contributes positively and significantly to Marketing Performance. Such pricing practices enable businesses to strengthen their market position and broaden market share by increasing consumer interest and purchase intentions. Meanwhile, the findings of Wijayanti et al (2023), the findings indicate that an appropriately implemented price penetration strategy can enhance Marketing Performance by attracting a greater number of customers and encouraging stronger purchasing decisions. Through competitive pricing, businesses can stimulate consumer interest, increase transaction volumes, and ultimately achieve better market outcomes. Different findings by Tania & Pratama (2025), reveal that price penetration does not exert a statistically significant influence on Marketing Performance when it is not accompanied by adequate product quality and effective promotional efforts. This suggests that competitive pricing alone may be insufficient to generate superior market outcomes without complementary strategies that enhance customer value and strengthen market appeal.

According to Ramadhani et al., (2022), product innovation contributes positively to Marketing Performance, as the development of more creative, distinctive, and market-relevant offerings can enhance consumer interest and encourage purchasing decisions. By continuously introducing improvements and new product features that align with customer needs, businesses are better positioned to strengthen their market presence and achieve superior performance outcomes. Ningrum et al. (2020), the importance of developing products that are responsive to market demands and capable of creating added value for customers. Likewise, research by Fanreza & Kramadibrata (2022), product innovation demonstrates a statistically significant relationship with Marketing Performance. The study highlights that ongoing product development and the introduction of innovative offerings can contribute to stronger market outcomes by increasing customer interest and enhancing the competitiveness of the business. This finding is supported by Rahmadi & Indrawijaya (2024). Meanwhile, research by Amelia et al. (2022), argue that product innovation does not necessarily contribute significantly to Marketing Performance when the innovations introduced fail to align with market needs or are not supported by an effective promotional strategy. Under such conditions, product improvements may generate limited market response and therefore provide only a marginal contribution to business performance.

According to Cindy (2024), competitor orientation is a business actor's strategy in observing and analyzing competitors' actions to adjust business steps to maintain competitive advantage. Findings by Zahra et al., (2025) indicate that increasing competitive intensity has the potential to encourage businesses to innovate and improve their business strategies. A study by Yulianthini & Dewanti (2023) Such market responsiveness can enhance consumer interest, strengthen competitive positioning, and contribute to improved business performance. These findings are supported by Qhozi et al. (2025) and Ade et al.(2024), competitors' activities are more capable of adapting to market dynamics, thereby strengthening their competitive position and achieving superior performance outcomes.

According to Mubarok et al., (2023) marketing performance is a depiction of success in achieving marketing goals through increased sales, profitability, ability to retain customers, and market share. In this context, Kuncoro, (2024) today's marketing performance is influenced by product innovation, social media, consumer engagement, and facilitation marketing which contribute to increased brand visibility, customer interaction, and purchasing decisions.

Initial survey results of 25 culinary MSMEs indicate that 95% of respondents agree that social media is effective in increasing sales and market reach. Seventy-five percent of respondents agree that price adjustments help maintain market share through price penetration. Ninety-five percent of respondents acknowledge that product innovation increases purchasing interest and competitiveness. Regarding competitor orientation, 80% of respondents agree that learning from competitors' successes can improve marketing strategies. Regarding marketing performance, 75% of respondents expressed high satisfaction with products and services.

Drawing on the foregoing discussion, this research investigates the contribution of digital marketing, price penetration, product innovation, and competitor orientation to the Marketing Performance of culinary MSMEs in Semarang Regency. The study is expected to enrich the understanding of how Competitive Advantage supports the achievement of superior market outcomes. In addition, the findings may offer practical insights for MSME owners in developing value creation.

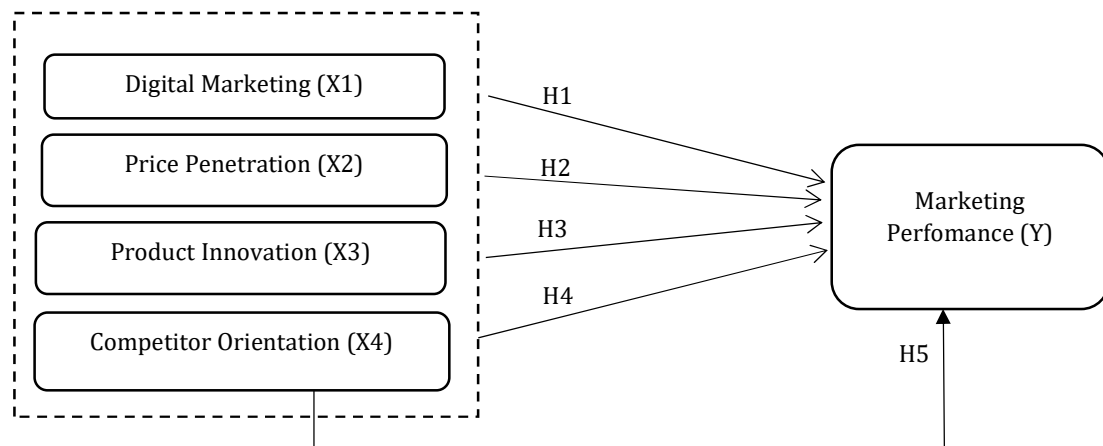
LITERATURE REVIEW

Behavioral Theory

According to Adventus (2021), human behavior encompasses all forms of human actions and activities, whether directly observable or not, that arise from interactions between individuals and their surrounding environment. These interactions are reflected through various dimensions, including knowledge, attitudes, and actions. Understanding behavioral aspects is particularly important in the context of MSME marketing, as consumer decisions are often influenced by the value they perceive from a product or service. As a result, customers tend to demonstrate stronger loyalty toward businesses that provide additional benefits, such as price incentives, courteous service, and consistently maintained product quality. Therefore, behavioral theory provides the understanding that effective marketing strategies must be able to form positive associations and provide reinforcement so that consumers have a preference and loyalty to MSME products (Fahdin & Febriani, 2024).

Research Framework

Figure 2 illustrates the conceptual framework of this study. The framework shows the relationships between digital marketing, penetration pricing, product innovation, and competitor orientation with competitive advantage and marketing performance. It proposes that these business factor influence marketing performance both directly and indirectly through competitive advantage.



Source: Marlina & Maulana (2025)

Figure 2
Conceptual Framework

METHOD

This Study uses a quantitative approach with the type of research used, namely explanatory research focused on understanding the cause and-effect relationships between variables to explain the reasons and processes of a phenomenon Sugiyono (2020). The population in the study were culinary MSMEs in Semarang Regency. To Facilitate data collection, the researcher took a sample 70 valid respondents using a purposive sampling technique. The criteria for respondents were aged 25-51 years, business actors who have actively carried out marketing activities using digital marketing for more than 1 years, and understood pricing strategies, product development, and market competition.

The research data was obtained through an online survey technique distributing questionnaires using google forms with a likert scale Sugiyono (2020). The variables studied were marketing performance, independent variables (digital marketing, price penetration, product innovation and competitor orientation). Furthermore, data analysis was conducted using multiple linear regression and processed using IBM SPSS 26. Data testing included data quality testing, classical assumption testing, multiple linear regression, and hypothesis testing

As presented in table 1, each research variable is defined operationally and measured using indicator adapted from previous studies.

Table 1
Operational Definitions

No.	Variable Study	Definition of Operational Variable	Indicator
1.	Digital Marketing	According to Bulan & Chandra (2021), digital marketing refers to marketing and branding activities carried out through internet-based digital platforms. These channels enable businesses to communicate	According to Aryani, (2021) 1. Accessibility 2. Interactivity 3. Credability 4. Informativeness

		with target markets more effectively, expand customer reach, and strengthen brand visibility in the digital environment	
2.	Price Penetration	According to Manap et al (2023), price is a value that reflects the sacrifice in transactions of goods or service which includes cost and profits	According to Prihartono (2021) 1. Product quality 2. Level of price competitiveness 3. Price suitability
3.	Product Innovation	According to Zhang & Utami, (2023), product innovation is the creation of new product to meet consumer needs, thereby encouraging interest and purchasing decisions	According to Mulyana et al., (2021) 1. Develop product 2. Create product 3. Modify the product
4.	Competitor Orientation	Competitor orientation refers to a firm's capability to systematically identify, monitor, and respond to competitors' strategies and actions through continuous observation and evaluation of the competitive environment. This capability enables businesses to anticipate market changes, adapt strategic decisions, and maintain their competitiveness in increasingly dynamic market (Ardyani, 2022)	According to Mulyana et al., (2021) 1. Responding to competitor actions 2. Create better product than competitors 3. Respond to competitor price change
5.	Marketing performance	Marketing performance is a series of activities to understand and fulfill consumer needs through the creation, offering, and exchange of product or service (Herlinawati et al., 2023).	According to Yulianthini et al., (2021) a. Sales volume b. Sales growth c. Customer growth

RESULTS AND DISCUSSION

Table 2 summarizes the demographic profile of the 70 respondents participating in this study. The respondents are categorized according to gender, age, length of business, and the implementation of digital marketing.

Table 2
Respondent characteristics

Characteristics	Amount	Presentation (%)
Gender:		
Man	20	28
Women	50	71
Age:		
25-35 years	16	22
36-51 years	54	77
Length of business :		
1 years	10	14
>1 years	35	50
> 10 years	25	35
Already implementing digital marketing :		
1 years	15	21
>1 years	25	36
>5 years	30	28
Total	70	100

Source: Primary data, processed with SPSS, 2026

As presented in Table 2, the participants were classified according to gender. Of the 70 individuals included in the study, 28% were male, while the remaining 71% were female. According to age, 22% are in the 25-35 year age group, while the 36-51 year age group is 77%. Based on the length of business, as many as 14% have business experience for 1 year, while the most respondents have business experience of more than 1-10 years by 50% and the remaining 35% of respondents who have run a business for more than 10 years. Based on the duration of digital marketing adoption, 21% of the participants had utilized digital marketing for approximately one year. The largest proportion, accounting for 36%, reported having implemented digital marketing for more than one year, while 28% indicated that they had been using digital marketing practices for over five years.

Validation Test

According to Sugiyono (2022), validity assessment needs to be carried out to obtain information. The accuracy of a valid measuring instrument must be achieved before the research instrument is used. In this study, there were 70 respondents who were MSMEs in the culinary sector. Table 3 summarizes the validity test results of the research instrumen. The results indicate whether each measurement item satisfies the established validity criteria.

Table 3
Validity Test Results

Variable	Statement	r count	r table	
Digital Marketing (X1)	Information about the menu, prices, and location is easily accessible through digital media (X1.1)	0,916	0,1982	Valid
	The ordering process through online platforms (whatsApp, GoFood, GrabFood, etc) is very easy (X1.2)	0,899	0,1982	Valid
	Interactive feature (chat, comments, DM) help me build relationships with customers (X1.3)	0,941	0,1982	Valid
	Displayed customer reviews help build trust in my business (X1.4)	0,910	0,1982	Valid
	I regularly update my information to keep customers informed (X1.5)	0,911	0,1982	Valid
Price Penetration (X2)	I ensure that the quality of the food is maintained even though the prices are quite affordable (X2.1)	0,892	0,1982	Valid
	The prices I set are competitive with other culinary businesses in my area (X2.2)	0,907	0,1982	Valid
	The prices I set are in accordance with the portion and quality of the food served (X2.3)	0,889	0,1982	Valid
Product Innovation (X3)	I develop menus according to changing trends and customer tastes (X3.1)	0,836	0,1982	Valid
	I dare to try new ideas to create unique products that differentiate themselves from competitors (X3.2)	0,911	0,1982	Valid
	I make changes to the taste, portion size, or appearance of food without compromising on the core quality (X3.3)	0,886	0,1982	Valid
Competitor Orientation (X4)	I always monitor the marketing strategies of competitors around my business (X4.1)	0,871	0,1982	Valid
	I continually look for ways to provide added value to my product that competitors don't have (X4.2)	0,889	0,1982	Valid
	Competitor price changes are an important consideration in my business pricing strategy (X4.3)	0,879	0,1982	Valid

	I strive to create product with better quality than other culinary businesses (X4.4)	0,807	0,1982	Valid
Marketing Performance (Y)	Current sales volume has met the set target (Y.1)	0,676	0,1982	Valid
	My product sales have shown an increase in the past few months (Y.2)	0,856	0,1982	Valid
	The number of new customers for my business continues to increase (Y.3)	0,777	0,1982	Valid
	Existing customers remain loyal and continue to make repeat purchases (Y.4)	0,854	0,1982	Valid

Source: Primary data, processed with SPSS, 2026

As presented in Table 3, each questionnaire item produced a calculated correlation coefficient that exceeded the required r-table value of 0.1982. These results indicate that all statement items meet the validity criteria and are therefore appropriate for use in the research instrument (Sugiyono, 2020).

Reliability Test

Before proceeding to the main analytical stage, the quality of the measurement instrument was verified through an examination of item consistency. This assessment employed Cronbach's Alpha as the reliability indicator, with coefficients surpassing 0.70 interpreted as evidence of satisfactory measurement stability (Gozali, 2016). As presented in table 4, all research variables meet the recommended reliability criteria and are considered reliable for further analysis.

Table 4
Reliability Test Results

Variable	Cronbach Alpha	General Reliability	Information
Digital Marketing (X1)	0,951	0,70	Reliable
Pricing Strategy (X2)	0,881	0,70	Reliable
Product Innovation (X3)	0,853	0,70	Reliable
Competitor Focus (X4)	0,853	0,70	Reliable
Marketing Performance (Y)	0,796	0,70	Reliable

Source: Primary data, processed with SPSS, 2026

Normality Test

According by Sugiyono, (2022) To verify whether the distribution of the observed data met the normality assumption, a One-Sample Kolmogorov-Smirnov procedure was employed a dataset is considered to follow a normal distribution when the resulting probability value is not lower than 0.05 ($p \geq 0.05$). Accordingly, the assessment of data normality was based on the significance level generated by this procedure. Based on table 5, the normality test results indicate that the research data satisfy the normality assumption, making them appropriate for further statistical analysis.

Table 5
Results Of Data Normality Test

	Unstandardized Residual
Test Statistic	0,139
Asymp. Sig. (1- tailed)	0,002 ^{c,d}
Exact Sig. (1-tailed)	0,119

Source: Primary data, processed with SPSS, 2026

An examination of the normality test results presented in Table 5 reveals that the dataset meets the required distributional assumption. Since the obtained p-value (0.119) is greater than 0.05, there is insufficient evidence to reject the hypothesis of normality, suggesting that the data follow an approximately normal distribution.

Multicollinearity Test

The results presented referring to Gozali, (2016), the absence of problematic multicollinearity can be inferred when each predictor exhibits a Variance Inflation Factor (VIF) below 10 and a tolerance value exceeding 0.10. Under these conditions, the correlations among the independent variables are considered sufficiently low, indicating that the model satisfies the multicollinearity assumption in Table 6 indicate that the normality assumption has been satisfied.

Table 6
Multicollinearity Test Results

Variable	Tolerance	VIF	Information
Digital Marketing	0,484	2,066	There is no multicollinearity
Price peneration	0,418	2,391	There is no multicollinearity
Price peneration	0,403	2,480	There is no multicollinearity
Competitor orientation	0,684	1,461	There is no multicollinearity

Source: Primary Data, processed with SPSS, 2026

As reported in Table 6, each independent construct, namely digital marketing, price penetration, product innovation, and competitor orientation, produced tolerance values exceeding 0.10 and VIF statistics well below the critical threshold of 10. These indicators suggest that the predictors do not exhibit substantial intercorrelation, confirming that the regression model is free from multicollinearity concerns.

Heteroscedasticity Test

The heteroscedasticity assessment was conducted to determine whether the residuals exhibit constant variance across observations within the regression model. A model is considered to satisfy the homoscedasticity assumption when the significance value associated with each predictor exceeds 0.05, indicating the absence of systematic variance differences in the error terms (Sugiyono, 2020). Based on table 7, the heteroscedasticity test results indicate that the regression model does not exhibit heteroscedasticity, indicating that the assumption of homoscedasticity has been satisfied.

Table 7
Heteroscedasticity Test Results

Variable	Sig	Information
Digital Marketing	0,057	There is no heteroscedasticity
Price peneration	0,276	There is no heteroscedasticity
Price peneration	0,094	There is no heteroscedasticity
Competitor orientation	0,051	There is no heteroscedasticity

Source: Primary Data, processed with SPSS, 2026

A model is considered to satisfy the homoscedasticity assumption when the

significance value associated with each predictor exceeds 0.05, indicating the absence of systematic variance differences in the error terms.

Multiple Linear Regression Analysis

This approach enables researchers to evaluate the individual contribution of each predictor while assessing their combined ability to explain variations in the outcome variable (Wardaya, 2022). Based on table 8, the regression analysis indicates the magnitude and direction of the effects of digital marketing, penetration pricing, product innovation, and competitor orientation on marketing performance. The significance values determine whether each independent variables has a statistically significant effect on the dependent variable.

Table 8
Results of Multiple Regression Analysis

Model	<i>Coefficients^a</i>		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
	B	Std. Error	Beta	
1(Constant)	3,054	1,213		2,517
Digital Marketing	0,111	0,065	0,155	1,727
Price Penetration	0,419	0,104	0,391	4,044
Product Innovation	0,289	0,101	0,283	2,875
Competitor Orientation	0,179	0,071	0,191	2,532

Source: Primary Data, processed with SPSS, 2026

The regression model equation formed based on the research results is:

$$Y = 3,054 + 0,111X_1 + 0,419X_2 + 0,289X_3 + 0,179X_4 + e$$

Partial Test (T)

The partial t-test is a statistical test used to determine the effect of each independent variable individually on the dependent variable while controlling for the influence of other independent variables in the regression model. The test is performed by comparing the significance value (sig) with the significance level ($\alpha=0.05$). If the significance value is less than 0.05, the independent variable is declared to have a significant effect on the dependent variable (Gozali, 2021).

- The partial testing results reveal differing contributions among the examined predictors. Digital marketing produced a t-statistic of 1.727 with a probability value of 0.089. Since the significance level exceeds 0.05, its relationship with Marketing Performance is not statistically supported. Consequently, H1 is not supported, whereas the null proposition is retained.
- A different pattern emerges for price penetration. The obtained t-value of 4.044, accompanied by a significance level of 0.000, confirms a statistically meaningful association with Marketing Performance. These results provide empirical support for H2.
- Product innovation also demonstrates a meaningful contribution to Marketing Performance, as reflected by a t-statistic of 2.875 and a probability value of 0.005. Given that the significance level falls below the established criterion, H3 receives empirical support.
- Similarly, competitor orientation records a t-value of 2.532 with a significance level

of 0.014. This evidence indicates a statistically significant relationship with Marketing Performance, thereby supporting H4

Simultaneous Test (F)

According to Sugiyono, (2020), the simultaneous (F) Test was conducted using a 5% significance level, a regression model is considered statistically significant when the calculated F-value exceeds the corresponding F table value. The results of the simultaneous (F) test are presented in table 9, which shows the joint effect of the independent variables on the dependent variable.

Table 9
F-Test Results (Simultaneous)

<i>ANOVA^a</i>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139,181	4	34,795	47.725	0.000b
	Residual	47,390	65	,729		
	Total	186,571	69			

Source: Primary Data, processed with SPSS 2026

An examination of the overall model fit reveals that the regression specification performs well in explaining the outcome under investigation. The magnitude of the observed F coefficient (47.725) substantially surpasses the benchmark value of 3.982, accompanied by a probability estimate approaching zero. These statistics provide sufficient empirical grounds to infer that the predictors.

Coefficient of Determination

The primary purpose of the coefficient of determination is to evaluate the explanatory power of the regression model by measuring the proportion of variance in the dependent variable that can be explained by the independent variables. It also helps researchers assess the overall goodness of fit of the regression model (Gozali, 2021).

Based on table 10, the coefficient of determination (R²) indicates that the independent variables explain a substantial proportion of the variation in marketing performance, while the remaining variation is influenced by factors not included in the regression model.

Table 10
Results of the Determination Coefficient

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0,864 ^a	0,746	0,730	0.854

Source: Primary Data, processed with SPSS, 2026

This figure indicates that 74.6% of the variation in Marketing Performance can be accounted for by the combined contribution of digital marketing, price penetration, product innovation, and competitor orientation. Such a proportion suggests that the model captures a substantial share of the factors associated with differences in business performance outcomes among the observed MSMEs.

Role Digital Marketing on Marketing Performance

Culinary MSMEs in Semarang Regency have adopted various digital-based promotional activities, these initiatives have not yet translated into measurable improvements in business performance outcomes. From the perspective of behavioral theory, performance achievements are shaped not only by the availability of technological tools but also by the ways individuals perceive, interpret, and utilize them in their daily business activities. Patterns of behavior, accumulated experience, decision-making tendencies, and adaptive responses toward changing market conditions may determine whether digital initiatives generate meaningful results. In line with this view, Qowidina (2025) argues that the effectiveness of digital based marketing practices is closely linked to the competence, preparedness, and strategic utilization of these tools by MSME owners rather than merely their adoption.

The pattern identified in this investigation is consistent with the evidence reported by Fadli et al (2024); dan Kusnadi (2023), both of whom observed that digital marketing did not exhibit a meaningful contribution to Marketing Performance. Their findings suggest that the limited impact of digital initiatives may stem from the inability of many MSMEs to fully leverage digital platforms as strategic marketing instruments. In many cases, the presence of digital media alone is insufficient to generate performance gains when its utilization remains fragmented, inconsistent, or lacks a clear market-oriented approach.

From an axiological standpoint, the absence of a statistically significant relationship between digital marketing adoption and measurable marketing performance among culinary MSMEs in Semarang Regency carries profound value-based meaning, primarily because it analytically demonstrates that technological possession alone holds no inherent worth without the parallel presence of strategic behavioral competence. This finding gains its scientific significance by rejecting the instrumentalist assumption that digital tools automatically translate into performance gains, instead revealing that the true value of any marketing innovation resides entirely in how business operators perceive, interpret, and habitually integrate such tools into daily decision-making routines. The inability to generate tangible outcomes does not stem from technological failure but from a gap between operational adoption and strategic utilization, where fragmented or inconsistent practices fail to convert digital potential into business results.

Consequently, the axiological contribution of this research lies not in confirming a causal link but in redirecting scholarly attention toward the necessity of cultivating adaptive capabilities, experiential learning, and intentional marketing behaviors as prerequisites for realizing technological value. This perspective reframes the null finding as a valuable ethical and practical insight, emphasizing that the worth of digital transformation is contingent upon human readiness rather than digital presence, thereby urging future interventions to prioritize competence-building over mere technology diffusion.

The Role of Price Penetration on Marketing Performance

The statistical estimates presented in Table 8 indicate that price penetration is closely associated with Marketing Performance. The significance of this relationship suggests that the adoption of competitive pricing strategies can serve as an important mechanism for strengthening business performance among culinary MSMEs in Semarang Regency. Viewed through the lens of behavioral theory, consumer decisions are shaped by various external stimuli encountered in the marketplace, with price representing one of the most

influential factors. Pricing signals often affect how consumers evaluate value, affordability, and purchasing attractiveness. Consequently, pricing strategies that align with consumer expectations may encourage stronger buying intentions, expand customer acquisition, and contribute to improved market outcomes. These findings imply that the strategic use of price penetration can play a meaningful role in enhancing business performance by influencing consumer responses in a competitive market environment.

Within the marketing context, price represents one of the primary considerations underlying consumer purchasing behavior. The level at which a product is offered often shapes perceptions of value and affordability, thereby influencing customers' willingness to make a purchase. Wulandari, (2023) emphasizes that the implementation of competitive price penetration strategies can strengthen Marketing Performance because such strategies are closely linked to consumer attraction and sales growth. When pricing is perceived as favorable relative to competing offerings, businesses are more likely to stimulate market demand and increase transaction volumes. The evidence generated in this study aligns with the findings of Madinga et al., (2022); and Muhrim et al., (2025), both of which identified a positive and statistically meaningful relationship between price penetration and Marketing Performance. Their results suggest that businesses adopting competitive pricing approaches are better positioned to attract customers, expand market reach, and achieve stronger performance outcomes.

From an axiological perspective, the statistically significant relationship between price penetration and marketing performance among culinary MSMEs in Semarang Regency holds value because it analytically demonstrates that pricing strategies generate worth not through their mere existence but through their capacity to shape consumer perception as a behavioral stimulus. This finding gains its scientific significance by revealing that the intrinsic value of a competitive pricing approach lies entirely in how external price signals are interpreted by buyers as indicators of affordability, fairness, and purchasing desirability, thereby transforming a numerical tactic into a psychological mechanism that drives transaction volumes and market expansion. The absence of a null effect in this case reinforces the principle that value creation occurs at the intersection of strategic action and consumer response, where price penetration succeeds precisely because it aligns with human tendencies to seek favorable exchanges without requiring complex behavioral adaptation from sellers. Consequently, the axiological contribution of this evidence redirects scholarly attention toward the ethical and practical worth of designing pricing structures that resonate with perceived value rather than merely undercutting competitors, emphasizing that meaningful performance improvement emerges when businesses intentionally harness price as a communicative tool for building customer attraction and accelerating sales growth in resource-constrained environments.

The Role of Product Innovation on Marketing Performance

This relationship suggests that improvements in innovation activities are followed by stronger business performance, highlighting the importance of continuously developing products that meet evolving market expectations. From a behavioral theory perspective, consumer preferences are often directed toward offerings that deliver novelty, added value, and more satisfying consumption experiences. Innovative products are generally perceived as more attractive because they provide benefits that differentiate them from competing alternatives. Supporting this argument, Waliuddin and Umar (2022) note that the introduction of new product features, enhanced designs, or more practical packaging

can shape favorable consumer perceptions regarding product quality and credibility. As a result, innovation becomes an important strategic mechanism through which businesses can stimulate customer interest and strengthen their market performance.

The findings obtained in this study corroborate the evidence reported by Harini and Silaningsih (2024); Viola (2023); (Nurlaila, 2022); (Syafi'i, 2023). Across these studies, product innovation was identified as an important driver of MSME Marketing Performance, indicating that businesses that continuously refine, modify, or introduce new offerings are more likely to achieve favorable market outcomes. The consistency of these results reinforces the view that innovation serves as a strategic resource for strengthening competitiveness and enhancing business performance in increasingly dynamic market environments.

From an axiological standpoint, the significant relationship between product innovation and marketing performance among culinary MSMEs carries profound value-based meaning because it analytically demonstrates that the worth of innovation does not reside in novelty for its own sake, but in its capacity to reshape consumer perception as a source of differentiated experiential value. This finding gains its scientific significance by revealing that when businesses introduce new features, enhanced designs, or improved packaging, they are not merely altering physical offerings but are actively constructing a psychological signal that influences how buyers evaluate quality, credibility, and satisfaction relative to competing alternatives. The absence of a null effect in this relationship reinforces the principle that human preference naturally gravitates toward offerings that reduce perceived obsolescence and increase anticipated pleasure, meaning that innovation becomes valuable precisely when it transforms ordinary consumption into a more rewarding encounter.

Consequently, the axiological contribution of this evidence redirects scholarly attention toward the practical and strategic imperative of treating product refinement as a continuous behavioral intervention rather than an occasional creative event, emphasizing that meaningful performance gains for resource-constrained businesses emerge from the disciplined practice of listening to market cues and responding with offerings that feel timely, relevant, and distinctly superior to what already exists.

The Role of Competitor Orientation on Marketing Performance

The empirical evidence reported in Table 8 demonstrates that competitor orientation is significantly associated with Marketing Performance. This finding suggests that businesses capable of closely observing, interpreting, and responding to competitors' strategic actions are more likely to achieve superior performance outcomes. A stronger orientation toward competitors enables business actors to identify market opportunities, anticipate competitive moves, and adjust their marketing strategies accordingly. Based on behavioral theory, business actors' responses to competitors influence marketing strategies, thus encouraging culinary MSMEs to improve product quality, service, pricing, and promotions to be competitive. According to Wulandari, (2023), competitor orientation constitutes an important element in enhancing Marketing Performance because it enables business actors to recognize competitors' strengths and weaknesses, monitor market developments, and formulate more adaptive strategic responses. Through a comprehensive understanding of the competitive landscape, businesses can identify emerging opportunities, anticipate market shifts, and develop offerings that are better aligned with customer expectations. Such capabilities strengthen competitive positioning and support the achievement of superior market

outcomes. This finding suggests that businesses capable of closely observing, interpreting, and responding to competitors' strategic actions are more likely to achieve superior performance outcomes. A stronger orientation toward competitors enables business actors to identify market opportunities, anticipate competitive moves, and adjust their marketing strategies accordingly.

Findings by Wulandari, (2023) indicate that increasing competitive intensity has the potential to encourage businesses to innovate and improve their business strategies. Fierce competition drives businesses to improve product quality and variety, enhance services, and reduce operational costs to maintain customer loyalty and strengthen market position. Competition drives business growth through adaptation and creativity in resource management (Zahra et al., 2025). The results obtained in this study are consistent with the empirical evidence reported by Qhozi et al., (2025) and Wardaya, (2022). The convergence of these findings highlights the strategic importance of competitor-oriented practices in supporting business growth and strengthening market performance.

From an axiological standpoint, the significant association between competitor orientation and marketing performance among culinary MSMEs in Semarang Regency carries profound value-based meaning because it analytically demonstrates that business success does not emerge from isolated internal actions but from a deliberate posture of environmental vigilance and responsive adaptation. This finding gains its scientific significance by revealing that the worth of competitor orientation resides entirely in its function as a behavioral catalyst, where the act of observing, interpreting, and reacting to rival strategies transforms external pressure into internal capability for product improvement, service enhancement, pricing agility, and promotional creativity.

The absence of a null effect in this relationship reinforces the principle that value creation occurs when business actors treat competition not as a threat to be avoided but as a source of learning that sharpens strategic decision-making and fosters continuous innovation. Consequently, the axiological contribution of this evidence redirects scholarly attention toward the practical and ethical imperative of cultivating competitor awareness as a core organizational virtue, emphasizing that meaningful performance gains are achievable when MSME owners intentionally monitor market shifts, anticipate competitive moves, and align their offerings with evolving customer expectations, thereby turning rivalry into a constructive force for growth and market strengthening.

Role Digital Marketing, Price Penetration, Product Innovation, and Competitor Orientation towards Marketing Performance

When assessed simultaneously, these predictors exhibit sufficient explanatory power, indicating that changes in Marketing Performance are associated with the combined influence of the four constructs rather than the effect of a single factor in isolation. At the business level, this outcome suggests that Marketing Performance is shaped by the interaction of multiple strategic dimensions. In culinary MSMEs, digital marketing Price penetration helps expand markets and communicate with consumers, price penetration increases purchasing interest through competitive pricing, product innovation creates added value and customer satisfaction, while competitor orientation helps businesses adjust strategies to stay ahead in the market. The combined presence of these four strategic dimensions can shape consumer responses in the marketplace, which in turn may be reflected in higher sales volumes, customer growth, stronger loyalty, and improved Marketing Performance. Their contribution extends beyond operational decisions, as each factor influences how consumers perceive value, evaluate

alternatives, and make purchasing decisions. From the standpoint of behavioral theory, digital marketing, price penetration, product innovation, and competitor orientation function as important stimuli that affect both consumer behavior and managerial decision-making. However, the effectiveness of each variable can vary depending on the MSME's condition, business management capabilities, and the marketing strategy implemented. These research findings are supported by several existing studies, including those by Putri et al., (2026) and Suarkop (2023).

From an axiological perspective, the collective explanatory power of digital marketing, price penetration, product innovation, and competitor orientation on marketing performance holds significant value-based meaning because it analytically demonstrates that no single strategic dimension possesses inherent worth in isolation, but rather, meaningful performance emerges from their simultaneous interaction as a cohesive behavioral stimulus system. This finding gains its scientific significance by revealing that the value of any marketing action lies not in its independent application but in how each factor reinforces the others to shape consumer perception, where digital platforms communicate affordability, pricing strategies signal value, product innovation generates differentiation, and competitor vigilance ensures contextual relevance, all working in concert to influence purchasing decisions and loyalty formation.

The absence of a dominant singular driver in this relationship reinforces the principle that business performance is a multiplicative rather than additive outcome, meaning that weaknesses in one dimension cannot be fully compensated by strength in another without degrading the total value generated for consumers. Consequently, the axiological contribution of this evidence redirects scholarly and practical attention toward the ethical and strategic imperative of balancing multiple capabilities simultaneously, emphasizing that genuine performance improvement for culinary MSMEs requires integrated readiness across technological access, pricing wisdom, creative renewal, and market awareness, rather than overinvesting in any single factor while neglecting the others as secondary.

CONCLUSION AND SUGGESTION

The empirical evidence demonstrates that, when evaluated individually, price penetration, product innovation, and competitor orientation exhibit positive and statistically meaningful relationships with Marketing Performance among culinary MSMEs in Semarang Regency. These findings indicate that improvements in competitive pricing practices, innovation activities, and responsiveness to competitive dynamics are associated with stronger business performance outcomes.

These findings confirm that quality customer experience and service prices that suit consumer conditions have a greater role in building loyalty than simply online rating assessments. When examined collectively, digital marketing, price penetration, product innovation, and competitor orientation demonstrate a statistically significant contribution to Marketing Performance among culinary MSMEs in Semarang Regency.

The scope of this investigation is confined to culinary MSMEs operating in Semarang Regency; therefore, the applicability of the findings to different geographical contexts should be approached with caution. Variations in market characteristics, consumer behavior, and business environments across regions may produce different outcomes. From a practical standpoint, the evidence generated by this study may provide useful insights for MSME owners in formulating strategies that strengthen competitiveness, broaden market reach, and improve business performance. In addition, local government institutions can utilize these findings as a reference for

designing MSME development programs, particularly those related to innovation enhancement, digital marketing adoption, entrepreneurial capability development, and business capacity strengthening. Such initiatives are important for fostering a competitive and sustainable MSME ecosystem in the long term.

Future research is recommended to include additional variables, such as market orientation, brand image, or customer satisfaction, as these factors may further explain marketing performance beyond the variables examined in this study. This recommendation is based on the finding that digital marketing, penetration pricing, product innovation, and competitor orientation do not fully explain the variation in marketing performance. Expanding the research model is expected to provide a more comprehensive understanding of the factors influencing MSMEs marketing performance.

REFERENCES

- Ade, S. H., Nurhidayah, E. A., Ernawati, F. Y., & Linanjung, Y. A. (2024). Penekanan dimensi orientasi pasar pada kinerja pemasaran. *Jurnal stie semarang (edisi elektronik)*, 16(3), 31–40.
- Adventus. (2021). Pengertian Perilaku. *Gastronomía Ecuatoriana y Turismo Local.*, 1(69), 5–24.
- Amelia, Z., Sulhaini, S., & Sagir, J. (2022). Pengaruh Promosi Media Sosial Dan Inovasi Produk Terhadap Kinerja Pemasaran Pada Pengrajin Mutiara Di Kota Mataram. *Jurnal Riset Pemasaran*, 1(1), 43–51. <https://doi.org/10.29303/jrp.v1i1.1754>
- Amin Kuncoro. (2024). Peningkatan Kinerja Pemasaran: Media Sosial, Inovasi Produk, dan pemasaran Afiliasi. *JUMBIWIRA : Jurnal Manajemen Bisnis Kewirausahaan*, 3(1), 50–64. <https://doi.org/10.56910/jumbiwira.v3i1.1370>
- Ardyani. (2022). *Peran orientasi pelanggan dan orientasi pesaing terhadap kinerja pemasaran pada umkm sektor kuliner di kota semarang dengan inovasi produk sebagai variabel intervening.*
- Aryani, M. (2021). Analisis Digital Marketing Pada Hotel Kila Di Kabupaten Lombok Barat Terhadap Kepuasan Konsumen. *Jurnal Visionary : Penelitian Dan Pengembangan Dibidang Administrasi Pendidikan*, 6(1), 22. <https://doi.org/10.33394/vis.v6i1.4085>
- Bulan, T. P. L., & Chandra, R. (2021). The Effect of Ewom, Digital Marketing, Customer Satisfaction on Customer Loyalty (Shopee Customer Survey in Pangkalan Brandan). *Jurnal Manajemen Motivasi*, 17(1), 36. <https://doi.org/10.29406/jmm.v17i1.3064>
- Damayanti, A. Y., & Tjahjaningsih, E. (2023). Product Innovation Effect and Market Orientation on Marketing Performance Mediated by Competitive Advantage. *Sentralisasi*, 12(2), 72–80. <https://ejournal.um-sorong.ac.id/index.php/sentralisasi/article/view/2347>
- Diskumperindag, K. S. (2025). *Jumlah usaha binaan UMKM di Kab. Semarang*. Oktober 2025. <https://data.semarangkab.go.id/>
- Fadli, M. E. A. (2024). *Keunggulan bersaing moderasi*. 7, 5718–5727.
- Fahdin, M., & Febriani, E. (2024). Penerapan Teori Belajar Behavioristik Skinner Dalam Pembelajaran Maharah Kalam. *Jurnal Bahasa Arab*, 1(1), 33–42.
- Fanreza, A., & Kramadibrata, B. S. (2022). Pengaruh Strategi Pemasaran Dan Inovasi Produk Terhadap Kinerja Pemasaran Umkm Food and Beverage Di Kota Tangerang. *Jurnal Ilmiah Manajemen, Bisnis Dan Kewirausahaan*, 2(3), 78–86. <https://doi.org/10.55606/jurimbik.v2i3.290>

- Gozali. (2016). *Aplikasi Multivariate dengan Program IBM SPSS 21*. Badan Penerbit Universitas Diponegoro.
- Gozali. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 26 (10th ed.)*. Badan Penerbit Universitas Diponegoro. 6(1), 1–12.
- Graciafernandy, M. A., Dewi, E., Amaliyah, E., & Semarang, U. (2024). Peran Keunggulan Bersaing Dalam Meningkatkan Kinerja Pemasaran Usaha Mikro Kecil Menengah Sektor Kuliner. *JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi)*, 10(1), 77–88. <https://doi.org/10.34203/jimfe.v10i1.9077>
- Herlinawati, E., Sumawidjaja, R. N., Sudaryo, Y., Chandra Jaya, R., & Dayona Ismail, G. (2023). the Model for Improving Business Performance Using Microfinancial Institutions and Entrepreneurship Competencies. *Sosiohumaniora*, 25(1), 116. <https://doi.org/10.24198/sosiohumaniora.v25i1.44707>
- Ichsan, A. dan M. (2024). Perhitungan Transfer Pricing (Studi Kasus Antara Perusahaan Multinasional). *Iblam*, 4(2), 225–240.
- Indonesia, B. P. S. (2023). KemenKopUKM Gandeng BPS Lakukan Pendataan Lengkap Koperasi dan UMKM 2023 - Berita dan Siaran Pers. <https://www.bps.go.id/id/news/2023/09/15/533/kemenkopukm-gandeng-bps-lakukan-pendataan-lengkap-koperasi-dan-umkm-2023.html>.
- Kandrio, K., & Muhsir, M. (2022). Pengaruh Inovasi Produk Terhadap Kinerja Pemasaran pada Industri Jambu Mete Kota Kendari. *Jurnal Ilmiah Akuntansi Manajemen*, 5(2), 77–85. <https://doi.org/10.35326/jiam.v5i2.2654>
- Kemenko, P. (2022). *Pengembangan UMKM Menjadi Necessary Condition untuk Mendorong Pertumbuhan Ekonomi*.
- Kotler & Armstrong. (2016). *Buku Prinsip-Prinsip-Pemasaran-Philip-Kotler-Gary-Armstrong-Jilid-1-Edisi-12 PDF | PDF*.
- Kusnadi. (2023). *Pengaruh digital marketing terhadap kinerja pemasaran umkm dengan intellectual capital sebagai variabel mediasi di desa sampora kabupaten kuningan*.
- Loist, C., Putra, L. A., Indajang, K., Sembiring, L. D., & Sudirman, A. (2026). *Enhancing msme marketing performance in north sumatera province through e-marketing and innovation*.
- Madinga, R., Dejan, J., Caballero, J., & Guevarra, D. (2022). Marketing Strategy and Sales Performance of Talipapa Vendors in Kingking, Pantukan, Comval Province. *Journal of BIMP-EAGA Regional Development*, 7, 42–56. <https://doi.org/10.51200/jbimpeagard.v7i1.3694>
- Manap, E. A. (2023). Analisis Pengaruh Inovasi Produk, Harga Kompetitif, dan Sosial Media Promosi terhadap Kinerja Pemasaran pada UMKM Sektor Kuliner di Pontianak. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (Jebma)*, 5(1), 15–24. <https://doi.org/10.47709/jebma.v5i1.5397>
- Marlina, A., & Maulana, L. H. (2025). *Determining Marketing Performance Product Innovation and Digital Marketing 3301*. 13(4), 3301–3312.
- Martin, Sendri, & Ratnaningtyas, K. D. (2024). Pengaruh Sosial Media dan Entrepreneurial Network dengan Digital Marketing Communication sebagai Pemoderasi Terhadap Kinerja Marketing. *ECo-Buss*, 7(1), 546–562. <https://doi.org/10.32877/eb.v7i1.1513>
- Mubarok, D. A. A., Rahmi, P. P., & Sarah, S. (2023). Pemasaran Kewirausahaan Dan Kinerja Pemasaran Ukm Makanan Dan Minuman Di Jawa Barat. *Analisis*, 13(1), 146–166. <https://doi.org/10.37478/als.v13i1.2530>
- Muhrim, N., Hehanusa, F. A., Studi, P., Administrasi, I., Aziz, A., & Ambon, K. (2025). *Keunggulan bersaing dan kinerja usaha mikro kecil menengah (umkm) sektor*

- pangan. 8, 30–45.
- Mulyana, M., Zakaria, Z., & Mahmood, R. (2021). Designing Architectural Marketing Capabilities To Increase the Performance of Small and Medium-Sized Enterprises. *RAE Revista de Administracao de Empresas*, 61(4), 1–16. <https://doi.org/10.1590/S0034-759020210404>
- Ningrum, S., Fitra, V. D., & Sanjaya, V. F. (2020). Pengaruh inovasi Produk, Keunggulan Bersaing, dan Strategi Pemasaran Terhadap Kinerja Pemasaran. *JURNAL MUTIARA MANAJEMEN*, 5(2), 1–9. <https://doi.org/10.51544/jmm.v5i2.1614>
- Noman, S.. (2023). *Pengaruh orientasi pesaing, kualitas hubungan pelanggan, dan inovasi produk terhadap kinerja pemasaran pada umkm kuliner di kota pontianak*. 8(3), 574–586.
- Nurlaila, A. R. (2022). *Pada masa pandemi covid-19 Disusun dan Diajukan Kepada Pascasarjana*. 19.
- Prihartono. (2021). *View of determination of purchase decision: product quality, price and place (Literature Review)*. 2(3), 357–365. <https://dinastipub.org/DIJEFA/article/view/1365/953>
- Purwanti, I., Lailyningsih, D. R. N., & Suyanto, U. Y. (2022). Digital Marketing Capability and MSMEs Performance: Understanding the Moderating Role of Environmental Dynamism. *Jurnal Manajemen Teori Dan Terapan*, 15(3).
- Putri, T. N., Lestira, T., Warganegara, P., Lampung, U. B., & Lampung, U. B. (2026). *Orientasi Digital*. 9(1), 549–559.
- Qhozi, E. D., Zulfa, M., & Cahyono, B. (2025a). Peran Orientasi Pelanggan dan Orientasi Pesaing Terhadap Kinerja Pemasaran UMKM Kuliner di Kota Semarang Dengan Inovasi Produk Sebagai Variabel Intervening. *ECo-Buss*, 8(1), 219–233. <https://doi.org/10.32877/eb.v8i1.2399>
- Qhozi, E. D., Zulfa, M., & Cahyono, B. (2025b). *Peran Orientasi Pelanggan dan Orientasi Pesaing Terhadap Kinerja Pemasaran UMKM Kuliner di Kota Semarang Dengan Inovasi Produk Sebagai Variabel Intervening*. 8(1). <https://doi.org/10.32877/eb.v8i1.2399>
- Qowidina, R. (2025). *Pengaruh digital marketing dan kapabilitas umkm kuliner di kawasan blok m jakarta selatan*.
- Rahmadi, A. R., & Indrawijaya, S. (2024). Pengaruh Inovasi Terhadap Daya Saing Usaha Mikro Dengan Kompetensi Pegawai Usaha Mikro Sebagai Mediasi. *Jurnal Manajemen Terapan Dan Keuangan*, 13(01), 166–178. <https://doi.org/10.22437/jmk.v13i01.28365>
- Rahmawati, E. D., Nufus, D. F., & Bastomi, M. (2024). Analisis Penerapan Bauran Pemasaran 4P (Product, Price, Place, Promotion) Terhadap Strategi Pemasaran Pada Kerajinan Rotan (Studi Kasus: UMKM Teq Production). *MUQADDIMAH: Jurnal Ekonomi, Manajemen, Akuntansi Dan Bisnis*, 2(3), 37–58.
- Ramadhani, F., Kusumah, A., & Hardilawati, W. L. (2022). Pengaruh Inovasi Produk, Orientasi Pasar Dan Marketing Digital Terhadap Kinerja Pemasaran Umkm Pada Masa Pandemi Covid-19 Di Pekanbaru. *Economics, Accounting and Business Journal*, 2(2), 344–354.
- Sri, H., Endang Silaningsih, M. E. P. (2024). Pengaruh orientasi pasar, kreativitas dan inovasi produk terhadap kinerja pemasaran UMKM. *VISA: Journal of Vision and Ideas*, 4(3), 67–82. <https://doi.org/10.47467/visa.v4i3.3813>
- Sudirjo, F., Rukmana, A. Y., Wandan, H., & Hakim, M. L. (2023). Pengaruh Kapabilitas Pemasaran, Digital Marketing Dalam Meningkatkan Kinerja Pemasaran UMKM Di Jawa Barat. *Jurnal Bisnisan: Riset Bisnis Dan Manajemen*, 5(1), 55–69.

- Sugiyono. (2020). *Metode penelitian kuantitatif, kualitatif, R&D* (Issue January).
- Sugiyono. (2022). *METODE PENELITIAN Kuantitatif, Kualitatif, dan R&D*.
- Sundari, E., Afwa, A., & Pratama, D. (2025). the Impact of Digital Marketing on Marketing Outcomes of Smes the Mediating Role of Innovative Product Development. *Jurnal Riset Bisnis Dan Manajemen*, 18(1), 152–162.
<https://doi.org/10.23969/jrbm.v18i1.19444>
- Syafi'i, A. (2023). *Jurnal Impresi Indonesia (JII)*. 2(6), 592–599.
<https://doi.org/10.58344/jii.v2i6.3140>
- Tania, E. C., & Pratama, H. (2025). Analisis Pengaruh Inovasi Produk, Harga Kompetitif, dan Sosial Media Promosi terhadap Kinerja Pemasaran pada UMKM Sektor Kuliner di Pontianak. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (Jebma)*, 5(1), 15–24. <https://doi.org/10.47709/jebma.v5i1.5397>
- Taufik. (2025). *DAta Statistik UMKM di Kabupaten Semarang*. 22 Februari 2025.
- Tiara Cindy Pratiwi, A. R. (2024). *Social media marketing, competitor orientation*. 9(9).
- Viola. (2023). *Analisis pengaruh kapabilitas inovasi, harga kompetitif, dan daya tarik promosi terhadap kinerja pemasaran pada umkm makanan dan minuman di pontianak*. 8(2), 319–330.
- Waliuddin, A., & Umar, F. (2022). *The Impact of Product Innovation on Marketing Performance*. <https://doi.org/10.2991/aebmr.k.220104.050>
- Wardaya, et al. (2022). *Pengaruh orientasi pasar dan inovasi dalam meningkatkan kinerja bisnis umkm di daerah istimewa yogyakarta*. 1–13.
- Widyaningsih, D., Madyoningrum, A. W., & Permataningsih, F. F. (2023). *Pertumbuhan Bisnis Berkelanjutan melalui Kapasitas Manajemen , Digitalisasi Pemasaran dan Kapasitas Keuangan Digital*. 3(2), 74–81.
- Wijayanti, F., Mariam, I., & Sofa, N. (n.d.). *Analisis Pemanfaatan Data dalam Pengambilan Keputusan Strategis pada UMKM Retail Jakarta Selatan berbagai tantangan yang dihadapi UMKM retail, artikel ini akan membahas secara mendalam*. 302–308.
- Wulandari. (2023). *Pengaruh orientasi pesaing, inovasi produk, orientasi kewirausahaan terhadap kinerja pemasaran pada usaha mikro kecil menengah (umkm) kerajinan tangan dikota pontianak*. 7(12), 2590–2605.
- Yulianthini, N. N., & Dewanti, M. A. (2023). Pengaruh Orientasi Pesaing dan Orientasi Pelanggan terhadap Kinerja Pemasaran dengan Promotional Mix sebagai Variabel Moderasi. *Bisma: Jurnal Manajemen*, 9(1), 95–103.
<https://doi.org/10.23887/bjm.v9i1.60992>
- Yulianthini, N. N., Mayasari, N. M. D. A., Dewanti, M. A., & Atidira, R. (2021). Customer Orientation and Competitor Orientation Influence on the Marketing Performance of Restaurants MSEs in the Buleleng District. *Proceedings of the 6th International Conference on Tourism, Economics, Accounting, Management, and Social Science (TEAMS 2021)*, 197(Teams), 404–410.
<https://doi.org/10.2991/aebmr.k.211124.058>
- Zahra, A. N., Widyaningsih, D., & Kusumo, H. (2025). *The Determinants Of Business Success In Grocery*. 2025(4), 1–18.
- Zhang, J. A., & Utami, C. W. (2023). Pengaruh Inovasi Produk, Kualitas Produk Dan Harga Terhadap Keputusan Pembelian Pada Elly Bakery. *Performa*, 8(5), 559–570.
<https://doi.org/10.37715/jp.v8i5.3803>