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Mediating Functions Of Exploitative Innovation And Marketing Capability In Intensifying Marketing Performance Based On Entrepreneurial Market Orientation

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Abstract

The objective of this study was to determine the impact of entrepreneurial market orientation, exploitative innovation, and marketing capabilities on the marketing performance of small and medium-sized enterprises (SMEs) in brackish water fish farming in Sumatra. This research employs a quantitative method of investigation. Micro, Small, and Medium-Sized Enterprises in the cultivation of brackish water shrimp in milkfish ponds in Cirebon Regency will be the subject of this study. This study employed a method of sampling known as purposive sampling. One hundred fifty-one milkfish pond cultivators met the criteria for this study's shrimp farming companies. This research collects data using questionnaires and a review of the relevant literature. This study's research instrument was a questionnaire with five Likert scales given to respondents. The findings of this study indicate that entrepreneurial market orientation is effective in utilizing innovation following future market needs and using marketing capabilities to achieve market positioning. Exploitative innovation has been demonstrated to motivate entrepreneurs to enhance their marketing performance. Marketing expertise has also proven to be an effective motivator for business owners to enhance their marketing performance. It has been demonstrated that entrepreneurial market orientation improves marketing performance. To enhance marketing performance, entrepreneurial market orientation is practical when mediated by exploitative innovation.

Keywords: Marketing Performance (MP), Entrepreneurial Market Orientation (EMO), Exploitative Innovation (EI), Marketing Capabilities (MC), Micro, Small and Medium Enterprises (MSMEs).

A. INTRODUCTION

The business competition will inevitably continue to intensify as more and more companies enter the market, requiring business actors to be able to sustain their operations (Chesbrough & Teece, 2009). Every business will face various opportunities, threats, and survival challenges in a business environment that is constantly changing (Sharifi & Zhang, 1999). To survive in these conditions, business organizations must comprehend the current market conditions and adapt to the wishes and demands of consumers. This is because consumers play a crucial role in the success of a business when developing new products or services (Tushman & Nadler, 1986).

Due to intense business competition, business actors must have strong marketing performance to compete with rivals (Birkinshaw et al., 2005). Business owners can employ a strategy to enhance marketing performance (Wills et al., 1991). In this context, marketing performance is viewed as the spearhead of future business objectives (Tien et al., 2019). Even though marketing performance has been extensively studied in the past, there are still discrepancies in the research findings. Marketing performance is an essential component of a company's overall

performance, as its current marketing performance can measure it. Marketing performance is a measure of a business's marketing success. Every business is vested in understanding its accomplishments as a reflection of its market success (Mitchell & Coles, 2003).

Marketing performance is frequently used to assess the influence of a company's strategies and philosophies. Good marketing results (such as sales volume and growth rate) and good financial results are always the objectives of marketing strategy (Baker & Sinkula, 1999). In general, a business's performance is determined by its sales' rupiah value, its Return on Investment (ROI), and its Return on Assets (ROA). However, these measures are considered accounting and financial aggregates that do not directly describe management activities, particularly marketing management (Ganzi et al., 2004). Therefore, the appropriate metric is an activity-based metric that describes marketing activities that generate performance.

Entrepreneur Marketing (EM)-based entrepreneurship is used to improve a company's marketing performance (Morris et al., 2002). According to the entrepreneurial literature, there is a concept of a marketing strategy known as entrepreneurial marketing (EM). EM is a functional strategy embodied in innovation and creativity in building a company's comparative advantage, whereas EMO is a company policy strategy that determines marketing targets to improve performance (Kollmann & Christofor, 2014; Jones & Rowley, 2011).

. EMO is an innovation-based strategic decision-making practice process that leads to the creation of new market share (new market entry) by creating new products/systems that are strengthened by proactiveness, innovativeness, and risk-taking (Weerawardena, 2003). Competitive advantage is an action taken by the company so that the resulting product looks different and cannot be duplicated by its competitors (Garvin, 1988). Ghalayini & Noble (1996) argues that the company's performance measurement can objectively compare with the results of achieving the performance of its competitors. Several previous studies have explained that the concept of entrepreneurship is built with different strategies, namely entrepreneurial orientation (EO) and market orientation (MO), both of which are company resources to improve performance (Aloulou & Fayolle, 2005; Runyan et al., 2008).

Mahrous and Gennady (2018) argue that there is a lack of evidence showing that EM strategy affects marketing performance. This gap in the literature exists because small and medium-sized businesses (SMEs) lack the confidence to implement novel strategies due to financial constraints. Hou et al. (2019) use the ideas of exploratory innovation and exploitative innovation to close a gap in our understanding of the connection between EO and innovation. In a groundbreaking study, Nielsen et al. (2018) identified exploratory and exploitative innovation as two of the most important factors to consider when studying technological innovation, organizational change, and advancement. Search, variety, risk-taking, experimentation, play, flexibility, discovery, and new ideas are all components of exploratory innovation, as defined by Nielsen et al. (2018). Modifications in the selection, production, efficiency, implementation, and execution are all examples of exploitative innovation (EI). An explanation is provided by Lumpkin (2001). Innovation in resource exploration and innovation in resource extraction. Improvements to preexisting resources are examples of exploitative innovation while developing wholly new resources is an example of exploratory innovation.

According to studies by De Villiers (2017), improving marketing performance requires building marketing capabilities. According to several studies, there is a positive correlation between marketing performance and the presence of marketing capabilities (MP). If MC is one of a company's capabilities in controlling market share for multiple similar

product areas to bring about changes in marketing performance, then perhaps we can finally get to the bottom of why some MSMEs thrive. In contrast, others fail (Mehrabi et al., 2019).

Small and medium-sized businesses (SMEs) play a crucial role in the economy because they absorb unemployed workers. In Indonesia, small and medium-sized businesses (SMEs) have been prioritized and have driven economic growth (Andarsari & Dura, 2018). Small and medium-sized businesses (SMEs) are a critical economic engine of the future; therefore, it is essential that they receive policy support and that all obstacles to achieving their full potential are removed. Small and medium-sized businesses (SMEs) should be prioritized in the government's economic policy plan for economic recovery to increase employment and decrease unemployment (Partomo, 2004). Small and medium-sized businesses (SMEs) must be highly innovative to compete with large corporations and other MSMEs. According to Syarif, capital, human resources, management, creativity, and a lack of mastery of information technology, the business climate, and the distribution of manufactured goods and services are some of the most common challenges businesses face (2010). Accordingly, having a competitive advantage is not enough for companies to succeed in a market with plenty of rivals; they also need to employ the appropriate business strategy.

The level of competition between small and medium-sized businesses is intensifying, especially in brackish water fish cultivation, where MSMEs have begun to flourish. To survive in the face of intense competition, milkfish ponds must improve their marketing performance. Milkfish ponds must alter their mentality to begin focusing on marketing that can enhance marketing performance. The relationship between entrepreneurship and the performance of MSMEs is positive (Cowden & Tang, 2021). This study's most pertinent research object is the SME Milkfish Cultivation sector in Cirebon, West Java. Previous research gaps encourage efforts to improve marketing performance (MP) consistently and sustainably (sustainability performance) so that researchers include Entrepreneurial Innovation (EI) and Marketing Capabilities (MC) as mediators of the effect of EMO strategy on marketing performance because Entrepreneurial Innovation is a variable that can overcome the problem of limited resources for MSMEs and each MSME has its unique Marketing Capabilities (MC).

B. LITERATURE REVIEW

1. Marketing Performance (MP)

According to Clark (1999), marketing performance is part of quality performance and will be very useful as a positive step in spurring business performance. Marketing performance measurement can be done at three levels, namely at the process level (process level), the level of output (output level), and the level of outcome (outcome level). Kargar and Smith et al. (1990) suggest that organizations with effective planning will result in higher performance. Lamberti & Noci (2010) suggest that there is a relationship between marketing strategy and marketing performance. This relationship can help organizational leaders to understand and predict how the choice of marketing strategy will affect marketing performance in the context of organizational development. Organizational performance results from the planning management process outlined in the company's strategy.

According to Balakrishnan (1996), the factors that underlie marketing performance are satisfaction with profit, relative profit, repeat business, and customer retention. Marketing performance is a concept to measure the company's performance in the market for a product, and every company is interested in knowing its achievements as a reflection of the success of its business in market competition. Implementing the company's strategy to improve its marketing performance includes sales growth, customer growth, and the product's success. By implementing this strategy, the resulting marketing performance is

good. Marketing performance is multidimensional; there are several types of goals and organizations for achieving marketing performance. Therefore, in measuring marketing performance, it is better to use several criteria at once (multiple measurements) to know how a company's marketing performance is developing well.

2. Entrepreneurial Market Orientation (EMO)

The concept of entrepreneurial marketing is conceptualized and quantified in numerous ways. According to a common viewpoint, entrepreneurial marketing consists of seven dimensions: proactiveness, risk-taking, innovation, opportunity focus, resource utilization, customer intensity, and value-creation activities (Morris et al., 2002). The intersection of market orientation and entrepreneurial orientation (Jones & Rowley, 2011; Hansen et al., 2020) leads to the emergence of a new concept derived from Entrepreneurial Marketing. Based on this latter way of thinking, new concept research constructs concepts and operationalizes Entrepreneurial Market Orientation as a summary of market-oriented and entrepreneurial-oriented activities (Baker & Sinkula, 1999; Morga et al., 2015).

The EMO model was created by collapsing existing scales into a set of dimensions and identifying the essential dimensions within each orientation. Recognizing that replication and adaptation of marketing scales are standard and, if conducted systematically and rigorously, can generate a valuable foundation for future empirical research and the development of the new theory (Hart & Diamantopoulos, 1993) guided our approach. In particular, we have observed that the deletion and consolidation of items are permitted when they are conceptually related.

3. Exploitative Innovation (EI)

Exploitative innovation is primarily concerned with enhancing and expanding existing skills and capacities (Nielsen et al., 2018). It is possible to establish a comfortable position in the market by allocating sufficient resources to maintain a company's current competitive advantage (Benner & Tushman, 2002). Exploitation often entails refinement, production, replication, efficiency, selection, implementation, and execution (Nielsen et al., 2018). Typically, the returns from exploitation are positive, predictable, and short-term (Gupta et al., 2006).

In their research, Justin et al. (2006) recommend that the key to the successful implementation of Exploitative Innovation must be able to create high product competitiveness to improve company performance and increase customer loyalty. Components must be performed as refinement, choice, production, efficiency, selection, implementation and execution. The Exploitative Innovation variable is measured by three indicators: learning, knowledge, and competitive advantage. (Kollmann 2012) in his research confirms that the success of companies in achieving superior performance is to exploit innovation in incremental and sustainable ways (Mueller. et al., 2013); their meta-analysis research explains that Exploitative Innovation has become a competition for entrepreneurs; they are competing offering highly competitive products and services by involving researchers from academia and research and development (R&D) institutions. Currently, Exploitative Innovation for the creative industries of SMEs/start-ups has become a culture as an entire organization to create products and services that are very valuable for customers but at very competitive prices.

4. Marketing Capabilities (MC)

Marketing capability can be interpreted as a pattern that a company applies in using resources and becomes routine from time to time. Marketing capability can help companies sense and respond to market changes, such as competitor movements and technological changes, enabling companies to leverage the capabilities and resources of partners to create value and facilitate companies to identify

customer needs (Day, 2011). marketing capability can make the company reach its maximum point due to improvements made inside and outside the company. The development of services and products does not only develop from within but also follows the market competition and competitors. Given this reality, companies must be able to produce new products or develop new products with good functions to be used in the competitive world (Herhausen et al., 2020).

Marketing capability has several dimensions, namely marketing culture capability, strategic capability and operational capability (Hooley, 1999). This means that the culture in each region always has differences. By knowing the cultural differences in each region or region, the company can determine the right strategy to apply the strategy through the company's operational activities. According to Blesa & Ripolles (2008), who adopted (Day, 2020), the definition of marketing capability is a complex collection of skills and accumulated knowledge carried out through organizational processes that enable companies to coordinate activities and utilize their assets and resources. Thus, optimal marketing capability can provide superior market sensing, connect customers and past distribution channel capabilities as a result, and be the key to success in the international market.

5. Framework

Based on the description above, the conceptual model developed in this study is shown in Figure 1:

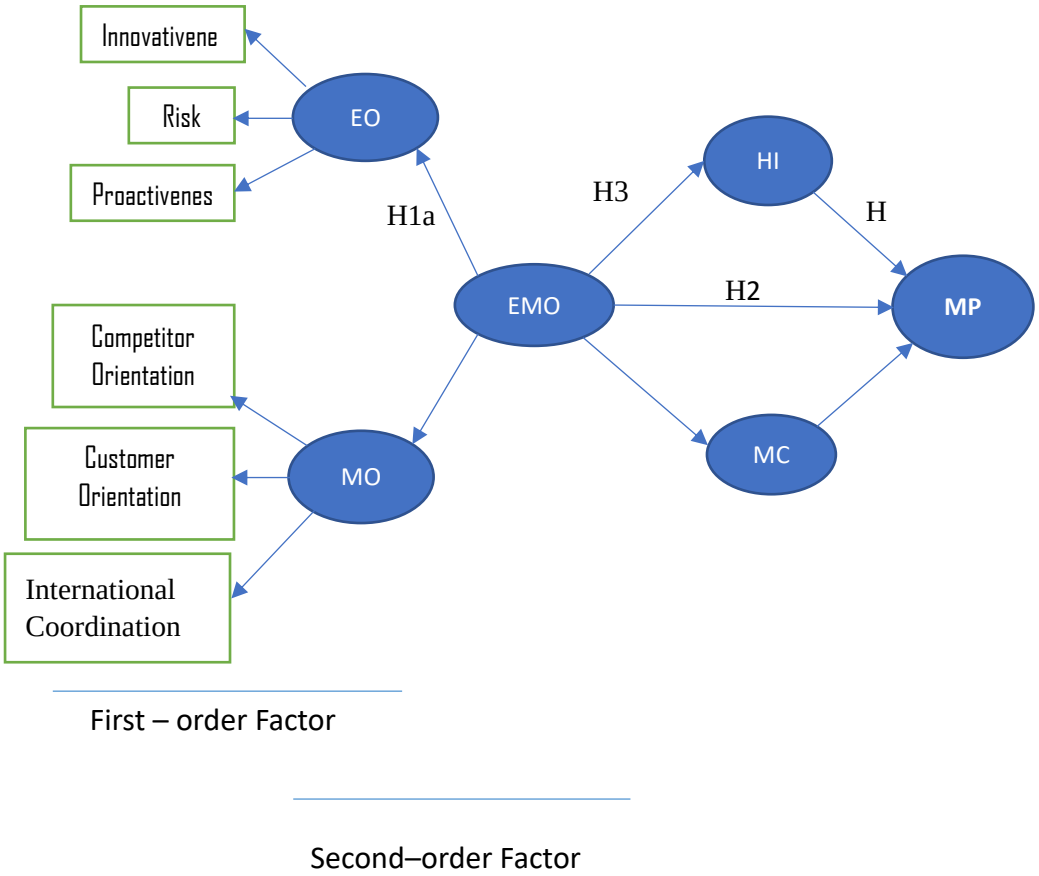

Figure 1 Research Concept Framework

The description of the variables in the framework of the research concept above is as follows:

EO = Entrepreneurial Orientation
MO = Market Orientation
EMO = Entrepreneurial Market Orientation
EI = Exploitative Innovation
MC = Marketing Capabilities
MP = Marketing Performance

6. Hypothesis

H1a: EO dimension of EMO.
H1b: MO dimension of (EMO.
H2: EMO affects MP
H3: EMO has a positive effect on EI
H4: EMO affects MC
H5: EI affects MP
H6: MC affects MP
H7: EI can mediate EMO) against MP
H8: MC can mediate EMO against MP

C. METHOD

The quantitative method of research is the approach that was taken for this study. Testing a hypothesis is another objective of this investigation, which seeks to explain the influence (explanatory) between the variables. This study investigates the relationships between entrepreneurial orientation and business performance, entrepreneurial orientation and market orientation, and entrepreneurial orientation and absorption capacity. Specifically, the relationships between entrepreneurial orientation, market orientation, and absorption capacity are examined. The research presented in this dissertation also investigates the role of market orientation and absorption capacity as mediating variables of the relationship between entrepreneurial orientation and business performance, as well as the role of the external business environment as a moderator of the relationship between entrepreneurial orientation and business performance. Milkfish cultivation SMEs registered with the Cirebon Regency Fisheries, and Marine Service were the subjects of this study. The population that was analyzed for this study consisted of small and medium-sized shrimp farming businesses registered with the Department of Fisheries and Marine Affairs of Cirebon Regency. In this particular study, a non-probability sampling approach was utilized for the sampling process. As a result, 151 samples of milkfish pond cultivators were collected for analysis.

Primary and secondary data were used to compile the findings of this investigation. The primary data was collected through a questionnaire containing a Linkert scale of 1-5 and the respondents' responses. The secondary data was collected through literature, articles, online media and other sources. The testing of the research instrument was carried out in order to determine whether or not the research instrument possessed the ability to measure quickly, precisely, and consistently.

D. RESULTS AND DISCUSSION

1. Description of Research Results

Variable description analysis aims to understand respondents' perceptions of each research variable. Respondents answered closed questions, meaning that the answers were based on the answer choices provided. Interpretation of respondents' answer scores using a Likert scale with a scale range of 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. The variables analyzed in this study were Entrepreneurial Orientation, Market Orientation, Exploitative Innovation, Marketing Capabilities, and Marketing Performance.

a) Entrepreneurial Orientation Variable

The results of respondents' perceptions obtained an average value of 4.51 or 90.2%, meaning that most respondents gave an excellent response value to the EO variable. Although some respondents do not agree with the three indicators, most agree that the industry/company must own EO as a competitive marketing power for the products produced.

b) Market Orientation Variables

Based on the indicators of the MO variable, the mean value is 4.29 or 85.8%, meaning that most respondents view the importance of MO indicators that the company must have. In addition, it can be concluded that the perception of the majority of respondents is at a good level of MO. These results illustrate the importance of MO that management must have in maintaining product marketing strategies.

c) Exploitative Innovation Variables.

The results of the description of the EI variable show an average value of 4.37 or 87.4%. This means that the perception of the EI variable in the mediator's position is considered essential and expected to increase the related variables positively. This means that the existence of EI is a driving factor that the company prepares to improve MP for the better.

d) Variable Marketing Capabilities

Based on the results of the respondent's perception test, the mean value is 4.53 or 90.6%, indicating that the MC variable as a mediator is considered necessary in positively influencing the related variables. This means that MC, as an intellectual asset, is a company resource that must continue to be developed to improve MP.

e) Marketing Performance Variable

The results of the description of the MP variable show the average value of respondents' perceptions of 4.33 or 86.6%. This means that the company's MP variable is an internal management factor that must be considered because MP is an assessment that determines the company's existence.

2. Exploratory Factor Analysis Test Results

Based on the five latent variables in the construct of the research model, namely the variables EO, MO, EI, MC and MP. The explanation above explains that EO as a company strategy and MO as a marketing concept developed is a dimension of the latent variable being Entrepreneurial Market Orientation (EMO) which becomes a new construct to be tested first (first order). The indicators of each dimension of the latent variable are reflective, which is analyzed through the magnitude of the factor loading on each indicator above 0.5 and value < 0.05 (Ghozali, 2017)

a) First Order Test Results

The complete validity and reliability test results can be seen in Table 1 below:

Table 1. Construct Reliability and Validity Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EMO	.966	.968	.969	.610
EO	.939	.943	.949	.676
MO	.953	.955	.959	.682

Source: Processed SmartPLS

The results of the reflective test of all indicators are declared valid and reliable to measure the EO and MO variables that make up the EMO variable, which can be seen with the AVE value > 0.5. Furthermore, the results of the R Square test can be explained in full in Table 2 below:

Table 2 Test Results R Square

	R Square	R Square Adjusted
EO	.874	.873
MO	.918	.917

Source: Processed SmartPLS

Based on the results of the R Square test above shows that the magnitude of the influence of the EO variable in forming the latent EMO variable is 87.4%. In comparison, the magnitude of the

influence of the MO variable in forming the EMO latent variable is 91.8%.

b) Second Order Test Results

The complete second-order validity and reliability test results can be seen in Table 3 below:

Table 3. Construct Reliability and Validity Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
HI	.898	.898	.937	.831
EMO	.966	.968	.969	.610
EO	.939	.943	.949	.676
MC	.946	.947	.954	.673
MO	.953	.955	.959	.682
MP	.955	.957	.971	.918

Source: Processed SmartPLS

In the test results, all indicators of each related variable are declared valid and reliable to measure the variables EO, MO, EI, MC and MP, which can be seen with the AVE value> 0.5. Furthermore, the complete R Square test results are described in Table 3 below:

Table 4 Test Results of R Square

	R Square	R Square Adjusted
HI	.445	.441
EO	.868	.867
MC	.489	.485
MO	.922	.922
MP	.551	0542

Source: Processed SmartPLS

Based on the results of the R Square test above, it is explained that the magnitude of the influence of the EMO variable on the EI variable is 44.5%, and the influence of the EMO variable on the MC variable is 48.5%. In comparison, the influence of the EMO variable through EI and MC simultaneously is 55.1%.

3. Correlation Analysis Test Results Between Variables

a) First Order Construct

The first-order conceptual model in this reflective test is to prove that the roles of EO and MO are dimensions of the latent variable EMO, which is shown in Figure 2 below:

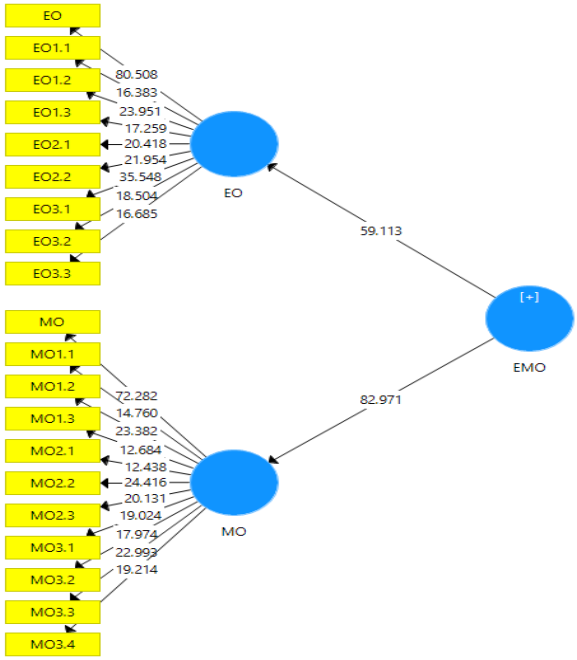

Figure2 First Order Model Construct

The results of this first-order test to see the relationship between EO and MO variables in forming the latent EMO variable are described in Table 5 below:

Table 5. Reflective Analysis Test Results for EO and MO Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EMO -> EO	.935	.934	.016	59,113	.001
EMO -> MO	.958	.957	.012	82,971	.001

Source: Processed SmartPLS

Based on the results of the second-order reflective test above, it can be explained that the EO and MO variables have a significant influence in forming the EMO latent variable.

The second-order test in path analysis to prove the hypothesis of the related variables in the study can be seen in the model construct shown in Figure 3:

b) Second Order Construct

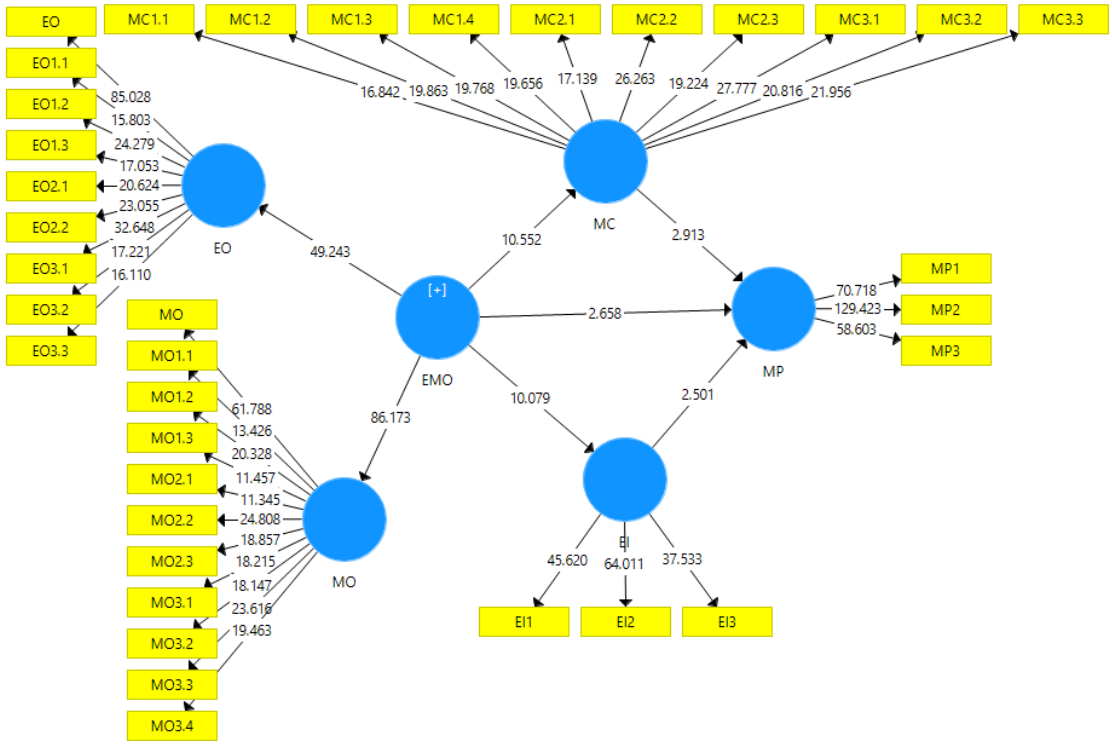

Figure 3 Model of Correlation Analysis Test Results with Mediation Variables

Based on the results of the tests that were performed earlier, it is possible to explain that the direct relationship between variables and the role of mediating variables can be seen in Table 6, which is located further below.:

Table 6 Direct Effect Analysis Test Results Between Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EMO -> EO	.932	.930	.019	49,243	.001
EMO -> MO	.960	.959	.011	86,173	.002
EMO -> MP	.238	.245	.090	2,658	.008
EMO -> EI	.667	.661	.066	10,079	.001
EMO -> MC	.699	.696	.066	10,552	.000
EI -> MP	.256	.248	.103	2,501	.013
MC -> MP	.328	.325	.112	2,913	.004

Source: Processed SmartPLS

The direct relationship between variables can be explained as follows based on the findings of the correlation test: EMO has a significant direct relationship with EI, MC, and MP. In a similar vein, EI and MC, in their capacity as mediating variables, significantly impact MP. In addition, the results of the tests conducted on the indirect relationship path analysis, as well as the role of the mediating variable, are presented in Table 7 further down in this article.:

Table 7 Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EMO -> EI -> MP	.171	.164	.070	2,431	.015
EMO -> MC -> MP	.229	.225	.079	2,908	.004

Source: SmartPLS Data Processing Results

In the test results of the indirect relationship of the effect of EMO through the mediating variables EI and MC on MP, it can be explained that the mediating variables EI and MC have a significant effect on mediating EMO on MP.

4. Discussion

(a) EO is a dimension of EMO.

Based on the results of empirical research from the hypothesis that EO is a dimension of EMO, it can be accepted by being statistically proven in the research above. EO is an essential element in a business competition activity. An entrepreneur is said to be market-oriented when the resulting product can be accepted and become an exceptional value for its consumers and can provide high order multi-effects, resulting in a long/sustainable business continuity. Entrepreneurs, with their creativity, develop unique product variants and offer competitive prices to their customers. Based on this method, entrepreneurs have used effective marketing strategies to understand changes in the target market structure to outperform the competition (Wang, 2015). The strength of the competitiveness of domestic products in foreign markets is an integrated component in the overall assessment (assessment value) of a country's competitiveness (Chung, 2012). These results prove that EMO is an entrepreneur strategy formed from EO to answer market needs. This finding indicates that the courage to take risks to innovate an entrepreneur is considered an early success and becomes the leading force in making products that have a high level of difficulty and are difficult to imitate by competitors.

(b) MO is a dimension of EMO.

The results of empirical data research from the hypothesis that MO is a dimension of EMO can be accepted by being statistically proven in the research above. The results of this study indicate that EMO in a shrimp farming business must have a marketing concept (MO). Meanwhile, the company continues to develop in product development, service and selling price comparison. Thus, the products marketed are oriented to the customer (competitor oriented). Meanwhile, management continues to improve internal coordination relationships (international coordination) to strengthen teamwork in facing market competition. This condition follows research results (Faroque, 2015) on SMEs in Bangladesh.

(c) EMO affects MP

Based on the test results prove that EMO affects MP. That is, the company's marketing strategy is very influential on the company's marketing performance. This is in line with previous research (Sole, 2013).

(d) EMO affects EI.

The test results prove that EMO affects EI. That is, several company marketing strategies are very influential on innovation progress. However, the exploitation of innovation has consequences for capital, access to marketing, distribution, quality standards and high competition in developing local and

international market shares (Faroque & Takahashi, 2015).

(e) EMO affects MC.

Based on the test results proves that EMO affects MC. The company's marketing concept is very relevant to building market share. This is in line with previous research to grow the economy in Sub-Saharan Africa (Saha et al., 2020) for two decades by carrying out Export Promotion Programs (EPPs) which impact domestic economic stability. Thailand also collects market information, campaigns in the form of sales promotions throughout the world, and determines the exchange rate of its currency (Tarsakoo & Charoensukmongkol, 2017).

(f) EI affects MP

The test results further state that the mediating variable EI affects MP. EI is an innovative concept requiring movers and actors to execute the innovation concept, so it independently has a significant influence on MP.

(g) MC affects MP

The following test results state that the mediating variable MC affects MP. That is, MC is also a marketing concept that requires movers and actors to execute it so that it independently influences MP.

This finding lends credence to the hypothesis that MC affects MP. The findings of this study lend credence to the assertion made by Vorhies and Yarbrough (1998), which states that a solid development of marketing skills is essential to carry out fundamental marketing tasks. These tasks include gathering information regarding market needs and selecting target market segmentation (market planning activities); developing new services to meet the needs of the targeted segment (during product development activities); determining the price of services/products and communication services of an organization (Day, 1994). This endeavour can be accomplished through the use of advertising and promotion, as well as direct sales.

This study supports previous research conducted by Conant and colleagues (1990), demonstrating that marketing expertise closely correlates to performance. Examples of developing a marketing plan, marketing communications, establishing a climate of trust with customers and suppliers, understanding the competitive environment, paying assistance to customers, and having access to working capital are all important considerations. In a similar vein, the findings of Weerawardena (2003), which state that marketing ability is related to intensity and continuous innovation for the company's competitive advantage, are not supported by the findings of this study.

(h) EI plays a role in mediating the effect of EMO on MP.

In the results of the next test, there is an indirect relationship between the effect of EMO through the mediating variable EI on MP, which states that EMO has an effect mediated by EI on MP. This means that EI is an essential concept and must be included in the company's innovation strategy series so that EI is an integral part of EMO in the company's strategy to improve marketing performance.

(i) MC plays a role in mediating the effect of EMO on MP.

The results of the next test, the indirect relationship of the effect of EMO through the mediating variable MC on MP, state that EMO has an effect mediated by MC on MP. This can be understood because MC is a company's ability in marketing concept activities. Hence, MC is an inseparable variable from EMO in implementing marketing strategies.

E. CONCLUSION

The results of the analysis and discussion of data related to EO, MO, EI, MC, and MP on shrimp farming in Lampung can be concluded as follows: 1) The entrepreneurial orientation strategy is one of the dimensions that shape the entrepreneurial market orientation and is applied by entrepreneurs following the theory that has been developed set. The increased

performance of integrated marketing pieces of evidence this. This concept emphasizes entrepreneurs to answer what the market needs to be supported by the courage to take risks, a responsive attitude to customer responses, and continuing to innovate through researching future market needs in order to be able to present unique offerings products for customers, but still at competitive prices; 2) Market orientation is also one of the dimensions that shape entrepreneurial market orientation, a concept that focuses activities on market orientation to build positioning in competition (how to make market position). In this study, the EMO concept is proven to improve marketing performance by implementing a marketing program strategy to answer customer needs. In line with that, the company continues to pay close attention to the resources and activities carried out by competitors as a motivation for healthy competition. Internally, the company also continues to improve the solidity between functions in management so that it can be well coordinated so that it becomes a strength of internal resources capable of facing global competition; 3) Entrepreneurial market orientation has proven to be effective in utilizing innovation according to future market needs; 4) Entrepreneurial market orientation has proven to be effective in utilizing marketing capabilities to achieve market positioning; 5) Exploitative Innovation is proven to be effective in motivating entrepreneurs to improve marketing performance; 6) Marketing ability is also proven to be effective in motivating entrepreneurs to improve marketing performance; 7) Entrepreneurial market orientation is proven to be effective in improving marketing performance; 8) Entrepreneurial market orientation is proven to be effective when mediated by exploitative innovation to improve marketing performance; and 9) Entrepreneurial market orientation is proven to be effective when mediated by marketing ability to improve marketing performance.

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