

## Performance Competitive Advantage and Review on the Factors in the Company Cooperation

Achmad Daengs GS

Universitas 45 Surabaya, Indonesia

[adaengsgs@univ45sby.ac.id](mailto:adaengsgs@univ45sby.ac.id)

### Abstract

*The competitive advantage that can improve marketing performance can be grown by building learning relationship. This means that the company should be able to increase the activity of learning by facilitating the exchange of information, developing common learning area, and update their behavior in accordance with the terms of the stakeholders. These learning come from a variety of sources that are not even from stakeholders only, but also can obtain information derived from studies of scientists and academics. According to this case, the company can always obtain comprehensive understanding in determining any strategy that will be used. Relationship learning through the creation of common understanding are refer to the joint activities continually between the customer and the supplier that intended to create an understanding of information that could potentially affect the behavior. Everything is invaluable business supporting elements in smoothing activities. This includes various specific resources that can provide the supply of valuable information to the decision making process and strategic policy by the company.*

### Keywords

relationship; market; brand; competitive advantage



### I. Introduction

Competitive advantage is intended as an advantage that exceeds all competitors, it was obtained by offering more value to consumers than those made by competitors. Competitive advantage can be achieved by a company to create better customer value than competitors in the same price or creating customer value equal to the competitors, but in lower price (Hansen & Mowen, 1997). The company's success as an essential part of economy growth achievers are very depend on the competitiveness, If the company successfully compete in the international arena then the company is worthily mentioning as an ambassador for the country's growth and prosperity. So it is clear that, it is the company was competing, not the state or the industry (Porter, 1980).

Marketing is a process of planning and execution, starting from the conception stage, pricing, promotion, to the distribution of goods, ideas and services, to make exchanges that satisfy the individual and his institutions (Dianto in Asmuni *et al*, 2020). According to Tjiptono in Marlizar (2020) marketing performance is a function that has the greatest contact with the external environment, even though the company only has limited control over the company's environment. In the world of marketing, consumers are assets that must be maintained and maintained their existence in order to remain consistent with the products we produce (Romdonny and Rosmadi, 2019).

Marketing performance in a long era before '70s, is more partial oriented that is in the form of productivity. Here generally, the performance measurement expressed in achievement indicators based on output and input marketing. A number of indicators are taken seem 'efficiency-smelled' for the benefit of producers, short term and in monetary terms it can create conflicts of interest and creating a misalignment of goals between

employees and companies. Even in the long term without realizing it can blur the vision, mission and objectives of the company, including the company's morale and philosophy. The measurement of marketing performance is too stressed on financial based profit-loss often lead to errors in the conclusions and strategic decision making. For example, the decision to sell assets that are considered unproductive, including reducing the actual skilled workforce by management in order to achieve productivity targets on the basis of efficiency. All of which can cause the company to lose power and opportunity for the company to grow in the future.

Therefore, the measurement of marketing performance in the 2000s era undergone many changes and has been developed in various ways and a number of marketing performance measurement indicators that are more relevant. For example, the measurement of performance indicators of customer satisfaction and customer loyalty are more relevant to the performance of the current marketing that allows or will increase the products quality and value, service quality and the good techniques of customer relations. This indicator cultivate honestly appreciate the value 'paid' by customers to obtain goods and services of companies outside of the product price in monetary units. The value of time and psychological paid by customers are difficult to quantify in monetary unit, therefore it be recognized and not to overlooked by the companies. This indicators of performance measurement are not financially oriented and short-term, but it is give very positive impact on the formation of attitudes and behaviors of employees in companies that support the growth and image of the company. The examples of other indicators is marketing assets. Assets controlled and owned by the company do not always seem tangible in the physical form of facilities and the number of workers of the company. But no less important are the intangible assets. Intangible assets have become very important because it proved to have a role and the ability to provide greater value than tangible assets. Intangible assets that are important in marketing such as: the type and quality of customer that support and profitable to the business, quality of reliable distribution channels and who are willing to as 'supporting partners' of business, various other relational ease of access to the target market. Everything is invaluable business supporting elements in smoothing activities. This includes various specific resources that can provide the supply of valuable information to the decision making process and strategic policy by the company.

The role of marketing increased significantly in the company rather than the services function which is now a strategic function and began to organize the company's decision-making. From a functional approach marketing that are transformed into a concept of how to lead the company.

## **II. Review of Literature**

### **2.1 Brand Orientation**

Competitive advantage according to Kotler & Armstrong (2008), brand orientation is an advantage over competitors gained by offering consumers greater value than competitors do. Competitive advantage is intended as an advantage that exceeds all competitors, obtained by offering more value to consumers than those made by competitors. Competitive advantage can be achieved by a company to create better customer value than competitors at the same price or creating customer value equal to their competitors, but in the lower price (Hansen & Mowen, 1997). Competitive strategy is the search for a favorable competitive position in an industry. Competitive strategy aims to establish a profitable and sustainable position against the forces that determine industry competition (Hooley, Pierce, & Micouland, 2008).

## 2.2 Creating Competitive Advantage

Competitive advantage can be achieved by a company by create better customer value than competitors at the same price or creating customer value equal to the competitors, but in the lower price (Hansen & Mowen, 1997). Customer will see brand orientation, customer advantages, giving the company an edge over its competitors (Kotler & Armstrong, 2008). Consumers will see a competitive advantage as an advantage for consumers, which give companies the level above the competitors.

## 2.3 Dimensions of Competitive Advantage

To face the strength of competition, Porter (1980) points out the need for a strategy known as generic strategies that is a fundamental way for the company to achieve profitability above the industry average to have a sustainable competitive advantage. Generic strategy consists of three kinds:

1. Overall cost advantage strategy, it is achieves overall cost advantage in the industry through a set of functional policies aimed at the main targets.
2. Differentiation strategy, it is the differentiation of products or services offered by the company, which is to create something felt by the entire industry as a unique thing. Approaches for differentiation can be various forms; design or brand image, technology, special characteristics, customer service, dealer networks, or other dimensions.
3. Focus strategy, it is focus on the buyer group, product lines segment, or a specific geographic market.

The planning of marketing strategy decision is supported by the SWOT (Strength, Weakness, Opportunity, Threat) which is compares the company's internal environment (strengths and weaknesses) and external environment (opportunities and threats) in order to determine the position of the company in an industry.

## 2.4 Factors Affecting Competitive Advantage

### a. Relationship learning and Competitive Advantage

Conducted a study to explore the positive impact of Relationship learning and absorptive capacity to the competitive advantages of the company through innovation performance in Taiwan manufacturing industry. This study entitled "The positive effects of relationship learning and absorptive capacity on innovation performance and brand orientation in industrial markets". The results of this study show that relationship learning and absorptive capacity has effect on the company through innovation performance and further have a positive effect on the company's competitive advantage.

Learning and knowledge considered to play a significant role in the relationship between the companies. Organizational learning activity will create a positive impact on relations between companies such as shared memory. Because most of relationships do not follow the classical linear development, it means the most relationships appear to be more dynamic and leading to a joint vision. However, a joint vision of a relationship is different in every time depending on changing of needs and opportunities. It is not only the members of the organization itself that needs to be learned, but all members of an organization also need to learn from each other. Inter-organizational learning can help colleagues to create the greatest gains in the economic situation, culture and their relationships. Therefore, relationship learning capability will be a pivotal point for the company to establish the competitive advantages.

## **b. Relationship Learning and Marketing Performance**

The developing good practice of measurements in the areas of brand equity and measurement of financial return are positively related to the company performance and learning. Recent researches were stated that the marketing dashboard have positive benefits for the spread and the use of MPM information systems.

The alignment of organization effectively around the customer-related processes has the strong positive advantage for CRM programs rather than the extent of CRM technology has been used. Outside of anecdotes, the process of measuring customer satisfaction into scanning data, analysis, distribution and using and found qualitative evidence that the superior process related to their superior performance suggest the wide contingency diversity relating to the implementation processes of measurement, which are grouped under the organizational culture, customer and competitor strengths, resources and strategies.

## **2.5 Market Orientation and Competitive Advantage**

The cause of the decline in new student at a private High School in West Java and Banten since 2002/2003 to 2007 show that the marketing environment was seen by the macro environment such as demographics, economics, technology, politics and culture. As the micro-environment such as vendor, mediator, consumer market, competitors, customers, as well as the competitive advantages that pay attention to the superior sources such as resources, superior skills and superior control that have impact on the image and marketing performance.

Market orientation is the creation of market intelligence across the organization with regard to the integrity of the customers in this time and in the future, the distribution of intelligence among departments, and responsiveness throughout the organization to it (Kohli & Jaworski, 1990). Market orientation is an organizational culture which gets the important behaviors as efficient and effective as possible to create value for buyers and the continuous superior value for buyers and continuous superior performance for business. Kohli & Jaworski (1990) use the term “marketing orientation” to mean the implementation of the marketing concept. More formally, they take the perspective of information processing and interpreting market orientation as “the creation of wide organization market intelligence relating with customer needs in this time and in the future, the distribution of intelligence among several department, and organization responsiveness widely to market intelligence.”

## **2.6 Market Orientation and Marketing Performance**

Spreading of marketing paradigm that emphasizes the importance of involving customers in the processes of marketing companies (eg, co-creation) and noted the relationship between the company and customers to encourage the affirmation magnification within the scope of marketing activities, with a gradual disclosure of customers integration performance, that is ability to obtain and retain customers profitable, which is measured through the customer lifetime value, customer loyalty, customer satisfaction and other matrices suggested by the authors of relationship marketing (Lamberti & Noci, 2010).

The performance of knowledge and intellectual capital-based assets as a relevant performance in analyzing the results of marketing, when there is the appearance of the cultural role of marketing. Many authors refer to the marketing departments responsible for spreading culture throughout the organization market (Kohli & Jaworski, 1990). In this sense, because the organizational culture and knowledge sharing are positively correlates

with “spirits de corps” of the corporate, job satisfaction and organizational commitment of workers, explains the potential uses for the company to measure this type of performance to gain comprehensive understanding about the evolution of marketing strategy.

### **2.7 Brand Orientation and Competitive Advantage**

Relationship between the market, learning and brand orientation with competitive advantage and organizational performance of retail companies in the UK found that competitive advantage contribute to the effectiveness of the strategy and mediates the relationship between learning and brand orientation and effectiveness of the strategy. There is no significant relationship found in relation with the company’s performance. Furthermore, market orientation is not found to have significant relationship, either directly or indirectly to competitive advantage or indirect impact on financial performance.

Wong and Merrilees Wong & Merrilees (2005) states to gain a competitive advantage in the planning stages of marketing, attitude to the brand orientation plays an important role in determining whether a brand will be used. The researchers looked the brand management from several different perspectives. Some use extensive review of the brand management process, while another focuses on specific elements. It can be grouped into four distinct themes: creating a unique brand identity, develop brands portfolio, manage brand communication and monitor the brand value.

By focusing on each of these aspects the organization can effectively monitor consumer brand perception, identify whether attitudes to the brand accompanied by brand vision itself or bring strategies that reinforce positive brand beliefs or change negative perceptions. Growth opportunities in the future can also be identified and estimates can be made concerning the relative value of a brand in consumers’ minds. In doing it, organizations can create a brand that really convince stakeholders and give them tangible or intangible benefit that they want. Eventually, this will encourage the development of stronger brand and improve the organization performance. Although it is developed in the context of profit organization, these principles can also be applied to the non-profit sector (Ewing & Napoli, 2005).

### **2.8 Brand Orientation and Marketing Performance**

The developing good practice of measurements in the areas of brand equity and measurement of financial returns are positively related to the company performance and learning. Some recent researches states that the marketing dashboard have positive benefits for the spread and the use of MPM information systems,

Segev (2006) stated the researchers agreed that market orientation is a way of organization to regulating all of stakeholders and examine the extent to which the company to acts or tend to acts in accordance with the marketing concept. So that the market orientation has been conceptualized from the cultural and behavior perspectives. The cultural approach, claim that the market orientation based on the norms and values of organization that encourages behavior that is considered a market orientation. The behavioral approach, concentrates on organizational activities directed by the managers of the organization. These activities associated with market information creation, spread of cross- departmental to the information and responsiveness to the disseminated information. Although the latter approach was ignore the competitors, the literature still accept this approach as an empirical approach, which measures the antecedents of market orientation and explain the relationship between market-performance orientation. It helps organizations improve customer satisfaction, encourage and develop innovative organizational commitment (Kohli & Jaworski, 1993).

## 2.9 Marketing Performance

Performance as the end result of activity. At one level, this can be as simple as its definition even though on another level the general performance measures is quite complicated and disappointing. Recently, the measurement of business performance getting the active investigation from the practitioner and academic, as long as new reports and articles about this topic appears one on every five hours every working day since 1994, with the search www reach to 70 references (Pont & Shaw, 2003).

Key performance that aimed at marketing is the marketing efficiency performance, related to the processes of intra-functional, such as the results in terms of cost and turnover that are directly caused by the activity of promotion, sales, pricing and distribution (Lamberti & Noci, 2010). Performance history states that measures of marketing performance has shifted in three consistent directions over the years; first, from the size of financial output to non-financial; second, from the size of output to input; and third, from the size of unidimensional to multidimensional (Pont & Shaw, 2003). Marketing performance measurement system (MPMS) is part of the PMS corporate which aimed to measuring the performance which is influenced by marketing (Lamberti & Noci, 2010).

The existence of a gap between what might be given as normative model for performance measurement and contextual situations where individual businesses find it. Effective performance measurement is a contingent process; nature of the performance measurement system will change depending on the company's marketing strategy, corporate and environmental context of the task.

## 2.10 Conceptual Framework and Hypotheses

The brand orientation is able to increase its competitive advantage. In addition, Nermark's view, vice president of Marketing Tetra Pak, believes the value of brand as a competitive tool, which states that "In the trade show of Tokyo Pak 1985, our Japanese competitors Shikok display the copy of machine systems Tetra Brik under the name of UP-Fuji-MA60. It opens our eyes about the importance of brands. They can imitate our machine, even though we put forward objections based on patent, and papers for our machines sold by the USA International Paper. Brand on the other hand gives us even greater protection" (Urde, 1994). The study results of Kohli & Jaworski (1990) was also able to prove that the brand orientation can significantly increase competitive advantage. Wong & Merrilees (2005) validated this fact by saying that the brand should be the basis of corporate strategy. Brand- oriented approach of a corporate strategy able to make the company gain competitive side longer over than competitors to achieve growth and expansion. Brand orientation is a strategic choice that can determine a company's competitive side, with the consequence of increasing in the long term survival. On the other hand, there is theoretical view which says that the growth opportunities in the future can also be identified and estimates can be made concerning with the relative value of a brand in consumers' minds. In doing it, organizations can create a brand that really convince stakeholders and give them tangible or intangible benefit that they want. Eventually, this will encourage the development of stronger brand and improve the organization performance (Ewing & Napoli, 2005).

The brand orientation has significant relationship with competitive advantage. In a competitive environment, the organizations have to be very aware and responsive to customer needs, or the other competitors will provide the products that are better suited to these needs and control of their business. There are stronger market orientations in a business, then there are greater efforts to offer superior value for buyers (Dawes, 2000).

Market-oriented culture as a significant factor in achieving superior corporate performance (Vazquez, Santos, & Alvarez, 2001).

Interests to build relationship learning to enhance the competitive advantage proved the relationship learning have positive impact on the company's competitive advantage. When the company expanding the scope of organizational operations, they must consider the global strategic objectives for innovation, learning and adaptation (Cheung, Myers, & Mentzer, 2010). The collaborative process of relationship learning is idiosyncratic and it is difficult to imitate by the competitors, then learning relationship can be used to develop the competitive advantages (Chang & Gotcher, 2008). Theoretical view suggest the relationship learning is an effective strategy in the long term. It is easier for the companies to improve the economic performance such as lowering costs, but the performance of relationship is intangible and can not be measured concretely. The companies often assume that the relationship is positively associated with the performance, but it was little known about the basis and this performance. The competitive advantage plays a role to affect marketing performance.

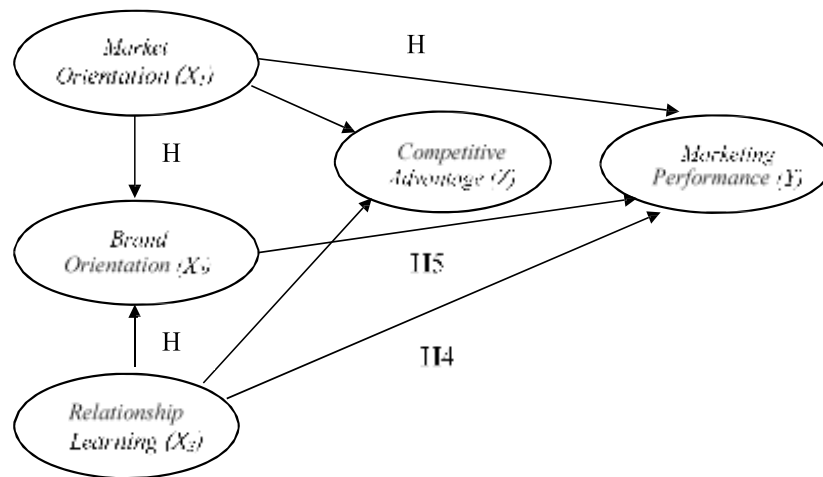


Figure 1. Conceptual Framework

### Hypothesis

- H1: Market orientation has positive effect on brand orientation
- H2: Relationship learning has positive effect on brand orientation
- H3: Market orientation has positive effect on marketing performance
- H4: Relationship learning has effect on marketing performance
- H5: Brand orientation has effect on marketing performance

### III. Research Method

This study is a survey research, which aims to examine one or several variables and a greater totality.

#### 3.1 Samples

Based on the representatively sample calculations of the population, with the level of tolerance sampling by 10% (using 5% yielding too large sample size, so it is technically difficult in research operations, given the busyness and the spread of population members).

$$n = \frac{N}{1 + Ne^2}$$

Based on the total number of samples, then it can be calculated the number of samples to:

The collection of data by using questionnaire was conducted to measure the observed variables in the model. Measurement of the variables that make up the construction of Market Orientation (X1), Brand orientation (X2), Relationship Learning (X3), Competitive Advantage (Z) and Marketing Performance (Y) was performed using a Likert scale with a range of values from 1 to 5.

### 3.2 Models and Techniques of Data Analysis

The analysis used in this research is the analysis of Structured Equation Model (SEM). It is more due to the modeling construction in this analysis involves at least 2 (two) intervening variables and it is expected to be able explain the causality relationship directly and indirectly through simultaneous relationships.

The results of models testing of Structural Equation Modeling (SEM) for a variety of causality preformed, showed that:

1. Market orientation has positive effect on brand orientation
2. Relationship learning has positive effect on brand orientation
3. Market orientation has positive effect on marketing performance
4. Relationship learning has positive effect on marketing performance
5. Brand orientation has positive effects on marketing performance

## IV. Results and Discussion

### 4.1 Market Orientation and Brand Orientation

The results of hypothesis test with the help AMOS 7.0 software shows that the effect of market orientation on brand orientation of furniture company in Java is positive, as indicated by the value of standardize estimate is positive (+0.224). This level of significance was indicated by the calculated critical value  $2.008 > 1.960$  with the causality probability by  $0.045 < 0.05$ , which means significant. It was showed that the first research hypothesis (H1) which states that: “market orientation has effects on the company’s brand orientation,” is acceptable. The effect of market orientation on the company’s brand orientation by +0.224, it shows that the market orientation contributes 22.4% to the company’s brand orientation.

Hypothesis testing results showed the effect of market orientation on the company’s brand orientation. It shows the tendency that the better market orientation developed by the company, the more high level of company brand orientation in the positions itself to has competitive advantage in the sense of furniture consumers in accordance with customers’ expectations to the furniture products offered. The weaker market orientation developed by the company will result in getting down the levels of company’s brand orientation than foreign companies whose products are sold in Indonesia.

### 4.2 Relationship Learning and Competitive Advantage

The test results showed that the effect of relationship learning on company’s brand orientation is positive. The level of significance is indicated by the value of standardized estimate is positive (+0.353) while the critical value of calculation results show  $3.095 > 1.960$  with the causality probability by  $0.002 < 0.05$ , which means significant. This shows



that the second research hypothesis (H2) which states that: “the relationship learning has effect on the company’s brand orientation,” is acceptable. The effect of relationship learning on company’s brand orientation is +0.353, which shows the relationship learning contributes effect by 35.3% to the company’s brand orientation.

Effect of relationship learning on company’s brand orientation is positive, it means that the better the relationship learning formed and grown in the company then it will result the higher levels of company’s brand orientation in positioning itself has a competitive advantage in the sense of furniture consumers in accordance with customers’ expectations of the furniture products offered. Conversely, by the weakening of relationship learning formed and grown in the company then it will result the decline in the level of company’s brand orientation in positioning itself has a competitive advantage in the sense of consumers in accordance with furniture customers’ expectations to the furniture products offered.

#### **4.3 Market Orientation and Marketing Performance**

The test results showed that the effect of market orientation on company’s marketing performance is positive. The level of significance is indicated by the value of standardized estimate is positive (+0.199) while the critical value of calculation results show  $1.969 > 1.960$  with probability causality by  $0.049 < 0.05$ , which means significant. This suggests that the third research hypothesis (H3) which states that: “market orientation has effect on company’s performance marketing,” is acceptable. The effect of market orientation on furniture company’s marketing performance in Java amounted to +0.199, which shows market orientation contributes the effect by 19.9% to the company’s marketing performance.

The analysis results of the effect contribution of market orientation developed by the company with the high of company’s marketing performance was able to ensure the sustainability of the company and was able to provide policies to be taken to advance the company as 19.9% indicates that the market orientation that developed in the form of intelligence generation, intelligence dissemination and responsiveness contributing effect of 19.9% for the company’s marketing performance improvement in ensuring the sustainability of the company and to the cross-functional processes within the company and turnover caused by marketing activities.

#### **4.4 Relationship Learning and Marketing Performance**

The test results showed the effect of relationship learning on company’s marketing performance is positive. The level of significance is indicated by the value of standardized estimate is positive (+0.401) while the critical value calculation results show by  $4.058 > 1.960$  with the causality probability by  $0.000 < 0.05$ , which means significant. This shows that the fourth research hypothesis (H4) which states that: “relationship learning has effect on the company’s marketing performance,” is acceptable. The effect of relationship learning on the company’s marketing performance amounted to +0.401, which shows the relationship learning contributes by 40.1% effect on the company’s performance marketing.

Effect of relationship learning on company’s marketing performance is positive, it means that the better the relationship learning formed and grown in the company then it will result in increasing the company’s marketing performance in ensuring the achievement and prospect of marketing performance which more able to ensure the sustainability of the company and was able to provide policies to be taken to promote the company that eventually would affect to the cross-functional processes within the company

and turnover caused by marketing activities. Conversely, by the weakening of relationship learning formed and grown in the company then it will result in the decline in the company's marketing performance in ensuring the achievement and prospect marketing performance which is more able to ensure the sustainability of the company and was able to provide policies to be taken to promote the company that eventually would affect to the cross-functional processes within the company and turnover caused by marketing activities.

#### **4.5 Brand Orientation and Marketing Performance**

The test results showed the effect of brand orientation on the company's marketing performance is positive. The level of significance is indicated by the value of standardized estimate is positive (+0.313) while the critical value calculation results show by  $2.964 > 1.960$  with the causality probability by  $0.003 < 0.05$ , which means significant. This shows that the fifth research hypothesis (H5) which states that: "the brand orientation has effect on the company's marketing performance," is acceptable. The effect of brand orientation on the company's marketing performance is equal to +0.313, which showed that the brand orientation contributed 31.3% effects on the company's marketing performance.

The effect of brand orientation on the company's marketing performance is positive, it means that the better brand orientation formed and developed in the company then it will result in increasing the company's marketing performance in ensuring the achievement and prospect of marketing performance is more able to ensure the sustainability of the company and was able to provide policies to be taken to promote the company that eventually would affect to the cross-functional processes within the company and turnover caused by marketing activities. Conversely, with the weakening of brand orientation that formed and grown in the company then it will result in the decline in the company's performance marketing to ensure the achievement of performance and prospects of companies related to competitive markets measures, consumer behavior measures, the size of customers agency and innovative measures. The analysis shows the effect contribution of brand orientation formed and grown in the company toward the high of company's performance marketing in ensuring the achievement and prospect marketing performance that is more able to ensure the sustainability of the company and was able to provide policies to be taken to advance the company that eventually would affect to the processes between functions within the company and turnover caused by the marketing activities which is 31.3% indicates that brand orientation which is formed from the cost leadership strategy, differentiation strategy and focus strategy contributed 31.3% influences to the improvement of marketing companies to ensure achievement of the performance and the company's prospects related to the competitive market measures, consumer behavior measures, the size of customers agency and innovative measures.

#### **4.6 Research Findings**

- a. Market orientation that developed in the form of intelligence generation, intelligence dissemination and responsiveness processes has effect on the company's relationship learning to strengthen its business position and ensure all of the information and the strong relationship between the companies with experts, suppliers and distributors through information sharing, creating understanding and relationships that create a special memory.
- b. Market orientation developed in the form of intelligence generation, intelligence dissemination and responsiveness processes has effect on the brand orientation in positioning itself to has competitive advantage in the sense of consumers in accordance

with the consumers expectations of products offered through cost leadership strategy, differentiation strategy and focus strategy.

- c. Market orientation developed in the form of intelligence generation, intelligence dissemination and responsiveness processes has effect on the company's marketing performance in ensuring the achievement and marketing performance prospects which is more able to ensure the sustainability of the company and was able to provide policies to be taken to promote the company in the form of competitive market measures, consumer behavior measures, the size of customers agency and innovative measures.
- d. Relationship learning developed in the form of information sharing, creating the understanding and relationships that create a special memory has effect on the company's brand orientation in carrying out the duties in the form of cost leadership strategy, differentiation strategy and focus strategy.
- e. Relationship learning developed in the form of information sharing, creating the understanding and relationships that create a special memory has effect on marketing performance in ensuring achievement and marketing performance prospects is more able to ensure the sustainability of the company and was able to provide policies to be taken to advance the company in terms of competitive market measures, consumer behavior measures, the size of customers agency and innovative measures.
- f. Brand orientation formed in the position itself has competitive advantage in the sense of consumers in accordance with the consumers expectations of the products offered through cost leadership strategy, differentiation strategy and focus strategy which has effect on marketing performance in ensuring achievement and marketing performance prospects which is more able to ensure the sustainability of the company and was able to provide policy to be taken to promote the company in the form of competitive market measures, consumer behavior consumers, the size of customers agency and innovative measures.

## **V. Conclusion**

1. The better the market orientation of a company will raise the awareness and action to develop relationships learning between companies, suppliers, experts and consumers so as to enlarge the marketing performance improvement.
2. Market orientation has effects on the brand orientation.
3. Relationship learning has effect on brand orientation, it is means the better the relationship learning formed and grown in a company then it will result the higher levels of company's brand orientation.
4. Market orientation has effect on the marketing performance. The better market orientation developed by the company will result in increasing the company's marketing performance so that the good marketing performance will be able to ensure the company survival.
5. Relationship learning has effects on the relationships learning that are formed and grown will result in increasing the marketing performance. By relationship learning that exists in sustainable manner it will create a memory or special memory between the parties that are the companies, suppliers, experts and academics.
6. Brand orientation has effect on the marketing performance. The better brand orientation is formed it will result in increasing the marketing performance.

## References

- Chang, K. H., & Gotcher, D. F. (2008). Relationship learning and dyadic knowledge creation in international subcontracting relationships: the supplier's perspective. *International Journal of Technology Management*, 41(1), 55–74.
- Asmuni, et al. (2020). Implementation of the principle of sale and purchase transactions through MLM in Brand Branch (BC) PT. Herba Penawar Alwahida Indonesia (HPAI) Tanjungbalai. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No. 4, Page: 3376-3385
- Cheung, M. S., Myers, M. B., & Mentzer, J. T. (2010). Does relationship learning lead to relationship value? A cross-national supply chain investigation. *Journal of Operations Management*, 28(6), 472–487.
- Dawes, J. (2000). Market Orientation And Company Profitability: Further Evidence Incorporating Longitudinal Data. *Australian Journal of Management*, 25(2).
- Ewing, M. T., & Napoli, J. (2005). Developing and Validating A Multidimensional Nonprofit Brand orientation Scale. *Journal of Business Research*, 58.
- Hansen, D. R., & Mowen, M. M. (1997). *Accounting of Management. Volume II. Fourth Edition. Translation. Ancella A. Hermawan*. Jakarta: Erlangga Publisher.
- Hooley, G. J., Pierce, N. F., & Micouland, B. (2008). *Marketing Strategy and Competitive Positioning, 4th Edition*. Prentice Hall.
- Kohli, A. K., & Jaworski, B. J. (1990). Marketing Orientation: The Construct, Research Propositions, And Managerial Implications. *Journal of Marketing*, 54.
- Kohli, A. K., & Jaworski, B. J. (1993). Market Orientation: Antecedents and Consequences. *Journal of Marketing*, 57.
- Kotler, P., & Armstrong, G. (2008). *Principles of Marketing*. Prentice Hall International, Inc.
- Lamberti, L., & Noci, G. (2010). Marketing Strategy and Marketing Performance Measurement System: Exploring The Relationship. *European Management Journal*.
- Marlizar, et al. (2020). The Role of Market Orientation and Creativity in Affecting the Marketing Performance of Market Traders in Aceh Market Banda Aceh City. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*.P. 1114-1127
- Pont, M., & Shaw, R. (2003). Measuring Marketing Performance: A Critique Of Empirical Literature, ANZMAC. *Conference Proceedings Adelaide*.
- Porter, M. E. (1980). *Competition Strategy: Techniques to Analyzing Industry and Competitors. Translated by Agus Maulana*. Jakarta: Airlangga.
- Romdonny, J., Rosmadi, M. L. N. (2019). Factors Affecting Customer Loyalty in Products. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 2, No 1, Page: 337-343
- Segev, N. (2006). *Antecedents Of Market-Orientation In The Public Sector-The Case Of The Municipal Social-Welfare Agencies*. Zevulun: Oranim Academic College od Education.
- Tjiptono, F. (1997). *Strategic Marketing*. Yogyakarta: Andi Publisher.
- Urde, M. (1994). Brand orientation Strategy For Survival. *The Journal of Consumer Marketing*.
- Valos, M., Fitzroy, & Peter. (2000). *Strategy Implementation For Superior Marketing Performance, ANZMAC Visionary Marketing for the 21st Century: Facing the Challenge*.

- Vazquez, R., Santos, & Alvarez. (2001). Market Orientation, Innovation And Competitive Strategies In Industrial Firms. *Journal Of Strategic Marketing*, 9, 69–90.
- Wong, H. Y., & Merrilees, B. (2005). A Brand orientation Typology For SMEs: A Case Report Approach. *The Journal of Product and Brand Management*.