



Research Paper

Competitive advantage ukm donut with a market orientation, Entrepreneurial orientation and Product Innovation strategy

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ABSTRACT

This research was conducted to obtain a more complete understanding of the "Competitive advantage of donuts with a market orientation strategy, Entrepreneur orientation and Innovation Product". Attractive, tasty and tender donuts with interesting and delicious variants of jam and filling topping are only found in leading donut outlets such as elite cafes and supermarkets such as Plaza Thamrin etc., and of course the price for the middle to lower class is very burdensome. This is where home-based donut entrepreneurs and SMEs take advantage of the opportunity. Village donuts are called, but in terms of taste and shape, they are no less interesting than the leading donuts available.

The method used is approach to Structural Equation Model (SEM) based on PLS software. DNature of this research using research samples with a total of 35 resellers both private and stalls / shops. The results of this study are, Based on the research results, it shows that Entrepreneurial Orientation has no effect on Competitive Advantage, so that product innovation has an effect on Competitive Advantage, and Market Orientation has an effect on Competitive Advantage.

KEYWORDS: *Competitive advantage, market orientation, Entrepreneurial orientation, Innovation Product*

Abstract

This research was conducted to obtain a more complete understanding of "Competitive advantage for small donuts with a market orientation strategy, Entrepreneurial orientation and Product Innovation". Attractive, tasty and tender donuts with interesting and delicious variants of jam and filling topping can only be found in reputable donut outlets such as elite cafes and supermarkets such as Plaza Thamrin etc., and of course the price for the lower middle class is very burdensome. This is where home-based donut entrepreneurs and SMEs take advantage of the opportunity. Village donuts are called, but in terms of taste and shape, they are no less interesting than the leading donuts available.

The method used is a Structural Equation Model (SEM) approach based on PLS software. In this study, using a research sample with a total of 35 resellers, both private and stalls / shops. The results of this study are, based on the research results, it shows that Entrepreneurship Orientation has no effect on Competitive Advantage, so that product innovation has an effect on Competitive Advantage, and Market Orientation has an effect on Competitive Advantage.

Keywords: *Competitive advantage, market orientation, Entrepreneurial orientation, Product Innovation*

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I. INTRODUCTION

Background

The Covid-19 pandemic has brought the national and global economy into an economic recession. This can be seen from the negative developments or the decline in national and global economic growth. The National economy itself only experienced a decline in the second quarter of 2020 with economic development reaching -5.3%.

This was mainly due to a decrease in household consumption due to social restrictions to prevent the expansion of Covid-19. Therefore, Stakeholders made efforts to improve the performance of the national economy in the third quarter and it is expected that economic development in 2020 can approach 0.4% to 1%. . The contribution of MSMEs to the national economy sectors that experienced the effects of the Covid-19

pandemic were Micro, Small and Medium Enterprises (MSMEs) which contributed to the decline of the national economy. This is understandable because MSMEs provide a very large contribution to the national economy.

Based on data (KUKM), in 2018 the total number of entities from the MSME sector was 64.2 million or 99% of all businesses in Indonesia. The absorption capacity of MSMEs is 117 million employees or 97% of the employment capacity in the business world. Meanwhile, the contribution of MSMEs to (GDP) was 61.1%, and the remaining 38.9% came from large economic entities which only constituted 5,550 or 0.01% of all economic entities. MSMEs are dominated by micro enterprises, namely 98%, and employment of around 89%. Meanwhile, the share of micro-enterprises in the national economy is only around 37.8%.

During production D'JiLa donuts meet the needs of consumers and customers by receiving an Open Purchase Order today and the next day consumers and customers can pick up their orders, this is done for orders that exceed 5 dozen. However D'JiLa Donuts still meets the needs of consumers who buy instant, but by looking at the stock on the day it takes a place. Because it often happens that consumers and customers add to orders on the spot, sometimes this is a little inconvenient because it definitely affects other orders. D'JiLa Donuts try to keep serving as needed by continuing to serve until the next PO in the afternoon until it's finished.

The problem that often occurs is the product service of donut variants according to the request of the buyer, because the ingredients used have to be reheated or thawed, this obviously requires quite a long waiting time. Often D'JiLa Donuts get complaints on the volume of the Bomboloni donut variants on the jam filling that customers want, this happens because D'JiLa Donuts still use bottles, and the injection tool itself still uses knives or chopsticks so this is often not as expected. customer. The D'JiLa donut variant topping tools are as follows:

In the initial survey of D'JiLa Donuts in several areas around North Bekasi with several donut variants produced and consumer demand for 3 weeks, donuts with the Bomboloni variant were the most popular because they were viral with fresh and flavored jam variants, while the donut topping variant chocolate with sprinkles topping and colorful sprinkles and then the hollow donuts.

According to (Dess et al., 2016) Competitive advantages are the resources and capabilities of an enterprise that can enable it to overcome industry competitive advantages. Operational efficiency alone cannot provide a sustainable competitive advantage. The management innovations that have been popular in the last two decades - total quality, timeliness, benchmarking, business process reengineering, outsourcing - are all related to operational efficiency. Operational efficiency means performing similar activities better than competitors. Each of these innovations is important, but none of them can bring a sustainable competitive advantage, because everyone is doing it. The strategy is to be different.

According to (Hitt et al., 2017) Competitive advantage is a strategy that is implemented that can create higher value for consumers, but competitors cannot imitate or find that the costs are too high to be imitated.

According to (Lynch, 2015) An organization's competitive advantage has a significant advantage over its competitors. This advantage allows the organization to add value than competitors in the same market. Firms have a competitive advantage in successfully designing and implementing value creation strategies that are not currently used by competitors.

According to Muchtolifah in (Haji et al., 2017), Entrepreneurial orientation is an organizational competency that helps create unique organizational resources, which are position advantages that affect performance. The direction of entrepreneurship is a company's strategic direction that aims to gain competitive advantage through indicators such as decision making, practices and methods. Entrepreneurial orientation is a trend of personal innovation, aggressiveness and a willingness to take risks to start a business or manage a business. Senior managers tend to take risks, innovate and show initiatives.

According to Drucker cited by (Paulus & Wardhani, 2018) the essence of entrepreneurship is the ability to create new things and create opportunities through creative ideas and ideas and innovative actions. Entrepreneurial orientation is the foundation for the ability to innovate and the ability to innovate, as well as a resource to find opportunities for success. Several management theories provide 3 basic dimensions of organizational orientation towards entrepreneurial management processes, namely innovation skills, risk-taking skills and initiatives. (Weerawardeena, in (Syukron & Ngatno, 2016).

According to Drucker, quoted by (Paulus & Wardhani, 2018) the essence of entrepreneurship is the ability to create new things and create opportunities through creative ideas and ideas and innovative actions. Entrepreneurial orientation is the foundation for the ability to innovate and the ability to innovate, as well as a resource to find opportunities for success. Several management theories provide 3 basic dimensions of organizational orientation towards entrepreneurial management processes, namely innovation skills, risk-taking skills and initiatives. (Weerawardeena, in (Syukron & Ngatno, 2016).

McDougall and Oviatt in (Feranita & Setiawan, 2019) Entrepreneurial orientation is defined as a combination of innovative, proactive and risk-taking behavior that aims to create value in an organization. Organizations can have an entrepreneurial structure and organizational members.

Frishammar and Horte in (Renita Helia, Naili Farida, 2015) The suggested entrepreneurial orientation covers three aspects: innovation, risk taking and initiative. Innovation refers to entrepreneurial attitudes,

entrepreneurial attitudes must be involved creatively in creating new ideas, this new idea makes it possible to produce new production system methods to produce new products or services for the current market and new markets.

The concept of market orientation believes that sales do not depend on active sellers, but on consumers' decisions to buy these products. This is synonymous with the concept of marketing. According to Uncles in (Syukron & Ngatno, 2016) Through continuous evaluation of the needs and needs of consumers, market positioning is defined as a process related to creating consumer satisfaction. Leading market position will add tremendous value to the company.

The market-oriented philosophy believes that sales do not depend on a radical sales force, but on the customer's decision to purchase products; it is synonymous with marketing concepts (Lamb et al., 2018). The marketing concept is a simple, intuitive and attractive philosophy that expresses market orientation. This shows that the social and economic reasons for the existence of an organization are to meet the needs of consumers while meeting organizational goals. The company believes that what it produces is not essential to its success. Conversely, Consumers believe that what they buy is the perceived value that defines the business.

Narver and Slater in (Syukron & Ngatno, 2016) emphasize that market orientation includes three components of behavior, namely consumer orientation, competitor orientation, and coordination between organizational lines. Consumer Oriented is to fully understand the target buyers so that they can continue to create higher value for them.

Robbins in (Syukron & Ngatno, 2016) Define innovation as a new idea that is used to initiate or improve product and service performance. Furthermore, according to (Sutapa et al., 2017) if entrepreneurs want to have innovation, then entrepreneurs must have several skills: self-knowledge, imagination, practical knowledge, and the ability to search.

Amabile in (Utaminingsih, 2016) said that innovation is the successful application of innovative ideas within the organization. Innovation is a company's process of adapting to a changing environment. companies must be committed to generating new assessments, new ideas and delivery of products that have never existed as well as improving service performance that can meet consumer needs.

The distribution of donut sales itself due to the existence of PSBB is usually carried out with sales applications and traditional mouth by mouth or other social media such as Facebook, Instagram during the Covid-19 pandemic. Based on the context of the Competitive advantages of MSME Donut products described above, therefore researchers are interested in conducting research with the title "Competitive advantage for donuts with a strategy of market orientation, entrepreneur orientation and product innovation".

Formulation of the problem

In this thesis the writer suggests several problem formulations with a focus on the following problems:

1. How is the influence of entrepreneurial orientation on Donat D'JiLa's Competitive advantage?.
2. How is the influence of market orientation on Donat D'JiLa's Competitive advantage?
3. How does Product Innovation affect Donat D'JiLa's Competitive advantage?

Research purposes

This research optimally aims to describe and analyze the following:

1. Knowing the effect of entrepreneurial orientation on Donat D'JiLa's Competitive advantage.
2. Knowing the effect of market orientation on Donat D'JiLa's Competitive advantage.
3. Knowing the effect of market innovation on Donat D'JiLa's Competitive advantage.

II. RESEARCH METHODOLOGY

Place and time of research

The research was conducted at Donat D'JiLa Bekasi Villa Mutiara Gading 2 Blok X5 No. 38 Rt.02 Rw. 18 Kelurahan Karangsatria, Tambun Utara District, Bekasi Regency in the period November 2020 to January 2021 at D'JiLa resellers who are domiciled in the city and Bekasi Regency and stalls / shops that accept snacks from Bekasi City and Regency as well as culinary lovers in the Complex Donat D'JiLa's domicile housing is located.

Population and Sample

The population in this study were all donut resellers in DaJiLa Donuts, Tambun Utara District, Bekasi Regency. Because the number of population in this study cannot be known with certainty, this is because resellers receive orders from buyers both for consumption and for resale, so in this study we will use a sample study with a total of 35 resellers, both private and stalls / shops.

The method used is non-probability sampling, which is a sampling technique that cannot provide equal opportunities for each element or member of the population to be selected as a sample. (Sugiyono, in Paulus & Wardhani, 2018).

The type used is judgmental sampling, namely purposive sampling. On this basis, the researcher chooses a sample based on an evaluation of several characteristics of the sample members that have been adjusted to the research objectives. (Kuncoro in Paulus & Wardhani, 2018). The sample selection is determined by several criteria, namely all resellers in the city of Bekasi and Bekasi Regency with active activity in carrying out massive or large sales.

III. RESEARCH METHODS AND DESIGN

The research method is a method or pathway related to research, with systematic steps. The research method can be described as a scientific method for obtaining effective data, the aim of which is to be able to find, develop, and prove knowledge so that it can be used to understand, solve and predict problems. (Sugiyono, 2015). Research methods include research procedures and techniques. The research method is an important step in solving research problems.

In this research, the method used is quantitative method. Quantitative research is a research method based on a positive philosophy, used to test a specific population or sample, use research tools for data collection, quantitative / statistical data analysis, and the goal is to test predetermined hypotheses. (Sugiyono, 2015). The data obtained aims to provide an overview or description of the considerations of MSME actors towards the implementation of innovation as well as entrepreneurial orientation, market orientation and competitive advantage based on the perceptions of MSME actors (Lestari et al., 2019).

The research design that will be used in this research is the research design of hypothesis testing, the research was conducted with a PLS-based Structural Equation Model (SEM) approach.

Operational Definition of Variables

a. Competitive advantage

Competitive advantage in this study is a series of factors that differentiate MSMEs from competitors and give them a unique position in the market, thus giving them an advantage.

Table 3.1 Grid of Instruments Competitive advantage

Variable	Indicator	Source
Competitive Advantage Setiawan inside	The design has its own uniqueness	(Paulus & Wardhani, 2018)
	The design has its own characteristics	
	Design cannot be copied	
	Has a quality taste	
	Higher quality product than competitors	
	Competitive price from competitors	
	Cheaper price than competitors	
Price according to taste quality		

b. Entrepreneurial orientation

Entrepreneurial orientation in this study is a benefit strategy for MSMEs to be able to compete, which is formed by an attitude of innovation, risk taking and being proactive.

Table 3.2 Grid of Entrepreneurial Orientation Instruments

Variable	Indicator	Source
<i>Entrepreneurial orientation</i>	New venture ideas	(Frishammar and Horte in Renita Helia, Naili Farida, 2015)
	New process idea	
	Attitude in resources	
	Adapt to the times	
	Introducing a new product	
	Creating change and shaping the environment	

c. Market orientation

Market orientation is learning how to respond effectively to changing customer needs and satisfaction, and creating products and services that will give you a competitive advantage.

Table 3.3 Market orientation Instrument Grid

Variable	Indicator	Source
Market orientation	Fulfilling consumer needs	(Narver and Slater inside Paulus & Wardhani, 2018)
	Understand the strengths of competitors	
	Understand the weaknesses of competitors	
	Coordinated resources in creating superior value	

d. Innovation

Innovation is the process of thinking, skills and resources of MSME actors to implement thinking based on these creative ideas in order to produce new things in the form of new products, processes, methods and possibilities.

Table 3.4 Grid for Innovation Instruments

Variable	Indicator	Source
Innovation	The product has never been on the market	(Kotler inside Hasnatika & Nurnida, 2019)
	Product variations	
	Donut products have several of the latest models	
	The donut style has additional topping and flavor	

The tool used in data collection is a questionnaire, so that the variables above are measured according to the respondent's level of agreement with the statements in the questionnaire to help confirm the variables studied. The technique of calculating data from the questionnaire uses a Likert scale. The 5 points in the grading category are as follows:

Table 3.5. Likert scale

Answer Options	Score Question Score
Very negative (Strongly disagree / never)	1
Negative (Disagree / almost never)	2
Positive (Agree / often)	3
Very positive (Strongly agree / always)	4

Source: Sugiyono, 2017

3.1 Data Analysis Method

Data analysis in this study used the partial least squares (PLS) method from SmartPLS 3. Researchers used PLS because it can be used for all types of data scales, including parametric and non-parametric, and easier assumptions. The final result of the PLS process is the level of significance of the predictions designed in the structure of the research model. The PLS function itself is to produce output data from statistical processing (algorithms) to be used as a benchmark in analyzing the significance and correctness of the prediction set.

The data processing procedure with PLS consists of two (2) sequential parts, namely. Outer Model analysis process

In addition to the word Outer Model, another term that is often used is construct (construct), or other terms Latent Variable (Latent Variable, LV), or Measurement Model. Outer Model is the target construct from indicators that are represented directly by its dimensions. The dimension of the indicator that predicts a construct in the term PLS is known as the Manifest Variable (MV).

Process Model Structural analysis

After the Outer Model is declared Reliable and Valid, procedurally each construct is declared feasible as an element of the Structural Model. The next stage is the process of testing the structure in accordance with the established model, or it is estimated that it will be able to produce sufficient statistical output to analyze the existing problems.

The most important step understood to initiate the structural testing process is the "Bootstrapping" process. Bootstrapping in the PLS process is a system designed by PLS to duplicate data in order to fulfill the assumptions of the statistical algorithm process.

The output of this bootstrapping process is the criteria to be used as a reference for the writer to decide whether the designed research model is suitable to be used as a tool to analyze problems or not. The testing process carried out on the results of the model structure algorithm is:

Hypothesis testing

Hypothesis testing in this study uses structural model testing (Inner model). This structural test aims to examine the relationship between latent constructs. Inner Model evaluation was done by means of the bootstrapping test. This analysis is carried out by comparing the t-table value with the t-statistic value, which later results will come from the bootstrapping results. The hypothesis is supported (accepted) if the t-statistical value is higher than the t-table value with significance through the P-Value $\alpha > 5\%$, $p\text{-val} > 0.05$ (Hair & Joseph, 2017).

IV. RESEARCH RESULTS AND DISCUSSION

Data analysis

The data management technique in this study is to use partial square analysis with the help of SmartPLS Version 3.0 in using SmartPLS analysis which has three models, namely the outer model, inner model, and hypothesis testing.

Results of the Measurement Data Analysis Model (Outer Model)

1. Convergent Validity (Convergent Validity Test)

1. Entrepreneurial Orientation

The Entrepreneurship Orientation Indicator is 1 question with 35 Reseller Donat D'JiLa respondents, to meet the convergent validity requirements, each Entrepreneurial Orientation question must be valued > 0.07 . the results of convergent validity are taken from the outer loading table in SmartPLS 3.0.

Table 4.5 Outer Loading Results of Entrepreneurship Orientation

Item	Outer Loading Results	Convergent Validity Requirements	Conclusion
OK1	0.822	> 0.7	Valid
OK2	0.783	> 0.7	Valid
OK3	0.886	> 0.7	Valid
OK4	0.844	> 0.7	Valid
OK5	0.817	> 0.7	Invalid
OK6	0.898	> 0.7	Valid
OK7	0.898	> 0.7	Valid
OK8	0.212	> 0.7	Invalid

Source: Primary data processed using the SmartPLS 3.0 application, 2020

Based on Table 4.5, it can be concluded that the 6 question items from the Entrepreneurship Orientation variable have an outer loading value of > 0.7 so that they can be declared valid or meet the convergent validity requirements.

2. Innovation

The Innovation Indicators amounted to 1 question with 35 Reseller Donat D'JiLa respondents, to meet the Convergent Validity requirements each Innovation question must be valued > 0.7 . Convergent validity results are taken from the outer loading table in SmartPLS 3.0.

Table 4.6 Results of Outer Loading Innovations

Item	Outer Loading Results	Convergent Validity Requirements	Conclusion
INOV1	0.503	> 0.7	Invalid
INOV2	0.790	> 0.7	Valid
INOV3	0.772	> 0.7	Valid
INOV4	0.830	> 0.7	Valid
INOV5	0.580	> 0.7	Invalid
INOV6	0.808	> 0.7	Valid
INOV7	0.907	> 0.7	Valid
INOV8	0.020	> 0.7	Invalid

Source: Primary data processed using the SmartPLS 3.0 application, 2020.

Based on Table 4.6, it can be concluded that the 5 question items from the Innovation variable have an outer loading value of > 0.7 so that they can be declared valid or meet the requirements of convergent validity.

The Market Orientation indicator is 1 question with 35 Reseller Donut D'JiLa respondents. To fulfill the Convergent Validity requirement, each Market Orientation question must have a value > 0.7 . The results of convergent validity are taken from the outer loading table in SmartPLS 3.0.

Table 4.7 Outer Loading Market Orientation result

Item	Outer Loading Results	Convergent Validity Requirements	Conclusion
INO1	0.834	> 0.7	Valid
INO2	0.868	> 0.7	Valid

INOV3	0.903	> 0.7	Valid
INOV4	0.927	> 0.7	Valid
INOV5	0.192	> 0.7	Invalid
INOV6	0.204	> 0.7	Invalid
INOV7	-0.224	> 0.7	Invalid
INOV8	0.157	> 0.7	Invalid

Source: Primary data processed using the SmartPLS 3.0 application, 2020

Based on table 4.7 it can be concluded that the 4 question items from the Market Orientation variable have an outer loading value of > 0.7 so that they can be declared valid or meet the convergent validity requirements.

1. Competitive Advantage

The Competitive Advantage indicator is 1 question with 35 Reseller Donat D'JiLa respondents, to meet the Convergent Validity requirements each Competitive Advantage question must have a value > 0.7. The results of Convergent validity are taken from the outer loading table in SmartPLS 3.0.

Table 4.8 Results of Outer Loading Competitive Advantage

Item	Outer Loading Results	Convergent Validity Requirements	Conclusion
CA1	0.814	> 0.7	Valid
CA2	0.799	> 0.7	Valid
CA3	0.902	> 0.7	Valid
CA4	0.860	> 0.7	Valid
CA5	0.563	> 0.7	Invalid
CA6	0.846	> 0.7	Valid
CA7	0.762	> 0.7	Valid
CA8	0.129	> 0.7	Invalid

Source: Data processed using Smart PLS 3.0, 2020.

Based on the results of table 4.8, it can be seen that the R-Square value in this study is 0.984 (98.4%). The results of this test illustrate that the Competitive Advantage variable can be explained by the Entrepreneurship Orientation, Innovation and Market Orientation variables 98.4%. So it can be concluded that each independent variable has a moderate influence on the dependent variable.

Hypothesis test

Table 4:21 Path Coefficients Results

Variable	R-Square
Competitive Advantage	0.984

Source: Data processed using Smart PLS 3.0, 2020.

Based on the results of table 4.17, it can be seen that the R-Square value in this study is 0.984 (98.4%). The results of this test illustrate that the Competitive Advantage variable can be explained by the Entrepreneurship Orientation, Innovation and Market Orientation variables 98.4%. So it can be concluded that each independent variable has a moderate influence on the dependent variable.

Hypothesis test

Table 4:21 Path Coefficients Results

Hypothesis	Variable	Original Sample	Standard Deviation	T Statistics	P Values
H1	OK -> CA	-0.073	0.062	0.430	0.667
H2	INOV -> CA	0.385	0.170	6,210	0.000
H3	OP -> CA	0.771	0.168	4,581	0.000

Source: Primary data processed, 2020.

1. The results of testing the Entrepreneurship Orientation Variable Hypothesis

So it can be concluded that partially the Entrepreneurial Orientation has no effect on Competitive Advantage. so the first hypothesis (H1) which states that Entrepreneurial Orientation has no effect on Competitive Advantage.

2. The results of testing the Innovation Variable Hypothesis

So it can be concluded that partially innovation has an effect on competitive advantage. So the second hypothesis (H2) which states that innovation has an effect on Competitive Advantage.

3. Results of Hypothesis testing for Market Orientation Variables

So it can be concluded that partially the Market Orientation affects Competitive Advantage. so the third hypothesis (H3) which states that Market Orientation has an effect on Competitive Advantage.

V. DISCUSSION

The Influence of Entrepreneurial Orientation on Competitive Advantage

The results of this study are in accordance with the research (Nizam et al., 2020) The results of the study underline that entrepreneurial orientation has no effect on competitive advantage.

Business managers do not fully understand how to use entrepreneurial orientation stages or processes, so there is no significant change in differentiating compared to competitors. Research shows indicators of entrepreneurial orientation carried out through new business ideas, new ideas of processes, attitudes in resources, adapting to the times, introducing new products, creating change and shaping the environment are still considered insignificant. Most business managers intervene directly in running their business because they do not believe that the business will be run honestly and successfully if it is handled by others.

The Influence of Innovation on Competitive Advantage

These results are in line with the research.(Andiyanto & Miyasto, 2017)The results obtained from this study indicate that innovation has a significant positive effect on competitive advantage in order to improve business performance. Every UKM is advised to have a competitive advantage which can be realized by developing new products, new processes and development in the marketing sector in order to get good business performance. In addition, it also needs to be supported by gathering information about market needs, prioritizing customer satisfaction and seeking information about competitors' strategies.

The results of this study are in accordance with (Lestari et al., 2019)The results of this study indicate that the innovation variable has a significant effect on competitiveness. These results are also in line with research which states that if innovation increases, the higher the business can be competitive(Sherlin, 2016). The results of this study are also in line with the question that the significant and positive influence of innovation on competitive advantage causes businesses that have unique and different products to excel in competing in the market.(Tahir et al., 2018).

The Effect of Market Orientation on Competitive Advantage

These results are in line with the research (Paulus & Wardhani, 2018) The results of this study indicate that partially market orientation has a significant positive effect on competitive advantage.

The results of this study indicate that the market orientation variable has a positive and significant effect on the variable of competitive advantage, this supports the research conducted by Syukron & Ngatno (2016).

The form of market orientation adopted by MSMEs is to make donut products according to customer desires, be able to respond to activities and strategies used by competitors, be able to follow trends in the market, conduct surveys to determine consumer responses to products produced and be able to coordinate between functions or hold discussions with resellers to resolve problems that occur. The respondent's perception shows that the respondent assesses the market orientation of Donat D'JiLa, through. Fulfilling consumer needs, Understanding competitors 'strengths, Understanding competitors' weaknesses. Coordinated resources in creating superior value.

VI. CONCLUSION AND IMPLICATIONS

Conclusion

Based on the results of research analysis and discussion of entrepreneurial orientation, product innovation and market orientation Affecting Competitive Advantage on DeJiLa Donut Resellers, the researchers obtained several conclusions including:

1. Based on the research results, it shows that Entrepreneurial Orientation does not affect Competitive Advantage. so the first hypothesis (H1) which states that Entrepreneurial Orientation has no effect on Competitive Advantage.
2. Based on the research results, innovation has an effect on Competitive Advantage. So the second hypothesis (H2) which states that innovation has an effect on Competitive Advantage.
3. Based on the research results, it shows that Market Orientation has an effect on Competitive Advantage. so the third hypothesis (H3) which states that Market Orientation has an effect on Competitive Advantage.

Suggestion

Based on this research, the authors make several suggestions, including:

1. Based on the research results, product uniqueness factors will encourage customers or consumers to switch to our products with the product differentiation we offer. With the same price or cheaper than similar products, the quality must be maintained so that a competitive advantage is created with existing similar products.
2. By paying attention to the life cycle of our own products and the changing trends in society, especially on social media, we must continue to keep our products in the market, by continuing to exist doing promotions and events in accordance with available cash flows while still paying attention to market opportunities and any changes in the desires that customers already have.
3. Although entrepreneurial orientation does not directly affect the attitude of competitive advantage, researchers expect the next researcher to examine other variables outside the variables in this study to determine the variables and other factors that affect competitive advantage such as promotional factors in social media, product differentiation, or other factors that can develop this research.

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