



**THE INFLUENCE OF MARKET ORIENTATION AND PRODUCT
INNOVATION ON MARKETING PERFORMANCE THROUGH
COMPETITIVE ADVANTAGE AS AN INTERVENING VARIABLE IN THE
SNACK HOUSEHOLD INDUSTRY IN SUKABUMI REGENCY**

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Abstract

This study aims to analyze the influence of market orientation, product innovation on marketing performance through competitive advantage as an intervening variable in the snack household industry in Sukabumi Regency. This research method uses a quantitative approach with primary data obtained through a questionnaire with the Likert scale. The population in this study is snack business actors in Sukabumi Regency with sampling techniques using purposiv sampling. The number of samples used in this study was 250 business actors. Data analysis was carried out using the Statistical Product and Service Solution (SPSS) method. The results of the study show that market orientation and product innovation have a positive and significant effect on marketing performance, market orientation and product innovation have a positive and significant effect on marketing performance through competitive advantage.

Keywords: Market Orientation, Product Innovation, Marketing Performance, Competitive Advantage



INTRODUCTION

Indonesia is a developing country, has the fourth largest population and abundant natural resources. However, currently Indonesia cannot be separated from the social problems in its society, especially socio-economic problems. One of the things that has an impact on socioeconomic problems is unemployment. Unemployed are people who are not working but are looking for work for a certain period of time. One of the efforts that can be made to reduce the number of unemployed is by opening a business or entrepreneurship through the household industry. (Source: Cooperatives and IKM Office 2023).

Table 1
Development of the Household Industry in Indonesia

No	Year	Number of Businesses (Units)	Percentage of Development (%)
1	2020	3.909.781	-
2	2021	3.956.083	1,18
3	2022	4.122.869	4,22
4	2023	4.181.128	1,41
Sum		16.169.861	6,81
Average		4.042.465	2,27

Source: <https://bps.go.id/id/statistics-table/>, accessed on August 07, 2025

The growth centers of the household industry in Indonesia are spread across various provinces, especially in West Java Province and the following is data on the development of the household industry in West Java Province based on Regencies/Cities for the 2019-2023 period:

Table 2
Development of the Household Industry in West Java Province in 2019-2023

No	Year	Number of Businesses (Units)	Percentage (%)
1	2019	17.736	-
2	2020	19.857	10,14
3	2021	21.082	10,77
4	2022	20.383	10,41
5	2023	7.085	2,49
Sum		83.925	42,86
Average		27.975	14,29



Source: <https://bps.go.id/id/statistics-table/>, accessed on August 08, 2025

Over time, the development of the household industry at the West Java Province level followed by developments at the regional level of Sukabumi Regency based on sub-districts shows that there are 4,867 units of household industry in Sukabumi Regency spread across 47 sub-districts. The sub-districts with the largest number of household industries are Nagrak 487 units, Cibadak 350 units, Cisaat 389 units, Cicurug 216 units and Sukabumi 190 units. Meanwhile, the sub-districts with the lowest number of household industries include Cidadap with 11 units, Cireunghas with 16 units, Curugkembar with 16 units, and Tegalbuleud with 20 units. This data shows that the distribution of the household industry is uneven between sub-districts in Sukabumi Regency.

Table 3
Classification of Types of Household Industry Businesses in Sukabumi Regency in 2023

No	Type of Business	Quantity (Units)	Percentage (%)
1	Processed foods	1.084	22,27
2	Fashion	1.072	22,03
3	Drink	876	18,00
4	Service	668	13,73
5	Snacks	642	13,19
6	Konveksi	525	10,79
Sum		4.867	100

Source: Sukabumi Regency Household Industry Office, 2025

The growth of the household industry in Sukabumi Regency does not always run smoothly, there are several obstacles faced by business actors, one of which is regarding marketing performance. According to Iriantini and Purnomo (2023:27), marketing performance is a marker of the effectiveness of marketing strategies, the ability of companies to understand and respond to market needs. According to Iriantini and Purnomo (2023:36), factors that affect marketing performance include product innovation, *iconic ethnic products*, market penetration strength, *value resonance power*, while according to Sampurno (2013:246) include market orientation, *integrated marketing mix*, *positioning* as well as competitive advantage. The indicators of marketing performance according to Iriantini and Purnomo (2023:33) are sales value, sales growth, and market portion.

In the marketing performance indicators, including sales growth, it is one of the factors inhibiting business performance in the snack household industry in



Sukabumi Regency and the following is the target data and sales realization of 30 snack household industry business actors in Sukabumi Regency:

Table 4
Average Sales Realization of the Snack Industry in Sukabumi Regency in 2024

No.	Business Actor Name	Product Type	Sales Target	Sales Realization	Percentage (%)	Information
1	Ayi paridah	Cassava Chips	5.000.000	3.500.000	70	Unrealized
2	Grace of the	Banana chips	4.000.000	2.000.000	50	Unrealized
3	Sword	Katapang	4.000.000	2.500.000	63	Unrealized
4	Siti rahmawati	Cassava Chips	3.500.000	3.500.000	100	Realized
5	Nenah	Keripik tempe	3.000.000	3.000.000	100	Realized
6	Jurheman	Banana chips	4.000.000	2.500.000	63	Unrealized
7	To give	Taro chips	3.000.000	2.000.000	67	Unrealized
8	Olih holiah	Assorted chips	5.000.000	3.000.000	60	Unrealized
9	Rini	Miscellaneous	4.000.000	2.000.000	50	Unrealized
10	Ria	simping	2.000.000	1.000.000	50	Unrealized
11	Tajudin	Simping	3.000.000	2.000.000	67	Unrealized
12	Wandi	Cassava Chips	5.000.000	3.000.000	60	Unrealized
13	Find out	Makaroni	3.000.000	3.000.000	100	Realized
14	Feel	Ranggining	4.000.000	3.000.000	75	Unrealized
15	Siti Soxet	Cassava Chips	3.000.000	2.000.000	67	Unrealized
16	Diane	Keripik tempe	3.000.000	3.000.000	100	Realized
17	Suhender	Banana chips	5.000.000	3.000.000	60	Unrealized
18	Rani	Keripik sukun	4.000.000	3.000.000	75	Unrealized
19	fatmawati	Mother's chips	2.000.000	900.000	45	Unrealized
20	Euis	Foot	3.000.000	2.000.000	67	Unrealized
21	Susilawati	Cassava Chips	2.000.000	2.000.000	100	Realized
	Ropikoh	Taro chips				
	Yuliani					
	Jaen					
	Tita					



22	Neneng	Cassava Chips	3.000.000	2.000.000	67	Unrealized
23	Rohilah	Fruit chips	4.000.000	3.000.000	75	Unrealized
24	<u>Acep</u>	<u>Keripik ubi</u>	2.000.000	1.000.000	50	Unrealized
25	<u>ruswanda</u>	<u>jalar</u>	2.000.000	1.000.000	50	Unrealized
26	Ricky	Banana chips	3.000.000	2.000.000	67	Unrealized
27	maulana	Opposite	3.000.000	3.000.000	100	Realized
28	Latipah	Cassava Chips	2.000.000	2.000.000	100	Realized
	Dian Haerani	<u>Rengginang</u>				
	Diana Kania					
	Sari					
29	Have	TM snack	4.000.000	2.000.000	50	Unrealized
30	<u>Risda hairani</u>	<u>peyek</u>	3.000.000	1.000.000	33	Unrealized
		<u>Simping</u>				
		Shrimp Paste				
Average			3.350.000	2.296.667	69	Unrealized

Source: Data Processed, 2025

LITERATURE REVIEW

Marketing Performance

Marketing performance is a marker of the effectiveness of a marketing strategy and a company's ability to understand and respond to market needs (Iriantini and Purnomo, 2023:27; Mulya, 2024). The definition of marketing performance according to Asnawati and Indriastuti (2023:16) is a concept to measure market performance or a product, every company has an interest in knowing the market performance of its products, the success of marketing performance is reflected in the success of its business in the world of business competition. According to Sampurno (2017:248), marketing performance is the accumulation of the final results of all activities and work processes of the company or a complete view of the state of the company over a certain period of time, which is the result or achievement influenced by the company's operational activities in utilizing the resources it has.

According to the experts, the author uses marketing performance indicators consisting of: 1) sales value; 2) market growth; 3) profit growth (Iriantini and Purnomo, 2023:33).

Competitive Advantage

Competitive advantage occurs when a company's strategy is able to create profits that consistently exceed the industry average (Griffin, 2013:75). The competitive advantage according to Reniati (2013:75) is the ability of companies to create value that is not easily replicated by competitors, thereby resulting in



better performance in the same industry or market. According to Setyawati (2017:70), competitive advantage is the ability of a company to have higher performance than competitors in the same industry through the utilization of resources and internal advantages of the company.

According to these experts, the authors use competitive advantage indicators consisting of: 1) *cost leadership*; 2) *Differentiation*; 3) *Focus Strategy* (Griffin, 2013:77).

Market Orientation

Market orientation is a measure of activity behavior that reflects the implementation of marketing concepts, various marketing orientation strategies that can be applied by MSMEs to improve organizational performance Tjiptono and Chandra (2017:37). Meanwhile, according to Darmanto (2018:92-23), market orientation is a business philosophy that emphasizes the importance of understanding and responding to customer needs and desires. Meanwhile, according to Marissa, et al., (2022:157) market orientation refers to a deep understanding of customer needs and desires, as well as the company's ability to adjust its business strategy to meet these needs.

Market orientation indicators consist of: 1) customer onboarding; 2) competitor orientation; 3) inter-functional coordination; 4) market responsiveness according to Tjiptono and Chandra (2017:39).

Product Innovation

Product innovation is a new breakthrough made to develop products, create new products, or update the production process of the distribution of a product, the goal of which is to compete competitively with competitors and gain new market segments (Asnawati and Indriastuti, 2022:5). Meanwhile, according to Kotler and Keller (2016:691), product innovation is a combination of various processes influencing each other by producing new products or a creative combination of existing products, product innovations that are developed will be able to increase the company's ability to produce quality products. According to Musfar (2021:72), product innovation is the improvement of changes to pre-existing products or through the creation of new products that are completely different from before.

Product innovation indicators According to these experts, the author uses product innovation indicators consisting of: 1) product quality; 2) product packaging design; 3) product variants (Asnawati and Indriastuti, 2022:8).

The framework of thought in this study is about the positive and significant influence of market orientation and product innovation on marketing

performance through competitive advantage as *an intervening variable*. The model of the framework of thinking about the relationship between variables in this study can be presented in Figure 1 below:

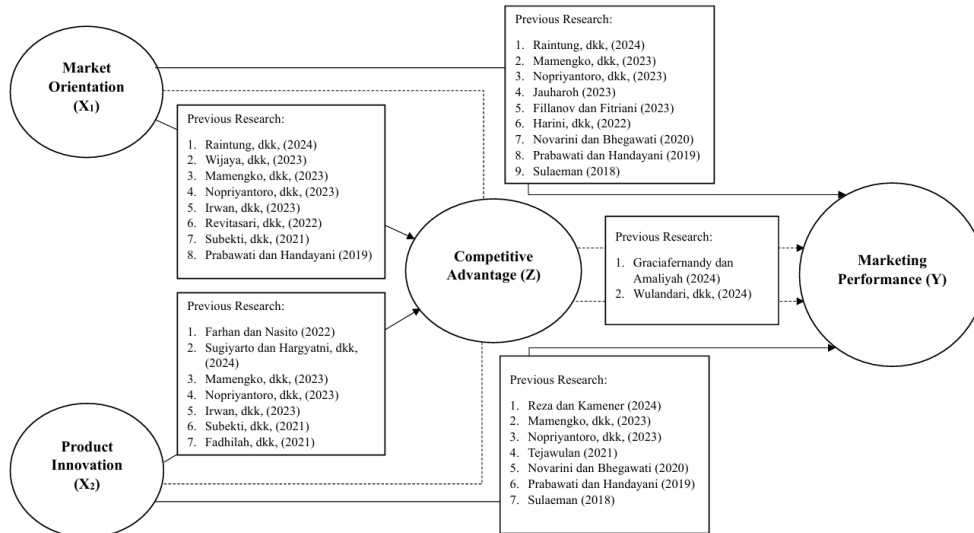


Figure 1 Conceptual Framework
Source: Processed Data, 2025

Information:

- > = Direct Influence
- - - - -> = Indirect Influence

Hypothesis

- H1** : There is a positive and significant influence of market orientation on competitive advantage
- H2** : There is a positive and significant influence of product innovation on competitive advantage
- H3** : There is a positive and significant influence of market orientation on marketing performance
- H4** : There is a positive and significant influence of product innovation on marketing performance
- H5** : There is a positive and significant influence of market orientation on marketing performance through competitive advantage
- H6** : There is a positive and significant influence of product innovation on marketing performance through competitive advantage

RESEARCH METHOD

Research Design

Using pathway analysis and the Sobel test for intervening effects, quantitative methods were used to explain the impact of the study variables. This

research is designed as a descriptive and verifiable research in accordance with its objectives. The research sample amounted to 250 business actors.

Data collection was carried out through: 1) dissemination of questionnaires based on indicators for each variable; 2) conduct a literature review to obtain secondary data. Questionnaire data was processed using a quantitative approach. The questionnaire used was a closed questionnaire with a Likert scale that was upgraded to an interval scale. The model diagram can be seen in Figure 2

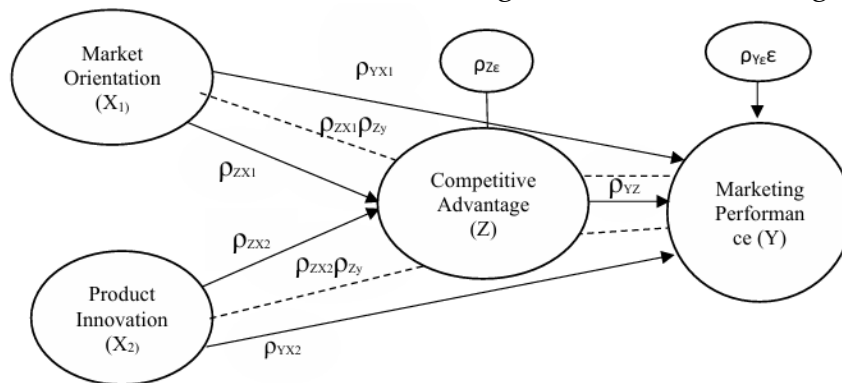


Figure 2 Path Analysis Model Diagram

Source: Processed Data, 2025

Method Approach

The calculation using path analysis is as follows: 1) calculating the multiple regression coefficient using the model; 2) calculate the path coefficient using the model; 3) calculate the coefficient of determination; and 4) calculating partial influence. Variable said *intervening* because it affects the relationship between independent and dependent variables, referring to Ghozali (2018), which tested the mediation hypothesis through the Sobel test with an absolute Ztable value of 1.96.

Validity Test, Reliability Test and Classical Assumption Test

Based on the validity test, the questionnaire items are considered valid if the total correlation of the items is at least 0.361. This is in line with Supardi (2016:134), which states that a total correlation of 0.361 is considered valid, while a correlation below 0.361 is considered invalid and will not be considered for further research. Through two or more measurements of the same symptoms using the same measuring instrument, the reliability test shows the extent to which the instrument is reliable. Hair, et al, (2017:28), stating that if the alpha of an instrument is 0.7 or higher, it is considered reliable.

The classical assumption test shows that the research model actually meets the requirements of the basic assumptions in regression analysis, namely: 1) the normality test explains that the normally distributed model using the



Kolmogorov-Smirnov test refers to (Ghozali, 2018:180), where the probability value (sig) of Kolmogorov-Smirnov is above 0.05 or statistical data forms a bell curve; 2) the multicollinearity test explains that Whether the regression model finds problems between exogenous or independent variables refers to (Sugiyono, 2017:05), to detect multicollinearity through the value of *tolerance* with a value above 0.05 and a variance inflation factor with a value below 5; 3) The heteroscedasticity test explains that the variance of the model is not the same from the residual of one observation to the other observation, so the good model used refers to the Ghozali (2018:158), heteroscedasticity testing through the observation of scatterplot graphs between *zpred* values and residual *sresid*.

RESULTS AND DISCUSSION

Characteristics of Business Actors and Business Actors' Responses

Sukabumi Regency is one of the driving areas of the creative and industrial economy in West Java, with a very diverse, traditional, but large market potential, both domestic and export. The household industry in Sukabumi is spread across various sub-districts and is a significant absorber of labor. The household industries of Sukabumi Regency registered in this unit amount to 7,085 household industries from various types of businesses.

The snack household industry is one of the leading types of businesses in Sukabumi Regency, this is evidenced by the number of snack household industries that are more than other types of businesses, with a total of 642 household industries. The high public interest in the snack sector shows that the snack sector has high business potential for the snack household industry in Sukabumi Regency. The following is a recapitulation of the characteristics of business actors:

Table 1
Recapitulation of Characteristics of Snack Industry Household Business Actors in Sukabumi Regency

No	Characteristics	Majority	Percentage (%)
1	Gender	Woman	53
2	Marital Status	Marry	100
3	Age	26-36 Years	57
4	Education Level	Junior High School/Equivalent	53
5	Long Term of Effort	< 3 years	94



6	Revenue/month	IDR 1,000,000,- - IDR 3,000,000,-	83
7	Number of Workforce	< 5 people	79

Source: Data Processed, 2025

The following are the responses of business actors to the research variables:

Table 2
Recapitulation of Business Actors' Responses

No	Variable	Valuati on	Criterion	Interpretation
1	Marketing Performance	3,39	Quite High	Snack food household industry business actors in Sukabumi Regency generally show positive performance with increased sales, success in attracting and retaining customers, and the ability to compete through products that are widely known and believed to be superior to competitors.
2	Competitive Advantage	3,60	Tall	The snack household industry in Sukabumi Regency is able to reduce production costs so that it can offer affordable prices while still making profits, have uniqueness and characteristics of products that are



				difficult to imitate as added value, and are able to understand market needs and provide better service even though they do not focus on specific customer segments.
3	Market Orientation	3,37	Pretty Good	The snack household industry in Sukabumi Regency understands customer needs, maintains good relationships, works with teams, and aligns business strategies. They also pay attention to competitors, offer uniqueness, are flexible in the face of market changes, and are constantly innovating.
4	Innovation product	3,77	Good	Most of the snack household industry actors in Sukabumi Regency ensure that products function according to customer needs with the support of more modern production equipment, update packaging designs to be attractive and practical and have a business identity, as well as routinely develop new variants with different flavors,



models, or types so that products are more diverse and superior than competitors.

Source: Data Processed, 2025

Recapitulation of Research Variables Using Pathway Analysis

Table 6
Recapitulation of Effect Coefficient Results

Variable Influence	Causal Influence		
	Immediately	Indirect Through Z	Total
X1 Against Z	0,513		
X2 Against Z	0,325		
X1 Against Y	0,104	0,362	0,466
X2 Against Y	0,175	0,229	0,404
Z Against Y	0,706		

Source: Data Processed,2025

The results of processing with SPSS 25.00 software are continued with manual calculations, here is the explanation:

1. There is an influence of market orientation on direct competitive advantage. This can be seen from the magnitude of the path coefficient of 0.513 or 51.3%.
2. There is an influence of product innovation on direct competitive advantage. This can be seen from the magnitude of the path coefficient of 0.325 or 32.5%.
3. There is an influence of market orientation on marketing performance both directly and indirectly affecting competitive advantage. This can be seen from the magnitude of the direct path coefficient of 0.104 or 10.4% and the indirect influence of 0.362 or 36.2%. In addition, the total effect of the four variables was 0.466 or 46.6%.
4. There is an influence of product innovation on marketing performance both directly and indirectly on competitive advantage. This can be seen from the magnitude of the direct path coefficient of 0.175 or 17.5% and the indirect influence of 0.229 or 22.9%. In addition, the total effect of the four variables was 0.404 or 40.4%.

- There is a direct influence of competitive advantage on marketing performance. This can be seen from the magnitude of the path coefficient of 0.706 or 70.6%.

The equation model is depicted in the path diagram model as follows:

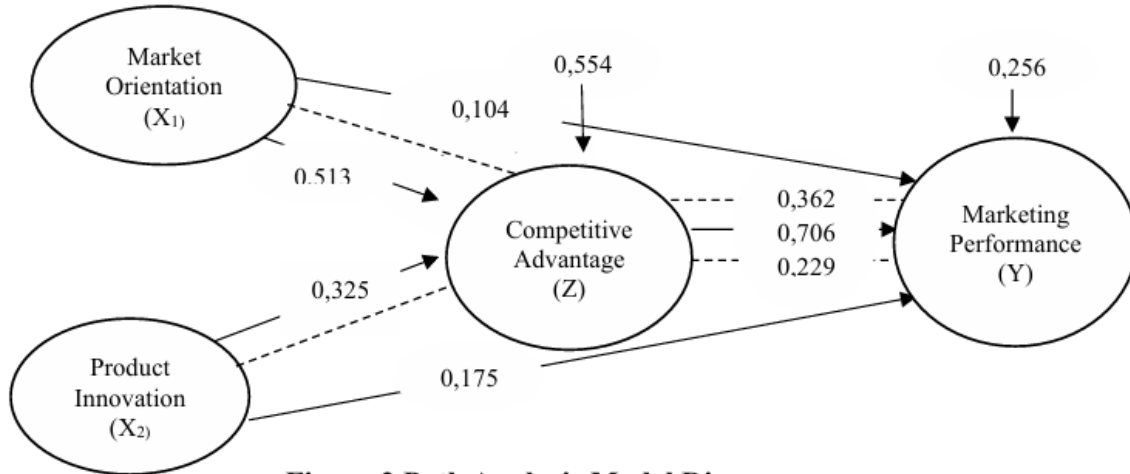


Figure 3 Path Analysis Model Diagram

Source: Processed Data, 2025

Hypothesis Testing

The t-test is used in hypothesis testing to ascertain the significance of each variable. The alternative hypothesis (H_a) and the null hypothesis (H_0) are the two theories that are usually put forward. As a result, the hypothesis is accepted or rejected using the t-test. The following table shows the results of the hypothesis test:

Table 6
Partial Hypothesis Testing (t-test)

Hypothesis	Path Coefficients	Stuttgart	Table	Itself	Results	Conclusion
$\rho_{zx_1} > 0$	0,513	10,548	1,651	0,000	H_{a1} accepted	Positive and significant
$\rho_{zx_2} > 0$	0,325	6,675	1,651	0,000	H_{a2} accepted	Positive and significant
$\rho_{yx_1} > 0$	0,104	2,610	1,651	0,010	H_{a3} accepted	Positive and significant
$\rho_{yx_2} > 0$	0,175	4,860	1,651	0,000	H_{a4} accepted	Positive and significant
$\rho_{yz} > 0$	0,706	16,327	1,651	0,000	H_{a5} accepted	Positive and significant

Source: Data Processed, 2025



From Table 6, it can be concluded that the overall hypothesis is acceptable. This can be seen from the t-value calculated that is larger than the ttable with a significance value of less than 0.50, which indicates a direct, positive, and significant influence between exogenous variables on endogenous variables. Therefore, it can be revealed that marketing performance is determined by competitive advantage, where marketing performance is built by market orientation and product innovation.

Sobel Test Analysis

The Sobel test analysis was used to determine the strength and significance of the influence of the intervening variable. Two tests were conducted for the variables of market orientation and product innovation on marketing performance through competitive advantage. The results of the sobel test can be seen in the following table:

Table 7
Output Analysis Sobel Test Results

a	B	SEa1	SEb
0,212	0,248	0,018	0,059

Source: Data Processed,2025

The results of the test with the sobel test are used to find the Z_{value} of the calculation. Here are the calculations:

1. The Influence of Market Orientation on Marketing Performance Through Competitive Advantage

$$Z = \frac{ab}{\sqrt{(b^2SEa^2) + (a^2(SEb^2))}}$$

$$Z = \frac{0,212 \times 0,248}{\sqrt{(0,248^2 \times 0,018^2) + (0,212^2 \times (0,059^2))}}$$

$$Z = \frac{0,052576}{\sqrt{(0,061504 \times 0,000324) + (0,044944 \times 0,003481)}}$$

$$Z = \frac{0,052576}{\sqrt{(0,0000199303) + (0,000156537)}}$$

$$Z = \frac{0,05256}{\sqrt{0,0001764673}}$$

$$Z = \frac{0,052576}{0,01328}$$

$$Z = 3,95$$



Table 8
Sobel Test Analysis Output Results

a2	B	SEa2	SEb
0,183	0,230	0,023	0,054

Source: Data Processed,2025

2. The Influence of Product Innovation on Marketing Performance Through Competitive Advantage

The results of the test with the sobel test are used to find the Z_{value} of the calculation. Here are the calculations:

$$Z = \frac{ab}{\sqrt{(b^2SEa^2) + (a^2(SEb^2))}}$$

$$Z = \frac{0,183 \times 0,230}{\sqrt{(0,230^2 \cdot 0,023^2) + (0,183^2 \cdot (0,054^2))}}$$

$$Z = \frac{0,04209}{\sqrt{(0,0529 \cdot 0,000529) + (0,033489 \cdot 0,002916)}}$$

$$Z = \frac{0,04209}{\sqrt{(0,0000279841) + (0,000097706)}}$$

$$Z = \frac{0,04209}{\sqrt{0,0001256901}}$$

$$Z = \frac{0,04209}{0,01121}$$

$$Z = 3,75$$

The Z_{cal} value is compared to the Z_{table} value. If Z_{cal} is greater than Z_{table} at α = 0.05, then it can be concluded that the influence of the intervening variable is significant. The absolute Z_{table} is 1.96.

1. Based on the results of the analysis, it was found that the positive indirect influence of market orientation on marketing performance through competitive advantage as a mediating variable resulted in a Z_{cal} value of 3.95, which is greater than Z_{table} 1.96. These findings indicate that competitive advantage has a significant mediating role in strengthening the relationship between market orientation and marketing performance.
2. The test results indicated that the positive indirect influence of product innovation on marketing performance through competitive advantage as a mediating variable obtained a Z_{cal} value of 3.75, which exceeded Z_{table} 1.96. This confirms that competitive advantage functions significantly as a



mediating variable in the relationship between product innovation and marketing performance.

The Influence of Market Orientation on Competitive Advantage

The first hypothesis shows that there is a positive and significant direct influence of market orientation on competitive advantage in the snack household industry in Sukabumi Regency. This shows that the higher the market orientation range of a business actor, the greater the competitive advantage possessed by a business actor. This is strengthened by the results of descriptive analysis, which shows that business actors in general respond highly to aspects of market orientation, such as understanding customer needs, maintaining good relationships, working with teams, and harmonizing business strategies. These results are supported by research conducted (Nopriyantoro, et al., 2023), stating that market orientation affects competitive advantage.

The Influence of Product Innovation on Competitive Advantage

There is a positive and significant direct influence between product innovation on competitive advantage in the snack household industry in Sukabumi Regency. This shows that innovation is a key factor that encourages business actors to not only survive, but also excel in the midst of competition, because they are able to provide more value and build a strong position in the market. These results are supported by research conducted by Irwan, et al, (2023), stating that product innovation has an effect on competitive advantage.

The Influence of Market Orientation on Marketing Performance

The third hypothesis shows that there is a positive and significant direct influence between market orientation on marketing performance in the snack household industry in Sukabumi Regency. This shows that the higher the market orientation reach of a business actor, the better the marketing performance of a business actor. This result is supported by research conducted by Novarini and Bhegawati, (2020) stating that market orientation affects marketing performance.

The Influence of Product Innovation on Marketing Performance

There is a positive and significant direct influence between product innovation on marketing performance in the snack household industry in Sukabumi Regency. This shows that the existence of interrelated factors between high product innovation variables will have an impact on good marketing performance. This is strengthened by the results of descriptive analysis which shows that in general business actors agree or give a very agreeable response to aspects related to product innovation that have a positive impact on improving the marketing performance of a business actor. These results are supported by



research conducted by Tejawulan (2021), stating that product innovation affects marketing performance.

The Influence of Competitive Advantage on Marketing Performance

There is a positive and significant direct influence between competitive advantages on marketing performance in the snack household industry in Sukabumi Regency. This shows that one of the supporting factors for improving marketing performance is competitive advantage with the competitive advantage possessed by every entrepreneur, it will increase marketing performance. Business actors provide better service and in accordance with customer needs than other businesses. These results are supported by research conducted by Mamengko, et al. (2023) showing that competitive advantage has a direct and significant effect on marketing performance.

The Influence of Market Orientation on Marketing Performance Through Competitive Advantage

The sixth hypothesis shows that there is a positive and significant direct influence between market orientation on marketing performance through competitive advantage

in the household snack industry of Sukabumi Regency. This shows that business actors are flexible in adjusting business strategies when market conditions change, business revenues increase since implementing the right marketing strategy and the products or services offered have uniqueness and characteristics that distinguish them from competitors. The results of this study are supported by research by Mamengko, et al, (2023), showing that there is a positive and significant influence of market orientation on marketing performance through competitive advantage.

The Influence of Product Innovation on Marketing Performance Through Competitive Advantage

There is a positive and significant direct influence between competitive advantages on marketing performance in the snack household industry in Sukabumi Regency. This shows that increased product innovation can drive increased sales, increase customer satisfaction, and strengthen brand image, which ultimately contributes to improved marketing performance. Effective marketing performance helps companies understand the market, attract customers, build loyalty, thereby creating more value as the basis for competitive advantage. This is supported by research by Wulandari, et al, (2024) showing that there is an indirect influence of product innovation on marketing performance through competitive advantage.



CONCLUSIONS

Based on the results of the study, it can be concluded that the marketing performance of snack industry business actors in Sukabumi Regency is included in the high category. Market share is an indicator that has the highest average, while sales value is an indicator that has a low average. Competitive advantages in snack industry business actors in Sukabumi Regency are included in the high category. *Cost leadership* is an indicator that has the highest average, while *differentiation* is an indicator that has a low average. The market orientation of snack industry business actors in Sukabumi Regency is included in the category of quite good. Customer onboarding is an indicator that has the highest average, while competitor onboarding is an indicator that has a low average. Product innovation in the snack household industry in Sukabumi Regency is included in the good category. Product quality is the indicator that has the highest average, while the design of the product packaging is an indicator that has a low average.

Furthermore, suggestions for snack industry business actors in Sukabumi Regency can improve marketing performance by implementing sales trend evaluation by looking at trends that are in demand by consumers. Implementing *customer experience* by providing a different experience when consumers buy or use products, and improving service quality by responding quickly to consumers. Operational efficiency, when competitors weaken, production and distribution cost efficiency will make the business remain competitive even though market conditions change. *Strong branding* towards products hears how to create a logo, as a logo serves as an identity that distinguishes their product from competitors. For those who will conduct further research, other variables that can affect marketing performance can be added, such as product quality, price, promotion, distribution, and customer satisfaction, in order to obtain optimal results.

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