The Role of Entrepreneurial Marketing on Business Performance Mediated by Competitive Advantage for MSMEs in Indonesia

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Abstract

The purpose of this study is to empirically examine the effect of entrepreneurial marketing which consists of seven dimensions, innovation-focused, proactiveness, opportunity, calculated risk-taking, customer intensity, resource leveraging, and value creation on business performance mediated by competitive advantage. The research method used in this research is a quantitative approach method. Respondents in this study were MSME business actors or owners of MSMEs who were selected using a non-probability sampling method with a purposive sampling technique. The number of samples collected in this study was 421 MSMEs. Data were analyzed using Structural Equation Modeling with Partial Least Square (SEM PLS) approach. Based on the results obtained proactiveness, opportunity, and customer intensity have a direct effect on business performance, while the other four variables, namely innovation-focused, calculated risk-taking, resource leveraging, and value creation, have no significant effect on business performance. Customer intensity and calculated risk-taking have no significant effect on competitive advantage. Competitive advantage is able to mediate the relationship between opportunity, resource leveraging, and value creation.

Keywords
Entrepreneurial Marketing, Business Performance, Competitive Advantage, MSMEs

1. Introduction
The development of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia is one of the main priorities in national economic development. This is because the business is the backbone of the people's economic system which is not only aimed at reducing the problem of inequality between income groups and between business actors, or poverty and employment. More than that, its development is able to expand the economic base and can make a significant contribution to accelerating structural changes, namely increasing the regional economy and national economic resilience. The developments in 2011-2012 according to data from the Ministry of Cooperatives and Small and Medium Enterprises were 1,328,163 with a growth of 2.38% while in 2018 MSME actors in Indonesia reached nearly 63 million, with that number MSMEs were able to contribute to Indonesia's GDP of around 60 % (Rahayu 2019).

The MSME sector is a very important sector in the Indonesian economy and society. That said, considering around 99% of businesses in Indonesia are businesses that are categorized as MSMEs (Lubis 2018). In addition, the MSME sector includes various labor-intensive businesses, so this sector is able to involve a large number of available workers. In other words, the MSME sector is an important sector for the economic resources of the Indonesian people. Efforts need to be made to support the improvement of the performance of MSMEs that are integrated and on target as a form of implementation of the people's economic system. Micro, small and medium enterprises (MSMEs) are currently also developing in Batam. The existence of Batam City as an Industrial City with many workers provides potential opportunities for the development of micro, small and medium enterprises (MSMEs) (Hati & Irawati 2013).

In addition to the potential market for workers, Batam is also a border area with Singapore and Malaysia. There are several industrial area centers that have a lot of market potential, namely the number of workers who live in these areas, such as in the Batam City District, Batu Aji District, and Bengkong District. The large market potential triggers and stimulates entrepreneurs to be able to compete to meet consumer needs (Hati & Irawati 2013). In addition, the number of customers served, the taxes paid, and the number of employees increased, as well as the quality of human resources increased and the products sold and produced were of high quality and business managers had access to build networks to develop their businesses (Hati & Irawati 2013).

Based on Online Data System (ODS) data at the Indonesian Ministry of Cooperatives and Small and Medium Enterprises, SMEs in Batam are thriving, Batam has 81,575 SMEs (Umkm.depkop 2020). The growth of Batam SMEs also includes an increase in the economy which has been slumped for so long. The latest data from the Riau Islands Central Statistics Agency (BPS) recorded that the Riau Islands' economic growth in 2018 grew by 4.56 percent. This growth rate is much faster than 2017 which only grew 2.00 percent. The chairman of the Indonesian Employers' Association Batam, said that this good Riau Islands economic growth could be a benchmark for the economic revival of the Riau Islands Province. As we know that the share of the Riau Islands economy is contributed by the Batam economy by 70 percent. That means this revival can be seen as Batam's economic revival as well (Kepri.bps 2019).

With the existence of the MEA in 2015 which aims as a regional economic integration that can reduce transaction costs, facilities and competitiveness for the Business, Micro, Small and Medium (MSME) sector, MSME actors need to have foreign capabilities by increasing capabilities in business management. The dominant role of MSME actors for the Indonesian economy and readiness in facing the ASEAN Economic Community (AEC), the challenges for MSMEs in facing the MEA are indeed different in each region, the problems that occur to MSME actors in Batam City lie in access to market information, marketing processes, managerial ability and access to capital (Febriyantoro & Arisandi 2019). Some of the problems that occur in the marketing process for MSMEs are the level of competition between industries, the ability to access markets, weak marketing management skills because the majority of MSMEs are managed independently, low ability to innovate and low entrepreneurial thinking which dares to take risks, is innovative and creative and sensitive to the market (Febriyantoro 2020). MSMEs still have various external weaknesses such as the lack of ability to adapt to strategic environmental influences. The weakness of MSMEs from internal factors is the lack of managerial abilities and skills and lack of access to information technology, capital and markets (Witjaksono 2014).

The large market potential triggers and stimulates entrepreneurs to be able to compete to meet consumer needs. Despite having considerable potential, MSMEs have not been able to fully anticipate the challenges of a dynamically moving business. The main problems faced by MSMEs are capital, marketing, raw materials, technology, organization and management. Based on the initial survey conducted, one of the problems faced by Micro, Small and Medium Enterprises is the lack of understanding and utilization of accounting information and financial management that has not been properly administered where financial management has not been separated between business and personal (household) needs. In terms of human resources, the problems that arise are related to the spirit of entrepreneurship where there is a lack of willingness to continue to innovate, be tenacious without giving up and have a passion for taking risks.

In facing a situation that demands to be able to survive in the midst of such intense competition, it is necessary to have effective marketing skills and entrepreneurial skills a combination of the two is commonly referred to as entrepreneurial marketing (entrepreneurial marketing). The entrepreneurial marketing approach is appropriate for MSME actors as seen from the capabilities and limitations of MSME actors, the entrepreneurial marketing approach which was initially applied to small businesses as well as for those who are just starting a business (Stokes 2000). Entrepreneurial Marketing is so important for MSME actors to face an uncertain market situation. Marketing is a discipline that focuses on context (Sheth & Sisodia 1999), in its development marketing has changed in strategy and tactics such as guerrilla marketing, viral marketing and disruptive marketing. Entrepreneurial marketing answers the need for marketers in overcoming problems with limited resources and market uncertainty.

With the development of marketing science today, this will have an impact on relevant marketing theories in companies so that the goal is to increase company growth (Whalen et al. 2016). Although EM research has been carried out, currently there is no research that can thoroughly investigate the relationship between EM and company performance (Whalen et al. 2016). Several studies suggest conducting further research on the impact of EM, so that this will be a breakthrough for implementing better marketing activities (Hills & Miles 2008).

1.1 Objectives

The purpose of this study is to empirically examine the effect of entrepreneurial marketing which consists of seven dimensions, innovation-focused, proactiveness, opportunity, calculated risk-taking, customer intensity, resource leveraging, and value creation on business performance mediated by competitive advantage

2. Literature Review

2.1 Entrepreneurial Marketing

Entrepreneurial marketing (EM) is a small company marketing strategy that helps grow through entrepreneurship (Bjerke & Hultman 2002). EM synthesizes the important aspects of marketing and entrepreneurship into a comprehensive conceptualization in which marketing becomes the process by which companies act entrepreneurially. Therefore, Morris, Schindehutte, and Laforge (2002) determined that the nonlinear, unplanned, and visionary marketing action of the entrepreneur is also known as EM. Entrepreneurial Marketing in entrepreneurship is understood as a marketing tactic to seek profit and strategic entrepreneurial opportunities, using the appreciation of opportunities and innovation competencies to generate economic rent (Hoque et al. 2019). While Morris, Schindehutte, LaForge (2002) state that, EM is the process of acquiring and retaining profitable customers through proactive identification, exploitation of opportunities, innovative approaches to risk management, resource utilization and value creation. In addition, Kocak (2009), claims that EM shows five dimensions of entrepreneurial orientation and two dimensions of market orientation. Therefore, entrepreneurial marketing is a combination of entrepreneurial orientation and market orientation.

Bjerke & Hultman (2002) also explain the concept of EM by using a conceptual framework for entrepreneurial marketing which is based on four principles: the first principle is entrepreneurship which explains the opportunity appreciation procedure. The second principle is resources that create value for customers. It is shaped by collaboration between various actors that increase customer value. The third principle is procedure, in which the conception of value takes a position. The last principle is actors, organizations or individuals who together create customer value and carry out procedures.

There are seven dimensions in entrepreneurial marketing, namely Proactiveness, Innovativeness, Calculated-Risk Taking, Opportunity Focus, Customer Intensity, Resource Leveraging and Value Creation supported by Miles & Darroch (2006); (Schindehutte and Laforge 2002) ; (Morrish et al. 2014).

1) Proactiveness

According to Morris et al. (2002) proactive orientation is how marketers try to redefine external conditions to reduce uncertainty and reduce dependence and vulnerability.

2) Innovativeness

Innovativeness is a dimension of innovation in finding creative things, including technology development, not only from products and services. Innovation itself determines the success of a company business. In making innovations we can seek information through agencies, customer relationship management or online sales systems. Innovativeness refers to the company's openness to new ideas, including culture and the success of innovation is behavior development, a measurement of company performance (Baker and Sinkula 2009).

3) Calculated Risk Taking

Calculated risk taking is a bold attitude in making decisions and being able to predict and calculate the risks that will be obtained in decision making. The ability to reduce the risks inherent in opportunities by taking action which have been taken into account (Becherer et al. 2012).

4). Opportunity Focus

Opportunities Focus is the identification of market opportunities or opportunities by looking at the current position and strategy with competitors' positions and strategies. It tends to correlate with the degree of change, therefore managers are actively involved in both search and discovery, as well as learning and adaptation by marketers before, during and after the actual implementation of innovative concepts (Morris et al. 2002).

5) Customer Intensity

Entrepreneurial marketing combines the need for a creative approach to customer acquisition, retention, and development. Entrepreneurial marketing focuses on innovative approaches to creating new relationships or using existing relationships to create new markets (Morris et al. 2002). Customer Intensity is a customer-oriented focus in meeting future customer needs for product requests that do not yet exist with a proactive approach.

6) Resource Leveraging

The ability to use internal and external resources to achieve marketers' goals and the ability to identify resources that are not being used optimally (Morris et al. 2002).

7). Value Creation

Value creation is the creation of value that can be measured through customer perceptions of products and services. The focal point of entrepreneurial marketing is innovative value creation, assuming that value creation is a prerequisite for transactions and relationships. The marketer's task is to find value from untapped resources and create unique combinations of resources to generate value (Morris et al. 2002).

2.2 Business Performance

Business performance is a measurement of the level of achievement of an organization based on specified targets. In the study of Lee et al. (2015) explained that business performance in organizations is used as a benchmark in various aspects. For business people, business performance is usually used as a benchmark to assess whether the designed business goals have been achieved or not. For investors, business performance is used as a reference to see financial health and profit growth. For management, business performance is used as a benchmark to improve future business performance. The study also explained that in the past, a business prioritized financial performance (net income, annual income, and cash flow) to see how developed a business was.

According to Yuliana & Pujiastuti (2018) the business performance of an organization can be seen from market performance and financial performance. Market performance is seen based on how well a business is market-oriented by looking at the opportunities that exist in market share and financial performance is seen based on how well its financial goals are, in the sense of the extent to which a business has achieved profit-oriented results.

According to Islami et al. (2017) performance measurement is how business actors provide financial and non-financial performance assessments. The study also stated that performance measurement in large companies cannot be used to measure performance in SMEs. This is because according to Islami et al. (2017) MSMEs and large companies have different business characteristics in terms of human resources, markets, and business structures, so it is not appropriate for an MSME business to measure its performance by measuring performance for large companies.

Owen et al. (2001) argues that sustainable company performance growth is performance growth in the long term as a result of the company's ability to maintain its ability to produce quality products and services. Meanwhile, company performance is measured based on a set of selected indicators that are able to make comparisons between one company and another.

2.3 Competitive Advantage

Competitive advantage is the company's ability to create or maintain a position in the market in the presence of competitors in it. The increasingly fierce competition requires companies to have a competitive advantage so that the company can last a long time. Competitive advantage in an organization is obtained by paying attention to superior value for customers, culture and climate to increase efficiency and effectiveness (Hapsari et al. 2014). According to Hartanty & Ratnawati (2013) the indicators of competitive advantage consist of: product uniqueness, product quality, and competitive prices.

According to Philip Kotler & Armstrong (2012) competitive advantage or competitive advantage is an advantage over competitors that is obtained by offering a lower value or by providing greater benefits because the price is higher. The use of this theory, must be able to consider what aspects will be offered with a low value but get greater benefits. For example, offering a cheap registration fee but the program being implemented is still good, it may even be the same

as a program that costs an expensive one. The role of competitive advantage is very important in the company's performance.

According to Porter (2008), competitive advantage or competitive advantage is the ability of a company to achieve economic benefits above the profits that can be achieved by competitors in the market in the same industry. Companies that have competitive advantages always have the ability to understand changes in market structure and are able to choose effective marketing strategies. There are three strategic foundations that can help organizations gain competitive advantage, namely cost advantage, differentiation, and focus.

2.4 Conceptual Model and Hypothesis
2.4.1 Relationship between Entrepreneurial Marketing and Business Performance
Becherer et al. (2012) examined the effect of EM on SME outcomes using seven dimensions of EM. He found that EM has a positive and significant effect on outcome variables, especially value creation. Hacioglu et al. (2012) studied the relationship between EM and MSME performance in the Turkish manufacturing industry. They found that proactiveness, innovation, customer intensity, and resource utilization as EM dimensions were positively related to MSME performance. The findings of Becherer and Helms (2012) show a lot of support for small businesses facing larger macro-environment challenges that apply more EM than small businesses that do not face external environmental challenges. Kocak (2009) revealed that entrepreneurial capital, market orientation, entrepreneurial orientation and innovation are the main sources of positive performance for global companies.

H1a: Innovation-focused affects business performance
H1b: Proactiveness affects business performance
H1c: Opportunity affects business performance
H1d: Calculated Risk Taking has an effect on business performance
H1e: Customer Intensity affects business performance
H1f: Resource Leveraging has an effect on business performance
H1g: Value Creation affects business performance

2.4.2 The relationship between entrepreneurial marketing and competitive advantage
Entrepreneurial marketing can support companies in identifying, evaluating, seizing opportunities and to achieve and maintain competitive advantage (Morris et al. 2002; Miles & Darroch 2006). Entrepreneurial marketing is applied in value innovation, co-creation marketing and low-cost marketing. Multinational and international companies encourage co-creation marketing and innovation, while small companies apply low-cost marketing strategies to strengthen the competitive advantage of small companies with limited resources (Yang & Gabrielsson 2017). Entrepreneurship creates uncertainty because the surrounding situation is unpredictable, outcomes and value allocations are assessed individually and created in complex ecosystems. Uncertainty can reduce the effectiveness of traditional marketing which has its roots in risk-based analysis used in predicting future market conditions. Environmental turbulence which includes market (customer), competitive, and technology factors are often associated as moderators in the marketing and strategy literature (Gatignon & Xuereb 1997). Important factors such as industry life cycle, barriers to entry, and market concentration are always associated with environmental turbulence. However, such environmental turbulence often causes companies to adjust entrepreneurial marketing to be able to face competition and uncertainty in the market. As discussed earlier, any competitive advantage gained must be placed in a specific context. The context is not fully within the scope but is open to internal (psychological) and external (sociological) influences. So, it is this relationship between individuals that creates competitive conditions in business. Such a relationship will continue until a balance is reached, be it through social construction or symbolic interaction (O'Donnell et al. 2002).

H2a: Innovation-focused has an effect on competitive advantage
H2b: Proactiveness affects competitive advantage
H2c: Opportunity affects competitive advantage
H2d: Calculated Risk Taking has an effect on competitive advantage
H2e: Customer Intensity affects competitive advantage
H2f: Resource Leveraging has an effect on competitive advantage
H2g: Value Creation affects competitive advantage

2.4.3 Relationship between competitive advantage and business performance

Competitive advantage is expected to result in superior market performance and financial performance (return on investment, creation of shareholder wealth/dividends) (Day & Wensley, 1988). Sources of competitive advantage competitive advantage analysis shows the differences and uniqueness among competitors. Sources of competitive advantage are superior skills, resources and control. Superior skills enable organizations to select and implement strategies that will differentiate them from other organizations and compete with competitors. Meanwhile, according to Kandampully & Duddy (2001), in the global arena, the company's competitive advantage is the speed of imitation with its competitors. Competitive advantage is very important when a company enters a highly competitive market, where short-term and even long-term success will be determined by the company's ability to build a strong base for sustainable advantage that is better than that of its competitors in the market it serves.

H3: Competitive advantage affects business performance

2.4.4 Competitive advantage mediates the relationship between entrepreneurial marketing and business performance

This result is in line with the research by Febriatmoko and Susilo (2015) which states that competitive advantage can be achieved through market orientation by SMEs in the culinary field and competitive advantage. Vannesa and Hendra (2014) said that product innovation, which is a dimension of entrepreneurial marketing, has a positive effect on competitive advantage and also has a positive effect on business marketing performance. Although the influence of entrepreneurial marketing on business performance is partially negative, the effect of entrepreneurial marketing on competitive advantage is partially positive. According to Febriyantoro & Bahar (2019) Competitive advantage mediates the relationship between EM and MSME marketing performance, MSME actors innovate (Figure 1).

H4a: Competitive advantage mediates the relationship between innovation-focused and business performance
H4b: Competitive advantage mediates the relationship between proactiveness and business performance
H4c: Competitive advantage mediates the relationship between opportunity and business performance
H4d: Competitive advantage mediates the relationship between calculated risk taking and business performance
H4e: Competitive advantage mediates the relationship between customer intensity and business performance
H4f: Competitive advantage mediates the relationship between resource leveraging and business performance
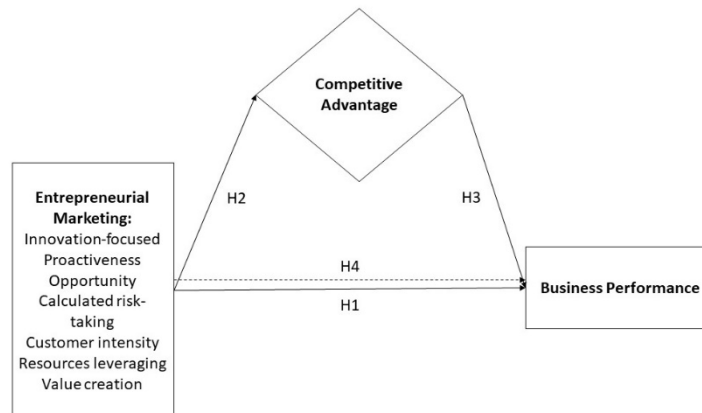*H4g: Competitive advantage mediates the relationship between value creation and business performance*

Figure 1. Research Framework

3. Methods

Hair et al. (2017) suggested that the sample is part of the number and characteristics possessed by the population and with a proper sample size in the study, which is between 30 to 500 samples. Respondents in this study were obtained by distributing questionnaires directly to respondents who are active entrepreneurs of MSMEs or owners of MSMEs in various business sectors (trade sector, service sector, and processing or manufacturing sector) in Batam City. This study uses a sampling method in the form of non-probability sampling. The sampling technique used in this research

is purposive sampling. Researchers have determined the considerations and criteria that must be met by the samples to be used in this study, namely the minimum length of business in the MSME sector of 3 (three) years. Questionnaires were distributed online using social media. Respondents were selected based on their ease and willingness to be contacted personally to be part of this study.

The variables in the questionnaire were measured using a Likert scale with a score of one (1) strongly disagree to six (6) strongly agree. In this study, it was adopted from Becherer et al. (2012) which uses seven dimensions of entrepreneurial marketing which consist of Innovation-focused, proactiveness, opportunity, calculated risk-taking, customer intensity, resources leveraging, value creation. For innovation-focused there are four (4) question items, proactiveness six (6) question items, opportunity four (4) question items, calculated risk-taking there are three (3) question items, customer intensity six (6) question items, resources leveraging there are six (6) question items and value creation five (5) question items. MSME business performance is a measure of the level of achievement of MSMEs based on predetermined targets. Business performance in SMEs, measured by six (6) question items Porter & van der Linde (2017) (Table 1).

Table 1. Variable and Dimension

Variable & Dimension	Total Questions
Entrepreneurial marketing	
Innovation-focused	4
Proactiveness	6
Opportunity	4
Calculated risk-taking	3
Customer intensity	6
Resources leveraging	6
Value creation	5
Competitive advantage	5
Business performance	6

Source: Data Processed

In this study, the author uses Structural Equation Modeling with Partial Least Square or commonly known as SEM PLS. SEM PLS is a multivariate statistical analysis technique that can be used to test reflective and formative indicator models (Hair et al. 2017). The SEM PLS tool used to test the validity and reliability is WarpPLS. Partial Least Squares (PLS) is a multivariate statistical technique that performs comparisons between multiple dependent variables and multiple independent variables. PLS is a variant-based SEM statistical method designed to solve multiple regression when specific problems occur in the data (Abdillah. & Jogiyanto 2009). Assessing the outer model or measurement model and evaluating the inner model or structural model. Hypothesis testing uses the full model analysis of Structural Equation Modeling (SEM) with WarpPLS. In the full Structural Equation Modeling model, besides confirming the theory, it also explains the presence or absence of relationships between latent variables.

4. Data Collection
The number of respondents in this study were 421 respondents. In this study, questionnaires were distributed online and filled out directly on MSME actors in the city of Batam. Characteristics of respondents can be seen in table 2 below in table 2.

Table 2. Respondent Profile

Respondent Characteristics	Description	Total	Percentage

Gender	Man	196	46,6%
	Woman	225	53,4%
Type of Business	Trading	287	68,2%
	Service	82	19,5%
	Manufacture / Production	52	12,4%
Length of Business	3-5 years	266	63,2%
	6-8 years	53	12,6%
	More than 9 years	102	24,2%

Source: Data Processed

Based on the table 2, it is known that 46.6% male respondents and 53.4% female respondents, this indicates that MSME actors are dominated by women. According to the Ministry of Cooperatives and MSMEs, most MSME actors in Indonesia are dominated by women with a percentage of 64.5% (Republika, 2021). Next, the characteristics of respondents based on business genius, there are three business geniuses, namely trade, services and manufacturing, respondents with the type of trading business are 68.2 percent and services are 19.5%, while for manufacturing or production it is 12.4%, based on data from the Central Agency Statistics, MSMEs in the trade sector dominate at 46.27% while 19.93% of MSMEs are in the service sector and 16.5% in the production sector, the rest are in other sectors (BPS, 2016). Based on the length of the business run. MSME actors who have been running their business for three to five years are 63.2% while 12.64% MSME actors who have run their business for about six to eight years while 24.2% of MSME actors have run their business for more than nine years. Based on the results of a survey from the Indonesian Institute of Sciences (LIPI) (LIPI, 2020) this survey captured 54.98% of respondents for micro-enterprises, 33.02% for ultra-micro, 8.1% for small-scale businesses and 3.89% for medium-sized businesses; with a length of business 0-5 years (55.2%), 6-10 years (24%) and more than 10 years (20.8%). Most of the businesses aged 0-5 are in the ultra-micro (58.36%) and micro-scale (58.33%). In addition, there are variations in sales methods carried out by business actors, namely door-to-door 41%, physical stores 34%, through agents/resellers 32% through market places 15%, and online sales through social media 54%.

5. Results and Discussion
5.1 Outer Model (Measurement)
An outer model is a model that defines how each block of indicators relates to the latent variable. The outer model evaluation is conducted to check the model's validity and reliability. The indicator used in this analysis is a reflective indicator for evaluating the external model by convergent and discriminant validity of indicators that form latent structures and composite reliability for indicator frames. Evaluation of convergent validity is carried out by measuring loading factors and Average Variance Extracted values (AVE). The loading factor value shows the correlation of the indicator score with its construct, where the value of good validity. The loading factor value is more than 0.7 for confirmatory research, and the loading factor value 0.6-0,7 for exploratory analysis. The recommended AVE value must be greater than 0.5, which means that 50% or more the variance of the indicator can be explained. Evaluation of discriminant validity is assessed by comparing the square root of the average variance extracted for each construct with the correlation of constructs with other constructs in the model. The model has sufficient discriminant validity if the roots of AVE for each construct is higher than the correlation construct and the other constructs. Reliability testing is done by looking at the value of composite reliability. Reliability is considered acceptable if the value of composite reliability of confirmatory research is more significant than 0.7, and the value 0.6-0.7 is still appropriate for exploratory analysis.

Based on the processed data using WarpPLS software, it can be seen in the table 3, that this model meets the criteria of the outer model. Then it can be seen from the outer test of this model that this model has good validity and reliability.

Table 3. Measurement Model Result

Dimension/ Variable/ Indicator	Question	Outer Loading	AVE	Composite Reliability
Entrepreneurial Marketing				

Innovation-focused			0.702	0.904
Inn1	My company tries to use an innovative approach to help get work done more efficiently	0.849		
Inn2	Being innovative is a competitive advantage for my company.	0.854		
Inn3	My company tends to be more innovative than most of my competitors.	0.801		
Inn4	I create an atmosphere that encourages creativity and innovation.	0.846		
Proactiveness			0.558	0.883
Pro1	I am constantly looking for new ways to improve my company.	0.801		
Pro2	I am always looking for better ways to do things in my company.	0.805		
Pro3	I excelled in identifying opportunities for my company	0.771		
Pro4	I am great at turning problems in my company into opportunities.	0.745		
Pro5	I am more action-oriented than reaction-oriented	0.703		
Pro6	I am more excited when my ideas turn into reality	0.645		
Opportunity			0.742	0.920
Opp1	I am good at recognizing and looking for opportunities for my company	0.821		
Opp2	My company is characterized as an opportunity-driven company.	0.837		
Opp3	My company is always looking for new opportunities.	0.892		
Opp4	My company will do anything to pursue new opportunities.	0.893		
Calculated risk-taking			0.781	0.914
Cal1	My company would rather take the risk to pursue opportunities rather than miss them.	0.890		
Cal2	My company is willing to take risks when we think it will benefit the company.	0.900		
Cal3	My company will not be considered a speculator, but we take the risk in a measurable way.	0.860		
Customer intensity			0.642	0.915
Cust1	I often measure my company's customer satisfaction.	0.782		
Cust2	All employees in our company realize the importance of satisfying our customers	0.803		
Cust3	My business goals are driven by customer satisfaction	0.816		
Cust4	I pay attention to after-sales service.	0.775		
Cust5	I encourage my employees to pursue innovative approaches to creating relationships with customers.	0.830		
Cust6	I ensure that my company's competitive advantage is based on understanding customer needs	0.798		
Resource leveraging			0.596	0.898
Res1	My company always uses the company network or barter with external parties to increase company profits	0.749		
Res2	I can always utilize our resources by bartering or sharing	0.738		
Res3	People who know me well will say that I am persistent, even resilient, in overcoming obstacles	0.769		

Res4	I always use a creative approach to make things happen.	0.816		
Res5	My company is proud to do more with less	0.747		
Res6	I always find a way to get the resources needed to get the job done	0.810		
Value creation			0.684	0.915
Val1	I ensure that my company creates value for consumers with excellent customer service	0.874		
Val2	I ensure that my company does an excellent job of creating value for customers.	0.832		
Val3	I make sure my company's pricing structure is designed to reflect the value created by customers	0.852		
Val4	I make sure all employees can contribute to value for customers	0.831		
Val5	Providing value to our customers is the most important thing my company does	0.740		
Competitive Advantage			0.657	0.905
CA1	My company has a unique product compared to competitors	0.815		
CA2	My company offers better quality products or services than competitors	0.852		
CA3	My company has optimal service compared to competitors	0.854		
CA4	My company has lower product prices than competitors	0.733		
CA5	My company is able to control and reduce production costs	0.792		
Business Performance			0.622	0.908
BP1	My company has sales growth	0.850		
BP2	My company has market share growth	0.853		
BP3	My company has employee growth	0.724		
BP4	My company has a high reputation	0.817		
BP5	My company treats its customers very seriously	0.793		
BP6	My company always attracts new customers	0.681		

Source: Data Processed

Based on the measurement results using WarpPls, the results of the loading factor on the innovation-focused variable have the highest value, namely the Inn2 indicator with a value of 0.854 while the lowest is the Inn3 indicator with a value of 0.801. As for the proactiveness variable, the highest value is the Pro2 indicator with a value of 0.805 and the lowest value is Pro6 with a value of 0.645. In the opportunity variable, the Opp6 indicator has the highest value with a value of 0.893, while Pro1 with the lowest value is 0.821. In the calculated risk-taking variable, the highest value is the Cal2 indicator with a value of 0.900 while the lowest value is Cal3 with 0.860. Meanwhile, the customer intensity variable has the highest value on the Cust5 indicator with 0.830 while the lowest value on the Cust4 indicator with 0.775. In the resource leveraging indicator variable, Res4 has the highest loading factor value of 0.816 and the lowest value is Res2 with a value of 0.745. While the value creation variable has the highest value on the Val1 indicator with 0.874 while the lowest value for the loading factor is on the Val5 indicator with 0.740. In the competitive advantage variable, the highest loading factor value is the CA3 indicator with 0.854 while the lowest loading factor value is 0.733. Meanwhile, in the business performance variable, the highest loading factor value is the BP2 indicator with a value of 0.853 and the lowest value is the BP6 indicator with 0.681. As shown in the table 4, the AVE value in all constructs has met the recommended criteria, namely the value must be more than 0.5 (Fornell and Larcker 1981). Likewise, the composite reliability value which shows a value above 0.7.

Table 4. Cross Loading

	INN	PRO	OPP	CAL	CUST	RES	VAL	CA	BP
INN	**0.838**	0.75	0.725	0.623	0.661	0.719	0.655	0.665	0.641
PRO	0.720	**0.747**	0.706	0.641	0.703	0.705	0.707	0.676	0.707
OPP	0.725	0.766	**0.862**	0.727	0.659	0.745	0.698	0.687	0.697
CAL	0.623	0.641	0.727	**0.884**	0.532	0.685	0.541	0.575	0.559
CUST	0.661	0.703	0.659	0.532	**0.801**	0.699	0.804	0.625	0.666
RES	0.719	0.705	0.745	0.685	0.699	**0.772**	0.77	0.754	0.696
VAL	0.655	0.707	0.698	0.541	0.804	0.77	**0.827**	0.702	0.694
CA	0.665	0.676	0.687	0.575	0.625	0.754	0.702	**0.81**	0.758
BP	0.641	0.707	0.697	0.559	0.666	0.696	0.694	0.758	**0.789**

Source: Data Processed

The analysis technique by assessing the outer model using discriminant validity is carried out to ensure that the value of each construct of each latent variable is different from other variables. Good discriminant validity is shown from the square root of AVE for each construct which is greater than the correlation value between constructs in the model (Fornell & Larcker 1981). The results of the discriminant validity test of the entrepreneurial marketing, competitive advantage and business performance variables using the AVE root show that the AVE root value in each construct is greater than the other constructs.

After conducting the outer model test, the inner model test is done. Evaluation of the inner model is an analysis that describes the relationship between variables, whether there is a positive or negative influence. In the inner model, testing is carried out on two criteria, namely: R of the endogenous latent variable and estimation of the path coefficient (Ketchen 2013).

5.2 Model Fit

Model fit is used to compare the best models. The order of the most crucial indicators according to Kock (2011) are Average R-squared (ARS), Average variance inflation factor (AVIF), and average path coefficient (APC). P values are given for the APC and ARS indicators which are calculated by re-sampling estimates and Bonferroni Like Correction. The P values for APC and ARS should be less than 0.05 or significant. In addition, AVIF as an indicator of multicollinearity must be less than 5. The results of the extraordinary goodness can be seen from the APC value of 0.133 and the ARS value of 0.712. While the P value is below 0.05 and the AVIF value is 3.44, where the value is below 5, this shows that there is no multicollinearity in the construct. Overall, all models fit the data.

5.3 Inner Model (Structural)

After analyzing the outer model with the results that the outer model research criteria have been met, the next step is to test the inner model (Structural Model). Structural model is a model that shows the predictive relationship between latent variables in the research model. R-square test is a way to measure the level of goodness of a structural model. The R-square value is used to assess how much influence certain independent latent variables have on the dependent latent variable. The criteria for the magnitude of the R-square value of 0.75 can be said that the model is strong, the R-square value is 0.50 then the model is quite moderate, and if the R-square value is 0.25 the model is weak (Ghozali & Latan 2015).

From the R-square results, the entrepreneurial marketing variable has a value of 0.712 which means that the entrepreneurial marketing variable has an influence of 71.2 percent, while 28.8 percent is influenced by other variables not tested in the study. While the variable R-square value on entrepreneurial marketing and competitive advantage variables to business performance is 0.712, this means that entrepreneurial marketing and competitive advantage variables have an effect on business performance of 71.2 percent and the rest is influenced by other variables outside of this study. From these variables, it can be concluded that entrepreneurial marketing and competitive advantage have a strong influence and are able to explain endogenous variables (table 5).

Table 5. Structural Model Result

Variable	Path Coefficient	p value	Significance (p < 0.05)
INN -> BP	0.021	0.332	Not significant
PRO -> BP	0.179	<0.001	Significant
OPP -> BP	0.146	0.001	Significant
CAL -> BP	0.009	0.429	Not significant
CUST -> BP	0.143	0.001	Significant
RES -> BP	0.022	0.323	Not significant
VAL -> BP	0.072	0.069	Not significant
INN -> CA	0.099	0.020	Significant
PRO -> CA	0.122	0.006	Significant
OPP -> CA	0.147	0.001	Significant
CAL -> CA	0.019	0.351	Not significant
CUST -> CA	0.041	0.200	Not significant
RES -> CA	0.366	<0.001	Significant
VAL -> CA	0.208	<0.001	Significant
CA -> BP	0.398	<0.001	Significant
INN -> CA -> BP	0.039	0.126	Not significant
PRO -> CA -> BP	0.048	0.079	Not significant
OPP -> CA -> BP	0.058	0.044	Significant
CAL -> CA -> BP	0.007	0.415	Not significant
CUST -> CA -> BP	0.016	0.319	Not significant
RES -> CA -> BP	0.145	<0.001	Significant
VAL -> CA -> BP	0.083	0.008	Significant

Source: Data Processed

Based on the measurement results of the structural model using WarpPLS. The path coefficient value from INN to BP is 0.021 and p value is 0.332, this shows that the direction of the relationship is positive but innovation focused has no effect on BP. While PRO on BP has a significant effect with p value <0.001. OPP on BP also shows a significant effect as seen from the path coefficient value of 0.246 and p value of 0.001. Next, CAL has no effect on BP, as can be seen from the path coefficient value of 0.009 and p value of 0.429. while CUST has an effect on BP with a path coefficient value of 0.143 and a p value of 0.001. While on the resource leveraging variable the path coefficient value is 0.022 and the p value is 0.323, it can be stated that resource leveraging does not have a significant effect on business performance. Similarly, value creation has no effect on business performance seen from the path coefficient value of 0.072 and p value of 0.069.

While the innovation focused variable on competitive advantage has a path coefficient value of 0.099 and a p value of 0.020, then innovation focused has a significant effect on competitive advantage. Furthermore, on the proactiveness variable towards competitive advantage, the path coefficient value is 0.122 and the p value is 0.06 or below 0.05, this shows that proactiveness directly affects competitive advantage. Likewise, opportunity also has a significant effect on competitive advantage with a path coefficient value of 0.147 and a p value of 0.001. In contrast to the results of calculated risk-taking on competitive advantage, where the p value is 0.351 or more than 0.05, the calculated risk-taking variable has no significant effect on competitive advantage. the same result also on customer intensity with p value 0.2. While the resource leveraging and value creation variables have a significant effect on competitive advantage with a p-value of less than 0.05. Competitive advantage also has a direct effect on business performance with a p value of <0.001.

The results of the indirect effect can be seen in table 5. Competitive advantage does not mediate the relationship between innovation focused and business performance, it can be seen from the p value of 0.126 or more than 0.05, similar results are also in the relationship between proactiveness and business performance with a p value of 0.079. Competitive advantage is able to mediate the relationship between opportunity and business performance with a p value of 0.044 or less than 0.05. Competitive advantage cannot mediate the relationship between calculated risk taking and customer intensity on business performance because both p value is more than 0.05. In contrast to resource leveraging and value creation on business performance, which can be mediated by competitive advantage as seen from the p value of less than 0.05.

From the results that have been described, MSMEs in Batam are always proactive, taking advantage of various opportunities and good relationships with customers and in increasing competitive advantage MSMEs continue to advance, be proactive, take advantage of existing opportunities, utilize available resources and create value for customers. This is also in line with research from Hacioglu et al. (2012) the relationship between EM and MSME performance in the Turkish manufacturing industry, found that proactiveness, innovation, customer intensity, and resource utilization as EM dimensions are positively related to MSME performance. According to Fatoki (2019), the results show that calculated risk taking, customer intensity, resource leveraging, value creation have a significant impact on MSME performance.

6. Conclusion

Based on the results described previously, only proactiveness, opportunity and customer intensity have a direct effect on business performance, while the other four variables, namely innovation focused, calculated risk taking, resource leveraging and value creation, have no significant effect on business performance. On the other hand, only two variables have no significant effect on competitive advantage, namely calculated risk taking and customer intensity. In the mediating relationship, competitive advantage is able to mediate the relationship between opportunity, resource leveraging and value creation. It is hoped that further research can test using the second order so that it only focuses on entrepreneurial marketing as a whole.

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