

# THE ROLE OF ENTREPRENEURIAL ORIENTATION AND MARKETING PERFORMANCE IN MAINTAINING SUSTAINABLE COMPETITIVE ADVANTAGE IN COFFEE SHOPS IN MEDAN

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## Abstract

This research is motivated by the rapid growth of coffee shops in Medan, which has also shown changes in consumer preferences. This rapid growth has led to problems arising from increasing customer demand and declining customer satisfaction, resulting in some coffee shops being unable to meet consumer expectations. This study aims to analyze the influence of entrepreneurial orientation and marketing performance on maintaining sustainable competitive advantage in the growing coffee shop industry. The research method used was descriptive quantitative, with data collected through questionnaires distributed to 100 business owners, out of a total population of 650 coffee shops in Medan. The results indicate that entrepreneurial orientation and marketing performance have a significant influence on sustainable competitive advantage. Multiple linear regression was used to examine the relationship between the variables. This research is expected to provide insights for business owners in formulating appropriate strategies to increase competitiveness in an increasingly competitive market.

**Keywords:** *Entrepreneurial Orientation, Marketing Performance, Competitive Advantage, Coffee Shop*

## INTRODUCTION

Medan's coffee shop industry has grown rapidly in recent years, reflecting shifts in consumer preferences and significant market potential. Coffee culture is increasingly popular in today's society, not only as a beverage but also as part of a lifestyle that involves social interaction and new experiences. But this progress brings challenges that cannot be ignored. With the emergence of more coffee shops, competition is becoming fiercer. Business owners must continuously innovate and implement more engaging marketing strategies to capture the attention of increasingly discerning and diverse customers. They must also stay on top of trends, as customer preferences are rapidly changing. For example, many customers today are looking for more than just a cup of coffee. They want things like a comfortable setting, friendly service, and a unique menu. This means that businesses must focus on the overall customer experience, not just the product.

In situations like this, entrepreneurial orientation is the ability to innovate and face market challenges (Choo & Lee, 2019). Creating unique products and services is more likely in cafes with a strong entrepreneurial orientation. Coffee shops can increase customer loyalty and reach a wider audience. Furthermore, to maintain a competitive advantage, marketing performance is crucial. Effective marketing performance allows coffee shops to attract and retain more customers. A strong marketing strategy helps coffee shops promote their products and build a positive brand image. The use of social media, creative marketing campaigns, and developing relationships with customers can increase a coffee shop's visibility and appeal in an increasingly competitive market. Responsive marketing performance that addresses consumer trends and preferences is crucial for attracting new customers (Choo & Lee, 2019). Coffee shops can maintain their existence by managing their marketing performance effectively.

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Table 1  
Coffee Shop Data in Medan City

Year	Customer Satisfaction Level	Consumer Demand	Increase in Raw Material Prices	Source
2019	90%	5%	-	Coffee Entrepreneurs Association . (2019).
2020	85%	10%	5%	Medan City Statistics Office. (2020).
2021	80%	30%	10%	Journal of Economics and Business Research, 15(1), 22-35.
2022	75%	50%	20%	Journal of Management and Business, 3(2), 45-60.
2023	70%	70%	30%	Journal of Economics and Finance, 4(1), 23-35.

Source: Processed data, 2025

Table 1 shows important trends in the coffee shop industry in Medan, where customer satisfaction levels experienced a significant decline from 90% in 2019 to only 70% in 2023. On the other hand, consumer demand increased drastically, reaching 70% in 2023 compared to only 5% in 2019. Meanwhile, the increase in raw material prices also recorded a significant increase, from no change in 2019 to 30% in 2023. From the data table of coffee shops in Medan, it can be seen that currently coffee shop owners in Medan are experiencing market challenges, such as changes in raw material price fluctuations, as well as coffee shop customers currently having increasing demands every year, and with the decreasing level of customer satisfaction that is decreasing every year, there are several coffee shops in Medan that cannot follow customer desires, so that the coffee shop can experience losses and even go bankrupt. This data states the need for coffee shops to adapt quickly to changes in consumer preferences and cost challenges, and emphasizes the importance of entrepreneurial orientation and effective marketing performance to maintain a competitive advantage in an increasingly competitive market. By understanding the role of entrepreneurial orientation and marketing performance, coffee shops in Medan can formulate more effective strategies to maintain sustainable competitive advantage amidst ever-changing market dynamics. It is hoped that the results of this study can provide valuable insights for coffee shop business actors in implementing appropriate strategies to increase competitiveness and maintain their competitive advantage in the long term. Therefore, the researcher conducted a study entitled: "The Role of Entrepreneurial Orientation and Marketing Performance in Maintaining Sustainable Competitive Advantage in Coffee Shops in Medan".

## LITERATURE REVIEW

### Entrepreneurial Orientation

Entrepreneurial orientation (EO) reflects an innovative, proactive, and risk-taking attitude in the face of market dynamics. Covin and Slevin (1989) define EO as a strategic behavioral pattern that encourages the exploration of new opportunities. Research shows that EO has a positive influence on competitive advantage (Rauch et al., 2009; Sirivanh et al., 2019). In the context of coffee shops, EO is evident in menu innovations, unique space concepts, and the use of digital media. Thus, EO is a crucial foundation for small businesses in creating sustainable differentiation.

### Marketing Performance

Marketing performance is a measure of the effectiveness of a company's strategy in achieving sales, market share, and customer satisfaction (Ferdinand, 2019). Companies with high marketing performance are able to build a strong brand image and customer loyalty. Kotler and Keller (2019) emphasize that a marketing strategy that is responsive to consumer trends increases competitiveness. In the coffee shop industry, marketing performance is reflected in the use of social media, digital promotions, and the quality of customer relationships. Therefore, marketing performance is a determining factor in maintaining business sustainability.

### Sustainable Competitive Advantage

Sustainable competitive advantage is achieved when a company possesses valuable, rare, difficult-to-imitate, and non-substitutable resources (Barney, 1991). In the coffee shop industry, this advantage can take the form of product innovation, unique services, or a distinctive customer experience. Research shows that

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entrepreneurial orientation and marketing performance are key factors supporting the creation of competitive advantage (Morgan et al., 2020). Without these strategies, businesses will easily be displaced by competitors. Therefore, coffee shops need to integrate EO and marketing performance to achieve long-term excellence.

## METHOD

### Types of research

This study uses a descriptive quantitative approach to analyze the relationship between entrepreneurial orientation, marketing performance, and sustainable competitive advantage. According to Sugiyono (2017), quantitative research aims to test hypotheses by processing numerical data with statistical techniques.

### Location and Time of Research

The study was conducted at coffee shops in Medan, one of the growth centers of the coffee industry in Indonesia. The study period was from July 2024 to April 2025.

### Population and Sample

The study population was all coffee shops in Medan City, with approximately 650 outlets (Medan City Tourism Office, 2023). A purposive sampling technique was used to select 100 coffee shops, specifically businesses that had been operating for at least three years and were managed by experienced managers/owners.

## RESULTS AND DISCUSSION

### Multiple Linear Regression Test Results

Table 2  
Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	Std. Error		Beta	t	Sig	Tolerance	VIF
	B						
1 (Constant)	-,765	1,382		-,553	,581		
X1	,503	,078	,484	6,407	,000	,179	5,574
X2	,510	,079	,488	6,452	,000	,179	5,574

Based on table IV.11, the multiple linear regression equation model in this study can be written as follows:

$$Y = -0.765 + 0.503X1 + 0.510X2$$

Judging from the linear equation, the results of this research are as follows:

1. If the value of the (independent) variables of entrepreneurial orientation and marketing performance does not change, then it can be said that the value of the (dependent) variable of sustainable competitive advantage is -0.765.
2. The regression coefficient for entrepreneurial orientation is 0.503, which indicates that every one unit increase in entrepreneurial orientation will increase sustainable competitive advantage by 0.503.
3. The regression coefficient for Marketing Performance is 0.510, which indicates that every one unit increase in Marketing Performance will increase sustainable competitive advantage by 0.510.

## Hypothesis Test Results

### Partial t-test

Table 3  
T-test

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig
	B	Std. Error	Beta			
X1	,503	,078	,484	6,407	,000	
X2	,510	,079	,488	6,452	,000	

Based on table 3, the results of the t-test can be described as follows:

- a. The Influence of Entrepreneurial Orientation on Sustainable Competitive Advantage  
It is known that the entrepreneurial orientation variable has a calculated t value of 6.407, when compared with the t table value, it is shown that  $6.407 > 1.984$  with a significance level of 0.000 which is smaller than 0.05, so it can be said that there is an influence of entrepreneurial orientation on sustainable competitive advantage.
- b. The Influence of Marketing Performance on Sustainable Competitive Advantage  
It is known that the Marketing Performance variable has a calculated t value of 6.452, when compared with the t table value, it is shown that  $6.452 > 1.984$  with a significance level of 0.000 which is less than 0.05, so it can be said that there is an influence of Marketing Performance on sustainable competitive advantage.

**f-test (simultaneous)**

Table 4  
F test

Model	Sum of Squares	Df	Mean Square	f	Sig
1 Regression	6377,566	2	3188,783	439,224	,000 <sup>b</sup>
Residual	704,224	97	7,260		
Total	7081,790	99			

Based on the results of table 4, it can be seen that the calculated f value  $>$  the table f value, where the calculated f value of 439.224 is greater than the table f of 3.090 ( $439.224 > 3.090$ ) with a probability value in this test of 0.000. The probability value of this study is smaller than 0.005 so it can be concluded that together entrepreneurial orientation and Marketing Performance have an effect on sustainable competitive advantage.

**DISCUSSION**

**The Influence of Entrepreneurial Orientation on Sustainable Competitive Advantage**

From the results of this study, the comparison of the regression coefficient value with the standard error, it is known that the entrepreneurial orientation variable has a calculated t value of 6.407, when compared with the t table value, it is produced that  $6.407 > 1.984$  with a significance level of 0.000 which is smaller than 0.05 so that it can be said that there is a significant influence of entrepreneurial orientation on sustainable competitive advantage in coffee shops in the city of Medan. This research is in accordance with research conducted by Beal (2018) which found that entrepreneurial orientation is one of the main components that influence sustainable competitive advantage, and Hitt (2020) stated that entrepreneurial orientation can help a company maintain sustainable competitive advantage, Moorman and Miner (2020) added that entrepreneurial orientation encourages innovation and new product development, allowing companies to remain relevant in a changing market, and Lumpkin and Dess (2020) explained that companies with an entrepreneurial orientation focus on creating value through developing core skills that are difficult for competitors to imitate. In general, it can be concluded that entrepreneurial orientation has a significant influence on sustainable competitive advantage.

**The Influence of Marketing Performance on Sustainable Competitive Advantage**

From the results of this study, comparing the regression coefficient value with the standard error, it is known that the Marketing Performance variable has a calculated t value of 6.452, if compared with the t table value, it is produced that  $6.452 > 1.984$  with a significance level of 0.00 which is smaller than 0.05 so that it can be said that there is a significant influence of Marketing Performance on sustainable competitive advantage in coffee shops in the city of Medan. This research is in accordance with research conducted by Kotler and Keller (2019), which shows that good marketing performance helps create competitive advantage by increasing the value received by customers through innovative and relevant products. This is in line with Ferdinand (2019), who said that companies with a deep understanding of the market can create a strong position in a competitive market by changing their marketing strategy. In addition, research conducted by Morgan and Hunt (2020) found that high customer satisfaction and loyalty that are the result of effective marketing performance are directly related to the company's ability to maintain market share and competitive advantage. Furthermore, according to Narver and Slater (2020), a strong market orientation that includes a deep understanding of customer needs can improve marketing performance and competitive advantage. In general, it can be concluded that marketing performance has a significant influence on sustainable competitive advantage.

### **The Influence of Entrepreneurial Orientation and Marketing Performance on Sustainable Competitive Advantage**

From the results of this study, it is known that the calculated  $f$  value  $>$  the table  $f$  value, where the calculated  $f$  value of 439.224 is greater than the table  $f$  of 3.090 ( $439.224 > 3.090$ ) with a probability value in this test of 0.000. The probability value of this study is smaller than 0.005 so it can be concluded that together entrepreneurial orientation and Marketing Performance have a significant effect on sustainable competitive advantage in coffee shops in the city of Medan. From the output results of the SPSS program, it is known that the  $R$  square value is 0.901 or equal to 90.1%. It can be interpreted that entrepreneurial orientation and marketing performance explain sustainable competitive advantage by 90.1%, and from the results of the descriptive analysis of the entrepreneurial orientation variable, the data can be described that the minimum value of the respondent's answer is 15.00, the maximum value is 49.00, the average value of entrepreneurial orientation is 39.5700, while the results of the descriptive analysis of the marketing performance variable, the minimum value of the respondent's answer is 15.00, the maximum value is 50.00, the average value of entrepreneurial orientation is 39.6600, and from the results of the descriptive analysis of the sustainable competitive advantage variable, the minimum value of the respondent's answer is 13.00, the maximum value is 49.00, the average value of entrepreneurial orientation is 39.5700.

This research is in accordance with the research conducted by Dess and Lumpkin (2019), the combination of continuous innovation and adaptive marketing strategies allows companies to better respond to market dynamics, thereby increasing competitiveness. According to Autio et al. (2020), who found that businesses with a strong entrepreneurial orientation are more likely to perform better in marketing, which results in greater competitive advantage. Wang et al. (2020) argue that companies that integrate entrepreneurial orientation into their marketing strategies tend to be more successful in building long-term relationships with customers. In addition, research by Rindova et al. (2021) emphasizes that effective marketing performance supported by an entrepreneurial orientation can increase customer loyalty and make products more unique, improving competitive position. In maintaining a sustainable competitive advantage, a coffee shop business must pay attention to the value of the products and services offered. With a good entrepreneurial orientation, and good marketing performance management can attract potential customers and maintain a sustainable competitive advantage. Thus, it can be concluded that there is a significant influence between entrepreneurial orientation and marketing performance on sustainable competitive advantage.

### **CONCLUSION**

This study was conducted to determine the influence of entrepreneurial orientation and marketing performance on sustainable competitive advantage. Based on the results, the following conclusions were drawn:

1. Entrepreneurial Orientation has a partial influence on Sustainable Competitive Advantage in coffee shops in Medan City.
2. Marketing performance has a partial influence on sustainable competitive advantage in coffee shops in Medan city.
3. Entrepreneurial Orientation and Marketing Performance have a simultaneous influence on Sustainable Competitive Advantage in coffee shops in Medan City.

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