

Developing Competitive Advantage of Community Economic Banks through *Entrepreneurial Marketing* and Customer Orientation Factors

Rizqi Rahmawati^{1*}, Widji Astuti¹, Fajar Supanto¹¹Merdeka University of Malang**Article History****Received:** 02.06.2025**Accepted:** 09.07.2025**Published:** 11.07.2025**Journal homepage:**<https://www.easpublisher.com>**Quick Response Code**

Abstract: This study examines the influence of entrepreneurial marketing and customer orientation on the competitive advantage of Bank Ekonomi Rakyat (BPR) in East Java, Indonesia, amid a VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment. Based on the Demand-Based View (DBV) theory, this study examines how customer needs and value creation shape marketing performance and competitive advantage. This study uses a quantitative approach, surveying 193 BPR employees under the supervision of OJK Kediri. The results reveal that entrepreneurial marketing significantly influences competitive advantage through innovation capabilities. Similarly, customer orientation, as indicated by product-service fit, customer preference, satisfaction, and retention, plays a vital role in building a strong competitive position, with product-service alignment emerging as a dominant contributor. Hypothesis testing confirms that entrepreneurial marketing and customer orientation positively and significantly influence competitive advantage. This study underlines the importance of innovation and market response in enhancing customer loyalty, operational efficiency, and service uniqueness. The findings contribute to marketing science by emphasizing the strategic role of entrepreneurial and customer-centric behaviors in micro banking performance. This study offers actionable insights in formulating adaptive strategies that meet the needs of the MSME market and drive sustainable growth through emotional connections and local value integration. This research supports the DBV perspective, reinforcing that organizations aligned with customer demands are more likely to achieve and sustain superior performance in a dynamic market environment.

Keywords: Entrepreneurial Marketing, Customer Orientation, Competitive Advantage, Demand-Based View.

Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution **4.0 International License (CC BY-NC 4.0)** which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

In the last decade, the business world has experienced rapid and significant changes, often described through the concept of VUCA (*Volatility, Uncertainty, Complexity, and Ambiguity*), which reflects a significant challenge to the sustainability and competitiveness of companies. The VUCA concept is particularly relevant in explaining the various challenges faced by People's Economic Banks (BPR) in today's modern era [1]. *Volatility* describes rapid and unpredictable changes in business environment, such as fluctuating raw material prices and rapid technological developments [2]. *Uncertainty* reflects the difficulty in predicting future events or trends, while *complexity* refers to the many interrelated factors influencing each other in business. *Ambiguity* indicates a lack of clarity in interpreting existing information [3].

The banking world, including the People's Economic Bank (BPR), is not immune to the challenges of VUCA [4]. Financial institutions are important in supporting financial inclusion and local economic growth. BPRs face significant marketing performance challenges to attract and retain customers amid increasingly fierce competition [5]. Competition comes from other BPRs, commercial banks, and non-bank financial institutions that offer similar products and services. BPRs need to develop innovative and customer-oriented marketing strategies to win the competition.

The graph above illustrates the development of bank loans in Indonesia from September 2023 to August 2024, comparing bank umum and BPR. Loans disbursed by bank umum show significant figures, starting from Rp 6,837 million in September 2023 and steadily increasing

to Rp 7,507 million in August 2024, reflecting stable and prosperous marketing performance in reaching more customers and increasing market penetration [6]. Meanwhile, BPR loans started at IDR 137.97 million in September 2023. They gradually increased to IDR 146.22 million in August 2024, albeit a smaller number, indicating effective marketing performance, albeit on a more limited scale [6].

The increase in loans from these two sectors reflects the success of marketing strategies implemented to improve the competitiveness and achievement of each bank's marketing performance. Marketing performance reflects the bank's ability to attract third-party funds through effective products and marketing strategies, such as savings, deposits, or current accounts [4]. An increase in funds under management reflects the bank's success in attracting customer trust through marketing campaigns and product innovation. Generally, the trend data reflect steady growth in the banking sector for commercial and rural banks.

Although there are significant differences in the scale of funds under management, both show the potential to continue to grow as public confidence in banking services increases and marketing strategies in Indonesia are optimised. Marketing performance is a key indicator of the success of BPR in achieving its strategic goals [7]. According to [8], marketing performance includes achieving sales targets, market share, and customer satisfaction. In the VUCA era, good marketing performance is essential to maintain customer trust and loyalty. However, to achieve optimal marketing performance, BPR must be able to adapt to increasingly complex and rapidly changing market dynamics.

According to [9], marketing performance measurement is a process that provides feedback on performance related to the organization's marketing efforts. This feedback includes market information that can be used to formulate and evaluate organisational strategies [10], explain that marketing performance reflects the effectiveness and efficiency of marketing strategies in achieving business goals, including customer satisfaction, new product success, increased sales, and BPR profitability.

Based on the background exposure and problem formulation above, the research objectives are as follows: Describe *entrepreneurial marketing*, customer orientation, competitive advantage, and marketing performance of BPR in East Java, and analyse the effect of *entrepreneurial marketing* and customer orientation on the competitive advantage of BPR in East Java. This research has benefits to add to the treasury of knowledge, as a guide for micro banking managers and marketers, as well as a foothold for policy makers in the context of micro banking. Theoretically, it contributes to the development of marketing management science, especially marketing performance in financial services,

which is influenced by *entrepreneurial marketing* and customer orientation through competitive advantage. Research can also be used as a reference for further research.

LITERATURE REVIEW

Demand-Based View (DBV) theory is a theory that focuses on market demand as the main factor determining marketing performance. This theory argues that organisations that can understand and meet market demand well will have better marketing performance. The basic principle of *demand-based* theory studies how the heterogeneity of customer values will affect the development of new technologies, customer choices, and organisational strategies, thus affecting competitive advantage and organisational performance [11]. This perspective differs from the *customer-based* (CBV) perspective, which focuses on factors such as production costs and resource availability [12].

In addition, research [11], emphasises how companies create value for consumers and how strategies that focus on consumer utility and value creation can complement the traditional focus on competition and value capture. Based on research [13], value creation and value capture are two main aspects of business strategy that align with the basic concepts of DBV theory. Value creation refers to the process by which a company produces goods or services that customers find valuable. This value is generated through various activities such as product innovation, quality improvement, and operational efficiency. On the other hand, value capture is a company's ability to claim a portion of the created value as its profit [13].

This is usually achieved through pricing mechanisms, product differentiation, and market forces that support the company's position in the competition. The value creation process begins with the identification of consumer needs and wants. Companies then develop products or services that fulfil these needs, often through innovation and quality improvement. According to [13], value creation is not only limited to the functional aspects of the product but also includes emotional and symbolic aspects that add value to consumers. In this context, value is determined by consumer perceptions of the product or service offered, which can be influenced by factors such as brand, design, and customer experience.

Competitive advantage is the key to achieving superior performance compared to competitors. According to [14], competitive advantage is the company's ability to work in one or more ways that competitors cannot or will not match. Furthermore, according to [15] the definition of competitive advantage is the company's ability to create greater economic value than its competitors. Economic value is the difference between the benefits perceived by customers who buy a company's product or service and the full economic cost.

Thus, the measure of a company's competitive advantage is the difference between the economic value that the company can create and the economic value that its competitors can create.

According to [16], competitive advantage is the ability of a company to perform better than other companies in the same industry or market through its characteristics and resources. Competitive advantage can be achieved by *cost leadership* and *differentiation*. *Cost leadership* involves offering products or services at a lower cost than competitors. In contrast, *differentiation* involves creating unique and high-value products for customers, thus enabling the company to attract and retain customers [16]. Competitive advantage is also influenced by the company's ability to understand and fulfill customer needs [10]. Strong customer orientation can improve marketing performance by creating greater customer value. Companies focusing on fulfilling customer needs and wants will be able to build stronger and longer-lasting relationships. Furthermore, in other literature, competitive advantage is created and maintained through the value created by the company, and for customers, the value exceeds what is spent [17]. From a managerial point of view, competitive advantage is the ability to acquire and allocate resources that achieve greater profit margins than competitors in the same market [18].

This study adapts the leading indicators of competitive advantage according to [15], including product uniqueness, customer loyalty, operational efficiency, and innovation capabilities. *Entrepreneurial marketing* is a concept that combines entrepreneurial principles with traditional marketing techniques to create unique value for customers [19, 20], offers a more contemporary definition of *entrepreneurial marketing* after summarising the views of various previous studies. Entrepreneurial marketing is a process with an entrepreneurial spirit (marketing by founder-entrepreneurs). This definition emphasises the active and innovative role of the founder-entrepreneur in directing the marketing strategy. As such, *entrepreneurial marketing* involves a creative and proactive approach in identifying and capitalising on available market opportunities.

Research [21], sees *entrepreneurial marketing* as a concept that describes how marketing processes pursue opportunities in chaotic and unstructured market conditions. The perspective highlights the adaptability and flexibility of companies in the face of market uncertainty and complexity. *Entrepreneurial marketing* in this context serves as a tool for navigating and exploiting opportunities in the business environment. According to Research [22], *entrepreneurial marketing* is a set of processes through which small firms experience significant growth by implementing effective entrepreneurial marketing strategies, focusing on innovation, productivity, and higher risk-taking

compared to conventional marketing. This approach allows small and medium-sized enterprises (MSMEs) to compete effectively in dynamic and uncertain markets.

According to [23], *entrepreneurial marketing* encourages companies to explore new opportunities and create creative solutions to customer needs. Thus, entrepreneurial marketing becomes an important tool for companies to achieve sustainable competitive advantage [22]. Identified that an organisational culture that supports innovation and risk-taking is key in promoting *entrepreneurial marketing*. In addition, strong managerial capabilities in managing resources and capitalising on market opportunities are also critical. External factors such as market dynamics, technology, and regulatory changes also influence the implementation of *entrepreneurial marketing*. According to [23], adaptability to market changes and the ability to continuously innovate products and services are other important factors.

Recent research by [24], suggests that *entrepreneurial marketing* is a strategy that combines discipline with a professional attitude and creativity with an *entrepreneurial* attitude. Through an *entrepreneurial* attitude, it will make it more able to improvise in every situation, so that it can be more flexible in making adjustments. The concept of *entrepreneurial marketing* can bring character to entrepreneurs. The striking character of entrepreneurs is their ability to see opportunities to proactively take advantage of existing innovations. Research [22], identified several key *entrepreneurial marketing* indicators: product innovation, market proactivity, and risk taking.

Furthermore, the study [23], added other indicators such as *opportunity driven*, *customer intensity*, *value creation*, and *resource leveraging*. These indicators help measure the extent to which companies apply *entrepreneurial marketing* principles and their impact on business performance. Customer orientation is a business philosophy that places the customer at the centre of all company activities, with the primary objective of meeting customer needs and wants better than competitors. Customer orientation also includes a company's efforts to implement customer-focused strategies, ensuring that every aspect of the business is designed to provide maximum value to them [10], explains that customer orientation involves a deep understanding of customer needs, disseminating that information throughout the organisation, and a rapid and effective response. [8]. Also it emphasises that customer orientation is the essence of the modern marketing approach; companies must focus all their efforts on creating superior customer value to achieve long-term customer satisfaction and loyalty. Further research [25], explains the importance of collecting and disseminating customer-focused data in transforming organisations to adopt customer orientation [26, 27], added that customer orientation is not only about understanding and meeting

current customer needs, but also about being proactive in recognising and responding to changes in the market to maintain relevance and competitive advantage.

Customer orientation is a strategic approach prioritizing understanding customer needs and wants, especially in the service sector. This concept focuses on collecting market data and anticipating future customer desires to provide higher-value products and services [28, 29]. In addition, customer orientation also builds positive relationships between service providers and customers, which can improve business performance [30]. By prioritising products that match customer preferences and increasing customer satisfaction and retention, companies can create loyalty that benefits both parties [31]. Customer orientation plays an important role in creating value for consumers and ensuring that companies can maintain their preferences in the long term [32].

In the context of the banking industry, customer orientation strongly influences service quality and customer satisfaction [33]. Therefore, companies must continuously adapt to changes in customer preferences to remain competitive in a dynamic market, so research [34], identified several key indicators in customer orientation, namely products and services, preferences, customer retention, and satisfaction. Thus, it shows that customer orientation is significant in the banking industry. The most frequent customer orientations used by previous studies are product, preference, retention, and customer satisfaction [34, 31].

RESEARCH RESULTS AND DISCUSSION

Respondents in this study totalled 193 respondents, while the description of respondents based on gender, age, latest education, and length of work can be explained as follows. Based on the results of filling out the questionnaire conducted by BPR employees in the OJK Kediri area, the data on the composition of respondents according to Gender are as follows:

Table 1: Description of Respondents by Gender

No	Gender	Total	Percentage
1.	Male	135	70 %
2.	Female	58	30 %
	Total	193	100 %

Source: Primary data processed, (2024)

Table 1 shows that of the 193 BPR employees in the OJK Kediri area who were used as respondents, the majority were male, as many as 135 people, and 58 were female. Most respondents are men, namely 70%, while women are only 30%. The higher proportion of male employees compared to women reflects a trend in the distribution of labour in the banking sector, especially in BPRs, where flexibility factors influence employment. Based on the results of filling out the questionnaire conducted by BPR employees in the OJK Kediri area, the data on the composition of respondents according to age are as follows:

Table 2: Characteristics of Respondents by Age

No	Age	Number	Percentage
1.	20 - 30 years old	43	22%
2.	30 - 40 years	54	28%
3.	40 - 50 years	51	26%
4.	50 - 60 years	45	24%
	Total	193	100%

Source: Primary data processed, (2024)

Based on Table 2, it can be seen that of the 193 BPR employees in the OJK Kediri area who were used as respondents, the majority were aged 30-40 years as many as 54 people (28%), followed by respondents aged 41-50 years as many as 51 people (26%). This reflects that most BPR employees are at a productive age, professionally mature, and can face the challenges of work in the marketing field. Descriptive statistical analysis describes the frequency distribution of respondents' answers based on responses in the questionnaire.

Based on the data gathered from the questionnaire on *entrepreneurial marketing* given to respondents, it can be seen that the frequency distribution of variable items can be explained that the distribution of respondents' answers about BPR management developing one-stop services obtained the majority of

answers stated that they agreed as many as 84 respondents (44%), followed by 61 respondents (32%) stated firmly agree, 41 respondents (21%) stated neutral, seven respondents (3.6%) stated disagree and no respondents stated strongly disagree. The average item score of 4.031 shows that respondents agree that most respondents are well-received by the development of one-stop services by BPR management, so this step is efficacious in improving the customer service experience.

Respondents' questions about BPR management creating new products to meet market needs obtained answers from a majority of 88 respondents (46%) who agreed, followed by 74 respondents (38%) who strongly agreed, 30 respondents (16%) who were neutral, one respondent (0.5%) who disagreed and no respondents who strongly disagreed. The average score

of 4.218 shows respondents agree that BPR management creates new products to meet market needs. The average score of the innovation indicator of 4.124 means that respondents agree that innovation contributes to *entrepreneurial marketing*.

The question of BPR management creating new products to meet market needs is most dominant in describing innovation indicators. The distribution of answers about BPR management achieving marketing targets with measurable risks obtained the most answers agreed as many as 77 respondents (40%), followed by 75 respondents (39%) strongly agreed, 40 respondents (21%) stated neutral, one respondent (0.5%) disagreed and no respondents strongly disagreed. The average score of 4.171 indicates respondents agree that BPR management achieves marketing targets with measurable risks.

The distribution of answers about BPR management can control risk, the most answers were agreed as many as 97 respondents (50%), followed by 56 respondents (29%) who strongly agreed, 32 respondents (16.5%) stated neutral, eight respondents (4.5%) stated disagree and no respondents stated strongly disagree. The average score of 4.041 indicates that respondents strongly agree that BPR management can control risk. The average score of the risk-taking indicator of 4.106 means that respondents agree that taking calculated risks contributes to *entrepreneurial marketing*.

The question of BPR management achieving marketing targets with measurable risks is most dominant in describing indicators of risk-taking. The distribution of answers about understanding the potential of customers to provide opportunities to offer BPR products obtained the most answers agreed as many as 89 respondents (46%), followed by 60 respondents (31%) strongly agreed, 36 respondents (19%) stated neutral, eight respondents (4.1%) disagreed and no respondents expressed strong disagreement. The average score of 4.041 indicates that respondents agree that BPR managers adjust the symptoms of changes in the business environment.

The distribution of answers about BPR managers making adjustments to the symptoms of changes in the business environment obtained the most answers stated that they agreed as many as 101 respondents (52%), followed by 50 respondents (26%) who strongly agreed, 37 respondents (19%) stated neutral, five respondents (2.6%) stated disagree and none of the respondents stated strongly disagree. The average score of 4.016 indicates that respondents agree that BPR managers adjust the symptoms of changes in the business environment. The average score of the proactive indicator of 4.028 means that respondents agree that proactivity contributes to *entrepreneurial marketing*.

The question of understanding the potential of customers provides the most dominant opportunity to offer BPR products in describing indicators of proactivity. The distribution of answers about fulfilling customer needs from time to time as a BPR strategy obtained the most answers agreeing as many as 89 respondents (46%), followed by 65 respondents (34%) who strongly agreed, 33 respondents (17%) stated neutral, six respondents (3.1%) disagreed and no respondents who strongly disagreed. The average score of 4.104 shows that respondents agree that meeting customer needs from time to time is a BPR strategy.

The distribution of answers about managing weaknesses and threats into opportunities for business continuity obtained the most answers stated that 83 respondents (43%) agreed, followed by 70 respondents (36%) who strongly agreed, 35 respondents (18%) stated neutral, five respondents (2.6%) stated disagree and no respondents stated strongly disagree. The average score of 4.130 shows that respondents agree that managing weaknesses and threats becomes an opportunity for business continuity. The average score of the opportunity-focused indicator of 4.117 means that respondents agree that value creation contributes to *entrepreneurial marketing*. Managing weaknesses and threats into opportunities for business continuity most dominantly describes the indicator of focusing on opportunities.

The distribution of answers about BPR having a customer visit service to increase added value to customers obtained the most answers stated strongly agree as many as 82 respondents (42%), followed by 50 respondents (26%) stated agree, 50 respondents (26%) stated neutral 11 respondents (5.7%) stated disagree and no respondents who stated strongly disagree. The average score of 4.052 shows that respondents agree that BPR has a customer visit service to increase added value to customers.

The distribution of answers about BPR management providing training to employees to improve service capabilities to customers obtained the most answers stated strongly agree as many as 88 respondents (46%), followed by 57 respondents (30%) stated neutral, 38 respondents (20%) stated agree, 10 respondents (5.2%) stated disagree and no respondents stated strongly disagree. The average score of 4.057 shows that respondents agree that BPR management trains employees to improve customer service capabilities.

The average value creation score of 4.054 means that respondents agree that value creation contributes to *entrepreneurial marketing*. The respondents agree that BPR management trains employees to improve customer service skills, the most dominant indicator of value creation. The distribution of answers about BPR management conducting surveys or data collection to understand changes in the needs of

active customers obtained the most answers agreed as many as 84 respondents (43.5%), followed by 82 respondents (42.5%) strongly agreed, 21 respondents (11%) stated neutral, six respondents (3%) stated disagree and no respondents stated strongly disagree.

The average score of 4.254 indicates that respondents agree that BPR management conducts surveys or data collection to understand the changing needs of active customers. The distribution of answers about BPR management having a special programme to increase priority customer satisfaction obtained the most answers agreeing as many as 77 respondents (40%), followed by 60 respondents (32%) who strongly agreed, 53 respondents (27.5%) stated neutral, three respondents (1.5%) stated disagree and no respondents stated strongly disagree. The average score of 4.005 indicates that respondents agree that BPR management has a special programme to increase priority customer satisfaction.

The average score of the customer intensity indicator of 4.129 means that respondents agree that value creation contributes to *entrepreneurial marketing*. The respondents' opinion that BPR management conducts surveys or data collection to understand the changing needs of the most dominant active customers illustrates the indicator of focusing on opportunities. The distribution of answers about BPR providing training to employees to develop creative marketing skills through social media obtained the most answers stated strongly agree as many as 76 respondents (39%), followed by 67 respondents (35%) stated agree, 48 respondents (25%) stated neutral, two respondents (1%) stated disagree. None of the respondents stated strongly disagree.

The average score of 4.124 shows respondents agree that BPR trains employees to develop creative marketing skills through social media. The distribution of answers about BPRs providing training to employees on how to analyse credit or financing needs in specific market segments, such as MSMEs or rural areas, obtained that the most answers agreed as many as 69 respondents (36%), followed by 67 respondents (35%) who strongly agreed, 51 respondents (26%) stated neutral, six respondents (3.1%) stated disagree and no respondents stated strongly disagree. The average score of 4.021 indicates that respondents agree that BPRs train employees to analyse credit or financing needs in specific market segments.

The average score of the resource utilisation indicator of 4.073 means that respondents agree on the utilisation of resources in *entrepreneurial marketing*. The respondents agreed that BPRs train employees to develop creative marketing skills through social media. Based on table 3 the average value of the *entrepreneurial marketing* variable of 4.093 means that respondents agree on innovation, risk-taking, proactivity, focusing on opportunities, value creation, customer intensity, and resource utilisation, where innovation is the leading

indicator that contributes most to the statement that BPR management creates new products to meet market needs.

Based on the data gathered from the questionnaire on customer orientation given to respondents, it can be seen that the frequency distribution of the variable items can be explained that the distribution of respondents' answers about the credit products offered by BPRs is designed based on the specific needs of the customer segment, the most answers stated strongly agree as many as 114 respondents (59%), followed by 61 respondents (32%) stated agree, 18 respondents (9.3%) stated neutral, no respondents (0%) stated disagree and no respondents stated strongly disagree. The average score of 4.497 indicates that respondents agree that the credit products offered by BPRs are designed based on the specific needs of the customer segment.

The distribution of answers about BPRs providing flexible financial services, obtained the most answers stated that 87 respondents (45%) agreed, followed by 86 respondents (45%) who strongly agreed, 20 respondents (10%) stated neutral, no respondents (0%) stated disagree and no respondents stated strongly disagree. The average score of 4.342 indicates that respondents agree that BPRs provide flexible financial services.

The average score of the products and services indicator of 4.420 means that respondents agree that products and services contribute to customer orientation. The respondents agree that the credit products offered by BPRs are designed based on the specific needs of the most dominant customer segments, which illustrates the indicator of products and services. The distribution of answers about BPR understanding customer preferences (tendencies) towards certain product features obtained the most answers stated strongly agree as many as 71 respondents (37%), followed by 67 respondents (35%) stated agree, 55 respondents (28%) stated neutral, no respondents (0%) stated disagree and no respondents stated strongly disagree.

The average score of 4.083 indicates that respondents agree that BPR understands customer preferences (tendencies) towards certain product features. The distribution of answers about BPR understanding customer preferences is a significant consideration in making management decisions related to product and service development, the most answers stated firmly agree as many as 81 respondents (42%), followed by 59 respondents (31%) who agreed, 53 respondents (27%) stated neutral, no respondents (0%) stated disagree and no respondents stated strongly disagree.

The average score of 4.145 shows that respondents agree that customer preferences are a significant consideration in making management

decisions regarding product or service development. The average score of the preference indicator of 4.114 means that respondents agree that preferences contribute to customer orientation. The question of respondents agreeing that customer preferences are the primary consideration in making management decisions regarding product or service development most dominantly describes the indicators of preference.

The distribution of answers about priority customers being given priority offers for new products obtained the most answers agreeing as many as 73 respondents (38%), followed by 63 respondents (33%) stating strongly agree, 53 respondents (27%) stating neutral, four respondents (2.1%) stating disagree and no respondents stating strongly disagree. The average score of 4.010 shows respondents agree that priority customers are given priority offers for new products. The distribution of answers about the BPR customer loyalty programme being effective in increasing customer retention obtained the most answers stated strongly agree as many as 88 respondents (46%), followed by 53 respondents (27%) stated neutral, 47 respondents (24%) stated agree, five respondents (2.6%) stated disagree and none of the respondents stated strongly disagree.

The average score of 4.130 shows respondents agree that BPR's customer loyalty programme effectively improves customer retention. The average score of the retention indicator of 4.070 means that respondents agree that the BPR customer loyalty programme effectively increases customer retention. The respondents agree that the BPR customer loyalty programme effectively increases customer retention, which is the most dominant indicator of retention. The distribution of answers about BPR customer satisfaction being the primary focus in making business decisions obtained the most answers stated strongly agree as many as 78 respondents (40%), followed by 66 respondents (34%) stated neutral, 45 respondents (23%) stated agree, four respondents (2.1%) stated disagree.

None of the respondents stated strongly disagree. The average score of 4.021 shows that respondents agree that BPR customer satisfaction is the primary focus in business decisions. The distribution of answers about BPR customer complaints being handled quickly and appropriately obtained the most answers stated strongly agree as many as 122 respondents (63.2%), followed by 45 respondents (23.3%) stated agree, 24 respondents (12.4%) stated neutral, two respondents (1%) stated disagree and no respondents stated strongly disagree. The average score of 4.487 shows respondents agree that BPR customer complaints are handled quickly and appropriately.

The average score of the customer satisfaction indicator of 4.254 means that respondents agree that BPR customer complaints are handled quickly and appropriately. The question of respondents agreeing that

BPR customer complaints are handled quickly and appropriately describes an indicator of customer satisfaction. Based on table 3 the average value of the customer orientation variable is 4.214, meaning that respondents agree on products and services, preferences, retention and customer satisfaction, where products and services are the leading indicators that contribute the most with the statement that the credit products offered by BPR are designed based on the specific needs of the customer segment.

Based on the data gathered from the questionnaire on competitive advantage given to respondents, it can be seen that the frequency distribution of variable items can be explained that the distribution of respondents' answers about BPRs actively using local media to promote product excellence obtained the most answers strongly agreeing as many as 87 respondents (45%), followed by 54 respondents (28%) agreeing, 45 respondents (23.3%) stating neutral, seven respondents (3.7%) stating disagree and no respondents stating strongly disagree. The average score of 4.145 shows respondents agree that additional services at BPR, such as payment flexibility, are one of the advantages offered.

The distribution of answers about additional services at BPRs such as payment flexibility, being one of the advantages offered, obtained the most answers stating strongly agree as many as 88 respondents (45.6%), followed by 67 respondents (35.3%) who agreed, 34 respondents (17.6%) stated neutral, four respondents (2.1%) stated disagree and no respondents stated strongly disagree. The average score of 4.2383 shows respondents agree that additional services at BPR, such as payment flexibility, are one of the advantages offered.

The average score of the uniqueness of products and services indicator of 4.192 means that respondents agree that additional services at BPRs, such as payment flexibility, are one of the advantages offered. The question of respondents agreeing that additional services at BPRs, such as payment flexibility, are one of the advantages offered most dominantly describes the indicators of the uniqueness of products and services. The distribution of answers about loyal customers actively recommending BPR to friends, family, or business partners in the operational area obtained the most answers agreeing as many as 77 respondents (40%), followed by 73 respondents (37.5%) strongly agreeing, 40 respondents (21%) stated neutral, three respondents (1.5%) disagreed and no respondents strongly disagreed.

The average score of 4.140 indicates that respondents agree that loyal customers actively recommend BPR to friends, family, or business partners in the operational area. The distribution of answers about BPR having a special programme to encourage customers to recommend services to others obtained the most answers agreeing as many as 73 respondents (38%),

followed by 71 respondents (37%) who strongly agreed, 42 respondents (22%) stated neutral, seven respondents (3.6%) stated disagree and no respondents stated strongly disagree. The average score of 4.078 shows respondents agree that BPR has a special programme to encourage customers to recommend services to others.

The average score of the customer loyalty indicator of 4.108 means that respondents agree that loyal customers actively recommend BPR to friends, family, or business partners in the operational area. The question respondents agree that loyal customers actively recommend BPR to friends, family, or business partners in the operational area is the most dominant indicator of customer loyalty. The distribution of answers about the use of digital systems helps BPR reduce operational costs obtained the most answers agreed as many as 74 respondents (38%), followed by 67 respondents (35%) strongly agreed, 44 respondents (23%) stated neutral, eight respondents (4.1%) disagreed and no respondents who strongly disagreed. The average score of 4.036 shows respondents agree that using digital systems helps BPR reduce operational costs.

The distribution of answers about digital media-based promotional strategies implemented by BPRs has succeeded in significantly reducing marketing expenses, the most answers were agreed by 73 respondents (38%), followed by 68 respondents (35%) who strongly agreed, 44 respondents (23%) stated neutral, eight respondents (4.1%) stated disagree and no respondents stated strongly disagree. The average score of 4.041 indicates that respondents agree that BPR's digital media-based promotion strategy has significantly reduced marketing expenses.

The average score of the operational efficiency indicator of 4.039 means that respondents agree that the digital media-based promotion strategy implemented by BPR has significantly reduced marketing expenses. The question of respondents agreeing that the digital media-based promotion strategy implemented by BPR has succeeded in significantly reducing marketing expenditure is the most dominant indicator of operational efficiency.

The distribution of answers about the development of one-stop services by BPR reflects the ability to innovate in creating solutions that increase

competitive advantage, the most answers were agreed by 74 respondents (38%), followed by 67 respondents (35%) who strongly agreed, 43 respondents (22%) stated neutral, nine respondents (4.7%) disagreed and no respondents strongly disagreed. The average score of 4.031 indicates that respondents agree that the development of one-stop services by BPRs reflects the ability to innovate in creating solutions that increase competitive advantage.

The distribution of answers about the development of one-stop services by BPR reflects the ability to innovate in creating solutions that increase competitive advantage, the most answers stated firmly agree as many as 110 respondents (57%), followed by 57 respondents (30%) who agreed, 12 respondents (6.2%) stated neutral, 14 respondents (7.3%) stated disagree and none of the respondents stated strongly disagree. The average score of 4.363 indicates that respondents agree that the development of one-stop services by BPRs reflects the ability to innovate in creating solutions that increase competitive advantage.

The average score of the innovation capability indicator of 4.197 means that respondents agree that the development of one-stop services by BPRs reflects the ability to innovate in creating solutions that increase competitive advantage. The question of respondents agreeing that the development of one-stop services by BPRs reflects the ability to innovate in creating solutions that increase competitive advantage is the most dominant indicator of innovation ability. Based on table 3 above, the average value of the competitive advantage variable of 4.140 means that respondents agree on the uniqueness of products and services, customer loyalty, operational efficiency, and innovation capabilities, where innovation capabilities are the leading indicators that contribute most to the statement that the development of one-stop services by BPR reflects the ability to innovate in creating solutions that increase competitive advantage.

Test analysis on the research is a description of the results of the research that has been conducted. Hypothesis analysis is carried out to assess *whether entrepreneurial marketing* and customer orientation significantly affect the competitive advantage of BPRs in East Java. The results of testing the analysis are as shown in the table below:

Table 3: First Hypothesis Testing Results

No	Variable Independent variable	Variable Dependent Variable	Coefficient Standardised	Prob	Result
1.	<i>Entrepreneurial Marketing</i>	Competitive Advantage	0,105	0,000	Significant
2.	Customer Orientation	Competitive Advantage	0,115	0,042	Significant

Source: primary data processed 2024

Based on the table above, the coefficient value of the effect of *entrepreneurial marketing* on competitive advantage is 0.105 with a probability value of 0.000, less

than 0.05. The results show that *entrepreneurial marketing* significantly impacts the competitive advantage of BPRs in East Java. Furthermore, the

coefficient value of the effect of customer orientation on competitive advantage is 0.115 with a probability value of 0.042, smaller than 0.05. These results show that customer orientation significantly impacts the competitive advantage of BPRs in East Java. Thus, it can be concluded that the first hypothesis is proven to be accepted.

DISCUSSION

In this study, entrepreneurial marketing is formed by innovation, risk-taking, and proactivity, focusing on opportunities, value creation, customer intensity, and resource utilisation. In line with the indicators developed [22-35], the seven indicators form *entrepreneurial marketing*. The results showed that the indicator with the most significant contribution in *entrepreneurial marketing* is innovation, followed by customer intensity, risk taking, focusing on opportunities, resource utilisation, value creation, and proactivity, which is the lowest. The most influential indicator in *entrepreneurial marketing* is innovation, which is reflected in the statement of BPR management, which is creating new products to meet market needs.

This finding aligns with research results [36], where innovation, customer intensity, *value creation*, and *resource leveraging* are proven to influence competitive advantage significantly. Innovation is an important factor for the sustainability and competitiveness of BPR when facing market dynamics and challenges in the financial industry. By innovating, BPR can develop products and services relevant to customer needs, especially in the micro, small, and medium enterprise (MSME) segment. In addition to innovation, customer intensity is an important indicator in shaping *entrepreneurial marketing*. Customer intensity can be measured through regular surveys, which enable BPR to understand customers' changing needs and design products and services that are more relevant and responsive to market dynamics.

Risk-taking is the next indicator that shapes *entrepreneurial marketing*, where measured risk-taking becomes an integral part of the BPR management strategy in achieving marketing targets. Thus, decisions are based on careful analysis to minimise potential losses and maximise market opportunities. Focusing on opportunities allows BPR to manage existing weaknesses and threats by turning them into opportunities, supporting business continuity and growth. Resource utilisation is the next influential indicator in *entrepreneurial marketing* after innovation, customer intensity, risk-taking, and focusing on opportunities. Optimal utilisation of resources, such as providing training to employees, especially related to social media, allows BPRs to develop digital marketing skills.

Digital marketing training is prepared to effectively utilise social media platforms to reach and

interact with customers, which can expand market reach and increase the effectiveness of BPR marketing strategies. Furthermore, customer value creation can be achieved by training BPR employees, which aims to improve their ability to provide better service, be responsive, and fulfil customer needs. Proactivity is the least appreciated indicator in the study; this may be because the management of BPRs in managing the company is still not making adjustments to changes in the business environment that are increasingly dynamic. In this study, products and services, preferences, retention, and customer satisfaction form customer orientation.

This aligns with the indicators [34], developed, which indicate that customer orientation is formed from four indicators. The results showed that the indicator with the most significant contribution in customer orientation is the product and service indicator, followed by customer satisfaction, preference, and retention. The most influential indicator in customer orientation is products and services, which is reflected in the statement that the credit products offered by BPR are designed based on the specific needs of the customer segment. Products and services have a very fundamental role in determining marketing performance. The products and services designed and subsequently offered must match the needs and expectations of the target market segment. Success in developing the right products, such as credit products, savings, or other services, can create a more personalised and relevant experience for BPR customers.

Customer satisfaction is an equally important indicator of customer orientation. Customer satisfaction directly results from the quality of products and services provided. Suppose customers are satisfied with the products they receive and the services provided by the BPR, including transaction speed, ease of service access, or clear communication. In that case, they are more likely to continue using the service. This customer satisfaction, in turn, not only impacts loyalty but also provides a strong basis for word-of-mouth recommendations that can expand the BPR's market share. Customers have specific criteria and preferences based on their decisions when choosing banking products.

By understanding preferences, BPRs can tailor their services, whether in product flexibility, additional features, or more personalised service delivery. Success in understanding and fulfilling customer preferences will lead to increased product relevance and ultimately help BPRs be more easily accepted by the market. Customer retention is an underappreciated indicator in this study. BPRs prioritise offering new products to priority customers to ensure that their needs and preferences are met more appropriately. However, the focus is more on new customer acquisition and short-term transaction enhancement in practice. This may overlook the importance of maintaining long-term relationships with existing customers, contributing to market stability.

Therefore, efforts to strengthen customer retention should be integral to a more comprehensive marketing strategy. Competitive advantage in this study is formed by product and service uniqueness, customer loyalty, operational efficiency, and innovation capability. This is in line with the indicators developed by [15], that customer orientation is formed from four indicators. The results showed that the indicator that has the most significant contribution to competitive advantage is the ability to innovate, followed by the uniqueness of products and services, customer loyalty, and operational efficiency. The most influential indicator of competitive advantage is the ability to innovate, which is reflected in the statement that the development of one-stop services by BPRs reflects the ability to innovate and create solutions that increase competitive advantage.

Innovation capability is important in shaping marketing performance, especially in a highly dynamic sector such as banking. With the ability to innovate, BPRs can continue to create products and services that are not only in line with evolving market needs but also anticipate changing trends and customer preferences. This innovation is not only limited to the development of new products, but also includes new ways of delivering more efficient and responsive services. Uniqueness of products and services is the next element that plays a role in shaping competitive advantage. Suppose a BPR can offer products and services that not only fulfil customers' basic needs but also have distinctive characteristics that set it apart from similar products in the market.

In that case, it will gain customers' attention and trust more easily. This uniqueness can come in many forms, such as additional features that provide more convenience for customers or service models that are more flexible and responsive to individual needs. By offering uniqueness, BPRs can create a strong identity in customers' eyes, which in turn can strengthen their position in the competition. Customer loyalty is the next indicator that acts as a shaper of competitive advantage. When customers are satisfied with the products and services, they are more likely to return and recommend them to others.

Therefore, maintaining customer loyalty is key to maintaining market share and reducing new customer acquisition costs. Loyalty can be built through consistent positive experiences, quality customer service, and more personalised relationships between BPR and customers. Operational efficiency is an underappreciated indicator, although using digital systems can help BPRs reduce operational costs. However, on the ground, digitalisation in BPRs is still limited to simple forms, such as basic banking systems that are not fully integrated. This has led to BPRs not fully exploiting the potential of digitalisation to improve their efficiency and competitiveness, compared to large banks that have implemented more sophisticated and integrated technology.

The study highlights the role of *entrepreneurial marketing* and customer orientation in influencing the competitive advantage of BPRs in East Java. *Entrepreneurial marketing* indicated by focusing on opportunities, with the question item managing weaknesses and threats into opportunities for business continuity, customer orientation indicated by products and services, with the question item credit products offered by BPRs are designed based on the specific needs of customer segments, will build competitive advantage, especially innovation capabilities with the statement item BPRs reflect innovation capabilities in creating solutions that increase competitive advantage. The results showed that the *entrepreneurial marketing* strategy focusing on opportunities is one of the competitive advantages of BPRs in facing competitive challenges in the financial sector.

This is in line with the findings of [36], which emphasise the importance of exploiting market opportunities in business strategy. By understanding the specific needs of the micro market that commercial banks often overlook, BPRs can offer relevant and innovative financial solutions. The development of flexible credit schemes for micro businesses that allow BPRs to tailor their services to their customers' unique circumstances is an implementation of opportunity-focused BPRs. By understanding this segment's unique needs, BPRs cannot only stand out from the competition but also build a reputation as financial institutions that prioritise the economic sustainability of local communities.

This competitive advantage is difficult to replicate as it is based on the emotional connection and trust built in the community. Flexibility and resilience in the face of challenges are other strategies that BPRs have adopted to focus on opportunities despite limitations. It enables BPRs to adapt quickly to changes in the business environment, such as increased competition from larger banks or changing market needs. Instead of seeing limitations as obstacles, BPRs utilise them as drivers to create innovative solutions relevant to customer needs. For example, BPRs often develop more flexible and simpler credit products for micro businesses, which are difficult to access through conventional banks.

The *entrepreneurial marketing* approach that focuses on value utilisation is proven to have a positive impact on competitive advantage, especially in creating long-term customer relationships and improving market position. This finding aligns with research [36]. For example, BPRs can leverage local values, such as the culture of gotong royong, to develop relevant financial products, such as group savings or joint business loans. By understanding community needs and aspirations, BPRs can create added value through services that are not only functional but also emotional, such as providing free financial training to support small businesses. This strengthens customer relationships and builds a positive

image of the BPR as an institution that cares about community empowerment. With a focus on value utilisation, BPR can maintain a sustainable competitive advantage amidst increasingly fierce market competition.

Customer orientation focusing on products and services is proven to positively impact competitive advantage, especially in creating a better customer experience and increasing loyalty. This is in line with research [34]. For example, customer-oriented BPRs can offer financial products tailored to meet specific needs, such as education savings for young families or microcredit with flexible terms for small businesses. In addition, BPRs can enhance their services by providing financial consultations that are easily accessible through digital platforms, so that customers feel more valued and assisted in achieving their financial goals. By ensuring that each product and service is genuinely relevant and provides added value to customers, BPRs can build stronger relationships, strengthen their reputation in the market, and maintain a competitive advantage in the long run.

This approach strengthens the relationship between BPR and the local community and creates a competitive advantage that is difficult to replicate. In addition, BPR's flexibility allows them to offer more personalised services, so that customers feel cared for and prioritised. This way, BPRs can build customer loyalty while cementing their position in specific markets. This strategy shows that resilience and adaptability are the keys to success in various business dynamics and challenges.

The findings of research results in previous studies state that *entrepreneurial marketing* variables positively and significantly impact competitive advantage variables. This study's results align with those obtained [37-39], showing a significant effect of *entrepreneurial marketing* on competitive advantage. Furthermore, research [34-40], states that customer orientation significantly affects competitive advantage.

CONCLUSION

Based on the results of the discussion that have been presented, the conclusions of this study can be formulated. The study aims to describe how *entrepreneurial marketing* and customer orientation affect competitive advantage in BPRs in East Java. *Entrepreneurial marketing* is mainly appreciated by innovation, customer intensity, focusing on opportunities, risk-taking, resource utilisation, and proactivity. Customer orientation is mainly appreciated by products and services, followed by customer satisfaction, preference, and retention. Competitive advantage is mainly appreciated by innovation, product and service uniqueness, customer loyalty, and operational efficiency.

Meanwhile, marketing performance is mainly appreciated in sales growth, market share, and profitability. *Entrepreneurial marketing* and customer orientation influence the competitive advantage of BPRs in East Java. The opportunity focus in *entrepreneurial marketing* enables BPRs to develop innovative products and services, and this approach helps BPRs build strong emotional relationships with customers and strengthen their position in the market. On the other hand, customer orientation focusing on products and services tailored to specific needs is also proven to increase customer loyalty and provide a better experience. BPRs that adapt quickly to changes and pay attention to local values can create a competitive advantage.

Based on the research results, the suggestions that can be conveyed in this study are as follows: Based on the results of the study, the development of marketing performance at BPRs in East Java needs to focus on increasing innovation in *entrepreneurial marketing*, strengthening customer orientation, and optimizing competitive advantage. Innovation should be a top priority in the marketing strategy of BPRs, both in developing more flexible financial products, and in addressing the specific needs of the MSME segment, and utilizing digital technology to improve service efficiency. Customer orientation should be strengthened through improved product and service quality, more responsiveness to customer preferences and needs, and encouraging customer satisfaction and loyalty.

Furthermore, competitive advantage should be leveraged as a key factor in improving marketing performance, particularly through service differentiation, operational efficiency, and the utilisation of technology that supports BPR competitiveness. With this approach, BPR in East Java can increase sales growth, expand market share, and sustainably increase profitability. Knowledge Contribution: The results of the study can contribute knowledge related to the *grand theory of Demand Based View* (DBV), which strengthens the understanding of how market demand, especially in the micro banking sector, affects marketing strategy and competitive advantage. The results show that customer orientation is dominant in improving marketing performance, which is in line with DBV theory, which emphasises that organisations that can understand and meet customer demands will have higher competitiveness.

REFERENCES

1. Bennett, N., & Lemoine, J. (2014). What VUCA Means for You. *Harvard Business Review*, 92(1).
2. Madsen, D. O. (2020). The Evolutionary Trajectory of the Agile Concept Viewed from a Management Fashion Perspective. *Social Sciences*, 9(5). <https://doi.org/10.3390/socsci9050069>
3. McDaniel, C. D., & Gates, R. H. (2010). *Marketing Research*. Wiley.

4. Nida Sahara. (2021). *Banks must prepare strategies to face VUCA investors*. Id. <https://investor.id/finance/246431/perbankan-harus-siapkan-strategi-hadapi-vuca>
5. Budiman, S. (2016). A Study of the Role of Rural Banks in Efforts to Increase Financial Inclusion in Indonesia. *National Scientific Seminar Proceedings*.
6. OJK (2024). *OJK Publishes Indonesian Banking Surveillance Report (Lspi) Quarter IV-2023*. <https://ojk.go.id/id/berita-dan-kegiatan/siaran-pers/Pages/OJK-Terbitkan-Laporan-Surveillance-Perbankan-Indonesia-LSPI-Triwulan-IV-2023.aspx>
7. Agyemang, A. (2016). Marketing Strategy and Marketing Performance: Does Strategy Affect Performance? *International Journal of Advanced Engineering, Management and Science (IJAEMS)*, 2(10). www.ijaems.com
8. Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson.
9. Clark, B. H. (1999). Marketing Performance Measures: History and Interrelationships. *Journal of Marketing Management*, 15(8), 711–732. <https://doi.org/10.1362/026725799784772594>
10. Narver, J. C., & Slater, S. F. (1990). The Effect of a Market Orientation on Business Profitability. *Journal of Marketing*, 54(4), 20–35. <https://doi.org/10.1177/002224299005400403>
11. Adner, R., & Zemsky, P. (2006). A demand-based perspective on sustainable competitive advantage. In *Strategic Management Journal* (Vol. 27, Issue 3, pp. 215-239). <https://doi.org/10.1002/smj.513>
12. Peteraf, M. A. (1993). The Cornerstones of Competitive Advantage: A Resource-Based View. *Source: Strategic Management Journal*, 14(3), 179–191.
13. Bowman, C., & Ambrosini, V. (2000). Value Creation Versus Value Capture: Towards a Coherent Definition of Value in Strategy. *British Journal of Management*, 11(1), 1–15. <https://doi.org/https://doi.org/10.1111/1467-8551.00147>
14. Kotler, P., & Armstrong, G. (2018). *Principles of Marketing*. Pearson.
15. Barney, J. B., & Hesterly, W. S. (2015). *Strategic Management and Competitive Advantage: Concepts and Cases* (5th ed.). Pearson.
16. Porter, M. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review*, 86, 78–93, 137.
17. Ray, G., Barney, J., & Muhanna, W. (2004). Capabilities, Business Processes, and Competitive Advantage: Choosing the Dependent Variable in Empirical Tests of the Resource-Based View. *Strategic Management Journal - STRATEGIC MANAGE J*, 25, 23–37. <https://doi.org/10.1002/smj.366>
18. Kenyon, G. N., & Sen, K. C. (2015). Creating a Competitive Advantage. In G. N. Kenyon & K. C. Sen (Eds.), *The Perception of Quality: Mapping Product and Service Quality to Consumer Perceptions* (pp. 5–12). Springer London. https://doi.org/10.1007/978-1-4471-6627-6_2
19. Ionita, D. (2004). Entrepreneurial marketing: a new approach for challenging times. *Management & Marketing*, 7.
20. Franco, M., Santos, M. de F., Ramalho, I., & Nunes, C. (2014). An exploratory study of entrepreneurial marketing in SMEs: The role of the founder-entrepreneur. *Journal of Small Business and Enterprise Development*, 21(2), 265–283. <https://doi.org/10.1108/JSBED-10-2012-0112>
21. Simba, A., & Ndlovu, T. (2014). The entrepreneurial marketing management and commercialisation arrangements of born-global bio-enterprises: the case of UK companies. *Journal of Small Business & Entrepreneurship*, 27(2), 143–170. <https://doi.org/10.1080/08276331.2014.994696>
22. Bjerke, B., & Hultman, C. (2002). *Entrepreneurial Marketing: The Growth of Small Firms in the New Economic Era*. Edward Elgar.
23. Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002). Entrepreneurial Marketing: A Construct for Integrating Emerging Entrepreneurship and Marketing Perspectives. *Journal of Marketing Theory and Practice*, 10(4), 1–19. <https://doi.org/10.1080/10696679.2002.11501922>
24. Kotler, P., Kartajaya, H., Huan, H. Den, & Mussry, J. (2024). *Entrepreneurial Marketing: From Professionalism to Creativity, Leadership and Sustainability*. Gramedia Pustaka Utama.
25. Kennedy, K., Goolsby, J., & Arnould, E. (2003). Implementing a Customer Orientation: Extension of Theory and Application. *Journal of Marketing*.
26. Kohli, A. K., & Jaworski, B. J. (1993). Market Orientation: Antecedents and Consequences. *Journal of Marketing*, 57(3), 53–70. <https://doi.org/10.2307/1251854>
27. Steinman, C., Deshpandé, R., & Farley, J. U. (2000). Beyond market orientation: When customers and suppliers disagree. *Journal of the Academy of Marketing Science*, 28(1), 109–119. <https://doi.org/10.1177/0092070300281010>
28. Hanaysha, J. R., & Mehmood, K. K. (2021). An Exploration of the Effect of Customer Relationship Management on Organisational Performance in the Banking Sector. *International Journal of Customer Relationship Marketing and Management*, 13(1), 1–16. <https://doi.org/10.4018/IJCRMM.2022010101>
29. Muis, I., & Isyanto, P. (2021). Market Orientation, Transformational Leadership, Partnership Effects on Organizational Performance: Competitive Advantage as a Mediator. *Binus Business Review*, 12(3), 263–277. <https://doi.org/10.21512/bbr.v12i3.7284>
30. Islam, M. Z., & Zhe, Z. (2022). The effect of customer orientation on financial performance in service firms: The mediating role of service innovation. *Management Science Letters*, 12(2), 101–116. <https://doi.org/10.5267/j.msl.2021.10.003>

31. Sampaio, C., & Régio, M. (2022). Market Orientation and Hotel Industry: Literature Review and Implications for Periods of Market Turmoil. *Journal of Risk and Financial Management*, 15(11), 497. <https://doi.org/10.3390/jrfm15110497>
32. Mosa, R. A. (2022). The Influence of E-Customer Relationship Management on Customer Experience in E-Banking Service. *International Journal of Academic Research in Business and Social Sciences*, 12(2). <https://doi.org/10.6007/IJARBS/v12-i2/12195>
33. Gonu, E., Agyei, P. M., Richard, O. K., & Asare-Larbi, M. (2023). Customer orientation, service quality, and customer satisfaction interplay in the banking sector: An emerging market perspective. *Cogent Business and Management*, 10(1). <https://doi.org/10.1080/23311975.2022.2163797>
34. Borji, B., Jabo, D., & Kant, S. (2023). Mediation of Competitive Advantage among Customer Orientation and Banking Sector Performance in Ethiopia. *Journal of Business and Administrative Studies*, 15(2), 24–40. <https://www.researchgate.net/publication/379259608>
35. Morrish, S., & Deacon, J. (2009). Entrepreneurial Marketing: A Comparative Case Study Of 42 Below Vodka and Penderyn Whisky. *Journal of Small Business and Entrepreneurship*, 24(1), 113–124. <https://www.researchgate.net/publication/255658497>
36. Stephen, O. U., Ireneus, N., & Moses, O. C. (2019). Entrepreneurial Marketing Practices and Competitive Advantage Of Small And Medium-Sized Enterprises In Nigeria. In *European Journal of Business and Innovation Research* (Vol. 7, Issue 3). www.eajournals.org
37. Hidayatullah, S., Firdiansjah, A., Patalo, R. G., & Waris, A. (2019). The Effect Of Entrepreneurial Marketing And Competitive Advantage On Marketing Performance. *International Journal Of Scientific & Technology Research*, 8(10). www.ijstr.org
38. Suandi, E., Herri, Yulhasri, & Syafrizal. (2022). Evaluating the relationship between entrepreneurial marketing, competitive advantage, and Islamic banks' performance. *Journal of Financial Services Marketing*. <https://doi.org/10.1057/s41264-022-00169-6>
39. Tolossa, A. T., Singh, M., & Gautam, R. K. (2024). Unveiling the Nexus: the crucial role of competitive advantage in bridging entrepreneurial marketing practices and sustainable firm performance in small and medium enterprises. *Journal of Innovation and Entrepreneurship*, 13(1), 43. <https://doi.org/10.1186/s13731-024-00398-0>
40. Tarabieh, S. M. Z. A., Gil-Pechuán, I., Al-Haidous, A. I. A. H., & AL-Obaidi, M. G. (2020). Exploring the impact of customer orientation on Jordanian banks' performance: The mediating role of competitive advantage. *Management Science Letters*, 10(14), 3313-3324. <https://doi.org/10.5267/j.msl.2020.6.006>

Cite This Article: Rizqi Rahmawati, Widji Astuti, Fajar Supanto (2025). Developing Competitive Advantage of Community Economic Banks through Entrepreneurial Marketing and Customer Orientation Factors. *East African Scholars J Econ Bus Manag*, 8(7), 224-236.
