

# Exploring Marketing Knowledge, Entrepreneurial Orientation, and Product Innovation on Marketing Performance of Pastry MSME

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## Abstract

The performance of Micro, Small, and Medium-Sized Enterprises (MSMEs) must be enhanced to support their rapid growth and increase their contribution to the economy. A key factor influencing the advancement of MSMEs is their own performance. To improve marketing effectiveness, MSMEs must adopt the most suitable marketing strategies for each of their products. Through effective marketing performance, businesses can identify challenges that may affect their competitiveness and long-term sustainability. This study aims to explore the role of product innovation, entrepreneurial orientation, and marketing expertise in enhancing the marketing performance of MSMEs. A purposive sampling method was employed to select 96 active MSMEs in the pastry industry in Bugo Village, Welahan, Jepara Regency. Data analysis was conducted using multiple regression analysis. The results indicate that product innovation, entrepreneurial orientation, and marketing expertise have significant and positive effects on marketing success. The findings suggest that strengthening product innovation, entrepreneurial mindset, and marketing knowledge can further improve marketing performance in MSMEs, particularly in the pastry industry.

**Keywords:** marketing knowledge, entrepreneurial orientation, product innovation, marketing performance

## INTRODUCTION

Micro, Small, and Medium-Sized Enterprises (MSMEs) play an important role in the Indonesian economy. Due to the combination of various factors including their nature and size, the contribution of MSMEs can not only drive national economic growth and infrastructure expansion, but can also reduce the problem of unemployment by offering employment space (Arifin, 2021; Sinha, Sinha, & Sinha, 2024). MSMEs could contribute 60.5% to GDP, employ 96.6% of the labor capacity utilization rate, and contribute 15% to national exports by 2022 (Badan Pusat Statistik, 2022). MSMEs are

in high demand due to their accessibility to local communities and their ability to establish flexible operations at relatively low costs. These enterprises dominate a significant portion of Indonesia's industrial sector. Despite being categorized as small businesses, MSMEs can be found across the globe. Their rapid growth enables MSMEs to capture market share both at the national and international levels.

Despite their significant contribution to economic growth, MSMEs face several challenges that hinder their expansion. These challenges include financial constraints and issues within the marketing sector. As a result, many

business owners experience sales fluctuations or even declines, which ultimately impede the overall development of the nation. To achieve sustained growth and play a more substantial role in the economy, it is essential to enhance the performance of MSMEs. The performance of these enterprises is a critical factor influencing their growth or potential decline. Improving MSME performance will undoubtedly enable them to make even greater contributions to the national economy (Banerjee, 2023; Ciocoiu et al., 2024).

One of the primary objectives of a business is to operate efficiently and achieve success. To survive and thrive in the increasingly competitive business environment, entrepreneurs must implement effective marketing strategies, particularly those that are sales-driven. Ultimately, marketing strategies play a decisive role in determining a company's success or failure. In today's highly competitive market, businesses require a robust strategic plan, especially in the marketing domain, where a well-crafted strategy is essential for enhancing marketing performance. Effective marketing performance helps identify the challenges an organization must overcome to maintain its competitiveness and ensure the continuity of its operations (Kaushik & Dangwal, 2023; Ciocoiu et al., 2024).

Jepara Regency, known as "The City of Carving," is home to various industrial sectors, including the pastry, textile, and metal craft industries. The Pastry Industry Center, located in Bugo Village, Welahan District, represents one of the region's largest enterprises. Bugo Village is home to 125 pastry MSMEs, producing a wide range of products that are marketed not only within Jepara but also to neighboring regions such as Kudus, Demak, Pati, and Semarang. Pastry businesses are currently facing intense competition, not only from multina-

tional corporations outside of Jepara but also from other local MSMEs. To thrive and remain competitive in this challenging environment, pastry MSMEs in Bugo Village must possess financial resources, marketing expertise, and the ability to execute effective marketing strategies. Failure to do so may result in losing business opportunities due to poor marketing execution. To enhance their marketing effectiveness, MSMEs in the Bugo Village Pastry Industry Center must implement the appropriate marketing strategies. One way to evaluate the effectiveness of a company's marketing plan is by assessing its marketing performance. Every business has a right to understand the success of its marketing efforts, as a company's ability to succeed is directly linked to its marketing performance (Musrifah & Murwatining-sih, 2017; Sadiku-Dushi, Dana, & Ramadani, 2019; Kim et al., 2024).

To assess market circumstances, businesses must possess a strong understanding of marketing. Businesses need to be well-versed in marketing to properly comprehend and analyze market data, enabling them to comprehend the demands of their clients and the business environment (Muddaha, Kheng, Sulaiman, 2018; Lutfi, 2021). The appropriate information, attitudes, and abilities that an entrepreneur must acquire and hone in order to manage his firm in a way that best serves the target market are referred to as marketing knowledge. By understanding customer behavior, buying preferences, and decision-making processes helps businesses create competitive strategies that appeal to their target market and build loyalty (Muddaha, Kheng, & Sulaiman, 2018; Liu et al., 2024).

Creating and integrating market information involves conducting research and developing knowledge about customers, competitors, and the linkages between research and develop-

ment (R&D) and marketing (Charir, Primyastanto, & Abidin, 2017; Prasetyo, 2018; Elidjen, Hidayat, & Abdurachman, 2022). The level of marketing expertise within a company directly contributes to an improvement in its marketing performance. Additionally, a company's success can be attributed to its entrepreneurial mindset. Entrepreneurial orientation reflects a company's ability to identify and capitalize on untapped opportunities (Lutfi, 2021; Latifah & Dewi, 2021). Previous researches highlight that the process of starting, growing, and managing a new business involves multiple stages and activities that individuals or organizations must undertake (Ferrerias-Méndez et al., 2021; Singh & Mehdi, 2022).

An intriguing area of research is how entrepreneurial attitude influences the level of marketing performance across various organizations. The concept of "entrepreneurial orientation" refers to several internal organizational characteristics, including processes, practices, decision-making philosophies, and strategic focus, all of which contribute to the outstanding performance of MSMEs. Key aspects of an entrepreneurial mindset include providing appropriate strategies, recognizing opportunities, assessing performance, and adjusting tactics to foster success for new ventures. When it comes to the creative and inventive skills and resources used to look for company success chances, an entrepreneurial mindset is essential (Nuvriasari et al., 2020; Yanto, 2021). In summary, an organization's marketing effectiveness improves with a higher level of entrepreneurial attitudes. To dominate the market and outperform competitors, product innovation is essential. Product innovation refers to initiatives aimed at improving a product's functionality to enhance its competitive edge. It also involves the development of unique or high-value products

(Prihadini et al., 2023; Setyawati et al., 2024). Product innovation can be achieved through advancements in technology, design, functionality, and quality, providing businesses with the opportunity to continue producing competitive goods in today's highly competitive industrial landscape.

Innovation plays a critical role in maintaining a competitive advantage over rival firms. Innovation management helps organizations capitalize on opportunities by introducing innovations in processes, products, marketing strategies, or organizational culture. In this context, product innovation is particularly important for improving growth, marketing effectiveness, and overall organizational performance (Gupta, 2021; Setyawati et al., 2024). Product innovation can serve as a significant competitive advantage and profoundly impact a company's operations and sales. Business leaders employ product innovation strategies to create new products that meet customer needs and drive sales (Sulaeman, 2018; Prihadini et al., 2023). In other words, marketing success is directly correlated with the extent of its product innovation.

The results of the previous study demonstrate that marketing experience has a significant positive impact on marketing performance (Charir, Primyastanto, & Abidin, 2017). This finding contrasts with those of Lutfi (2021), who argues that marketing experience does not directly influence campaign performance. Elidjen, Hidayat, & Abdurachman (2022) found that entrepreneurial orientation significantly positively affects marketing performance. However, this conclusion is inconsistent with the findings by Ýpek, Býçakçýođlu-Peynirci, & Hizarcý (2023), who found that an entrepreneurial mindset does not influence marketing performance. Similarly, research by Shirokova et al.

(2022) shows inconsistent results regarding the relationship between entrepreneurial mindset and performance, aligning with the findings by Setyawati et al. (2024). Devara & Sulistyawati (2019); Nizam, Mufidah, & Fibriyani (2020) highlight a significant positive impact of product innovation on marketing performance. However, Manahera, Moniharapon, & Tawas (2018) demonstrate that product innovation does not significantly affect marketing success.

The significance of this research is well-founded in the existence of commercial phenomena within the MSMEs at the Bugo Village Pastry Industry Center, as well as the gaps identified in previous studies. The primary focus of this study is to examine the significance of product innovation, entrepreneurial attitude, and marketing expertise in enhancing MSMEs' marketing performance. The objective is to provide more detailed insights into the factors that most influence the marketing performance of MSMEs. Specifically, product innovation, entrepreneurial spirit, and marketing expertise are expected to have a favourable impact about the marketing efficacy of the Bugo Village Pastry Industry Center in Kalinyamatan District, Jepara Regency, enabling MSMEs to maintain their advantage in the international market.

## METHOD

This study uses a quantitative research methodology, with an emphasis on gathering data or information in numerical form to address the research objectives (Hair et al., 2010). The population consists of 125 MSME entrepreneurs operating within the Bugo Village Pastry Industry Center, of which 96 were selected as respondents using the Slovin formula. The sampling technique employed in this study is purposive sampling, as

it ensures the selection of respondents who have been operating a pastry business for a minimum of three years, thereby ensuring relevance and expertise in the field (Hair et al., 2010).

In order to collect valid and dependable replies, a structured questionnaire with well-organized and systematic questions was used to collect data for this study. The questionnaire was thoughtfully designed to include important factors that affect marketing performance for MSMEs. Multiple linear regression analysis was used to examine the gathered data. This statistical method makes it possible to investigate the link between the dependent variable (marketing performance) and several independent factors (product innovation, entrepreneurial orientation, and marketing knowledge).

The three main hypotheses of the study are that marketing performance is positively impacted by marketing knowledge (H1), that entrepreneurial orientation has a major effect on marketing performance (H2), and that product innovation has a positive impact on marketing performance (H3). The research of the critical elements that are anticipated to improve MSMEs' marketing performance is guided by these hypotheses. The main objective of this study is to offer empirical insights into how product innovation, entrepreneurial spirit, and marketing expertise influence MSMEs' marketing performance. The Bugo Village Pastry Industry Center in Kalinyamatan District, Jepara Regency, is the specific focus of the study. It is anticipated that the results will show how these aspects improve marketing performance. The study's ultimate goal is to support MSMEs in keeping a competitive advantage in a market that is becoming more international so they can interact with clients successfully and continue to expand their businesses.

**Table 1 Descriptive Statistical Analysis Results**

Variables	Min	Max	Means	Std. Dev
Marketing knowledge (X1)	7	15	11.53	2.077
Entrepreneurial orientation (X2)	7	15	12.63	1.975
Product innovation (X3)	8	15	12.17	1.956
Marketing performance (Y)	10	15	13.14	1.505
Valid N (List)				

## RESULTS

Based on the gender of the business owners, who comprised 70% of the MSME respondents, the average age of the respondents ranged from 40 to 55 years. It is also important to consider the length of time the respondents have been operating their businesses, with all respondents having been in business for more than three years. The most common length of business operation among entrepreneurs in Bugo Village is between five and ten years. In terms of education, 48% of the respondents are elementary school graduates, while 16% have completed undergraduate studies. The findings from the descriptive statistical analysis, which characterize the trend of respondents' responses for each variable, are presented in Table 1. The data indicate that the majority of respondents' responses fall within the category of marketing expertise.

A question indicator in the study is considered valid if the calculated correlation coefficient ( $r$  count) is greater than the critical value ( $r$  table). Based on Table 2, the computed  $r$  values for all variable indicators in this study are greater than the critical  $r$  value (0.2006). Therefore, all indicators in this research are considered valid.

A research variable is considered reliable if the Cronbach's alpha value is greater than 0.60. The results presented in Table 3 show that all variables have a Cronbach's alpha value exceeding 0.60. Therefore, all variables in this study are deemed reliable.

One method to assess normality is through the standard probability plot. Based on the results, several data points are close to the diagonal line, indicating that the regression model satisfies the normality assumption. Normality was also tested using the Kolmogorov-Smirnov

**Table 2 Item Analysis**

Variables	Statement	R Count
Marketing knowledge (X1)	X1.1	0.765
	X1.2	0.834
	X1.3	0.753
Entrepreneurial orientation (X2)	X2.1	0.803
	X2.2	0.909
	X2.3	0.883
Product innovation (X3)	X3.1	0.676
	X3.2	0.893
	X3.3	0.861
Marketing performance (Y)	Y.1	0.845
	Y.2	0.865
	Y.3	0.841

**Table 3 Reliability Test Results**

Variable	Cronbach's Alpha
Marketing knowledge (X1)	0.673
Entrepreneurial orientation (X2)	0.833
Product innovation (X3)	0.748
Marketing performance (Y)	0.748

statistical test. The result shows that the significant p-value of 0.16 ( $> 0.05$ ) suggests that the regression model meets the assumption of normality. The multicollinearity test reveals that all independent variables have a tolerance greater than 0.1 and VIF values below 10 (VIF X1 = 2.495; VIF X2 = 7.312; VIF X3 = 7.540). Therefore, the independent variables in the regression model do not exhibit multicollinearity. The scatterplot for the heteroscedasticity test indicates that the vertical data points are evenly distributed around zero, forming a wide, wavy curve without concentration above or below the line. This pattern suggests that heteroscedasticity is not present in the regression model. Additionally, the Glejser test was used to assess heteroscedasticity. The results show that the variables have significance values greater than 0.05, indicating that the regression model is free from heteroscedasticity.

According to the F-test results, the sum of squares for the regression model is 230.063, and for the residual model, it is 45.937. With a significance level of 0.000 ( $< 0.05$ ), the computed F-value of 153.586 ( $> 2.70$ ) is greater than the F-table value. Therefore, the variables related to sales training, company orientation, and product innovation jointly affect sales performance. The impact of each independent variable on the dependent variable was evaluated using the t-test. The t-test results show that marketing performance is significantly influenced by marketing knowledge (sig. 0.006  $< 0.025$ ), entrepreneurial orientation (sig. 0.000

$< 0.025$ ), and product innovation (sig. 0.005  $< 0.025$ ). Finally, the coefficient of determination results shows an Adjusted R Square value of 0.828 (82.8%), indicating a strong relationship between entrepreneurial orientation, product innovation, marketing expertise, and marketing performance.

## DISCUSSION

Marketing performance is significantly impacted by marketing expertise. The test results show that marketing knowledge has a statistically significant impact on marketing performance among MSMEs at the Bugo Village Pastry Industry Center, supporting the acceptance of  $H_1$ . MSME members at the Bugo Village Pastry Industry Center can learn a lot about marketing via social media channels. It has been discovered that social media marketing improves MSME performance (Tatik & Setiawan, 2024; Fikriah et al., 2024). The results indicate that MSMEs in the Bugo Village Pastry Industry Center will market more successfully if they have greater marketing expertise. These findings are consistent with the study conducted by Ma'arif and Maftukhah (2020), which found that marketing performance is greatly influenced by marketing experience. Additionally, a number of organizational performance aspects, including financial, customer, and market-related performance, are significantly impacted by the resources and proficiencies of marketing knowledge management.



Additionally, it is discovered that marketing success is highly impacted by entrepreneurial orientation, showing statistical proof that this is the case for MSMEs at the Bugo Village Pastry Industry Center. According to earlier studies, EO improves marketing success in the food and needlework sectors, respectively (Rahmidani et al., 2023; Arifin, 2021). Karnowati et al. (2023) offered more proof of EO's role as a mediator between marketing performance and innovation orientation in culinary MSMEs. EO is crucial for enhancing marketing success in a variety of MSME circumstances, according to all the studies. Creative, proactive, and risk-taking behaviors are often characterized as EO (Arifin, 2021; Lie & Afifah, 2020; Rahmidani et al., 2023; Karnowati et al., 2023). Business owners' entrepreneurial mindset is influenced by how long they have been running their companies. In particular, to improve marketing success, most of these owners—who have been in business for more than five years—take more creative, bold, and proactive actions.

As their entrepreneurial attitude grows, MSMEs in the Bugo Village Pastry Industry Center will perform better in marketing. These results support earlier research showing a substantial relationship between marketing performance and entrepreneurial orientation (Aftab et al., 2022; Lutfi & Nupus, 2023). Marketing performance in MSMEs is significantly impacted by product innovation as well. Previous studies showed that product innovation also plays a crucial role, either as a direct influencer of marketing performance or as a mediator between EO and marketing performance (Karnowati et al., 2023; Duwalang & Santika, 2020; Latifah & Dewi, 2021). Product innovation, which is related to the amount of time spent running a pastry store in Bugo Village, Jepara, is tied to the capacity to produce excellent

pastry goods, offering a range of product varieties, styles, and designs.

According to the results' interpretation, MSMEs in the Bugo Village Pastry Industry Center will do better in marketing as their goods grow more inventive. These results support previous studies that revealed product innovation has a major impact on marketing success (Khamaludin et al., 2021; Khasanah & Sukresna, 2023). This study was designed to investigate the relationship between marketing performance, entrepreneurial orientation, and product innovation. The results show that, both individually and jointly, product innovation, entrepreneurial orientation, and marketing skill all significantly and favorably impact MSMEs' marketing success. For MSMEs to improve their marketing success, innovation and an entrepreneurial attitude are essential. It has been demonstrated that product innovation significantly affects marketing success in culinary SMEs and lessens the effects of market and entrepreneurial orientation (Duwalang & Santika, 2020; Faerrosa et al., 2022). Innovation orientation has a favorable correlation with marketing performance and entrepreneurial orientation, with entrepreneurial orientation acting as a partial mediator (Karnowati et al., 2023).

The factor that affects dry cake MSMEs' marketing success in Bugo Village the most out of all of these is entrepreneurial orientation. With a t-value higher than the t-table value ( $3.795 > 1.98609$ ) and a significance value less than 0.05 ( $0.000 < 0.05$ ), it is clear that entrepreneurial approach has a substantial impact on marketing performance. Strongly entrepreneurial SMEs typically exhibit growth, especially in terms of their ability to innovate, take initiative, and take risks. Therefore, SME performance can be improved by developing a strong entre-

preneurial attitude (Wahyuni & Sara, 2020). With a t-value of  $2.893 > 1.98609$  and a significance threshold of  $0.005 < 0.05$ , product innovation comes in second, indicating that it has a positive impact on marketing performance (Harini, Silaningsih, & Putri, 2022). With a significance level of 0.199, the results show that marketing knowledge competence considerably and positively impacts the marketing performance of dry cake MSMEs in Bugo Village (t-value of  $2.793 > t\text{-table value of } 1.98609$ ). This supports earlier study showing that marketing performance is positively impacted by marketing knowledge competency through individual dynamic skills (Scuotto et al., 2021). Product design, product variants, and product quality are the main factors influencing this influence.

## CONCLUSION

Product innovation, entrepreneurial approach, and marketing knowledge competency are all strongly correlated with marketing performance, according to the findings and discussion results. In accordance with these findings, the researchers advise MSME players to concentrate on strengthening their entrepreneurial orientation by being more creative, innovative, and proactive in order to support SMEs' expansion and competitiveness. Micro, small, and medium-sized businesses (MSMEs) who produce dry cakes and sell the majority of their goods domestically are the subject of this study. Cross-national comparisons may be taken into consideration in future research to increase MSMEs' acceptance and recognition globally.

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