Educational Mixed Marketing Strategies and Sustainable Competitive Advantages in Mediating The Influence of Marketing Orientation Over Marketing Performance

Muhsin[1] ✉, Achmad Slamet[2], Agus Wahyudin[3]

[1,2,3.] Postgraduate Universitas Negeri Semarang, Indonesia

Article Info	Abstract
	Currently, the Private Universities (PTS) Management faced with the problems of increasing demand from its stakeholders. On the one hand the fulfillment of quality demands and quality graduates is satisfactory, on the other hand, the resources owned by the PTS is limited. In addition, PTS is also faced with the issue of competition ever increasing harsh: low input, limited resources, especially human resource, and funding. Insufficient resources lead to lower service quality. Low service satisfaction and service quality provide a negative impact on the interest to select or enter PTS. Therefore, it demands a highly credible marketing orientation. Research on the influence of marketing orientation over marketing performance turned out to have a contradiction. Therefore, this study is focused on the variable of mediating mixed marketing strategies and sustainable competitive advantage so as to close the research gap in this study that will be analyzed structurally in order to result in further research. This study was divided into two, namely descriptive and inferential path analyses, employing the SPSS 21. The results showed that in fact the level of marketing orientation, the mixed marketing strategies, and the competitive advantage were in the adequate category, while the marketing performance was experiencing decreases. The results of the path analysis are as follows. The marketing orientation variable affects directly or indirectly (through a mixed marketing strategy and a sustainable competitive advantage) over the marketing performance. The suggestion from this study is the marketing orientation needs to be trained so that optimal impact on the quality of the mixed marketing strategy creates sustainable competitive advantage and improves marketing performance.

✉Correspondence:
Kampus Unnes Kelud Utara III, Semarang, 50237, Indonesia
E-mail: muhsinsuryani@gmail.com

INTRODUCTION

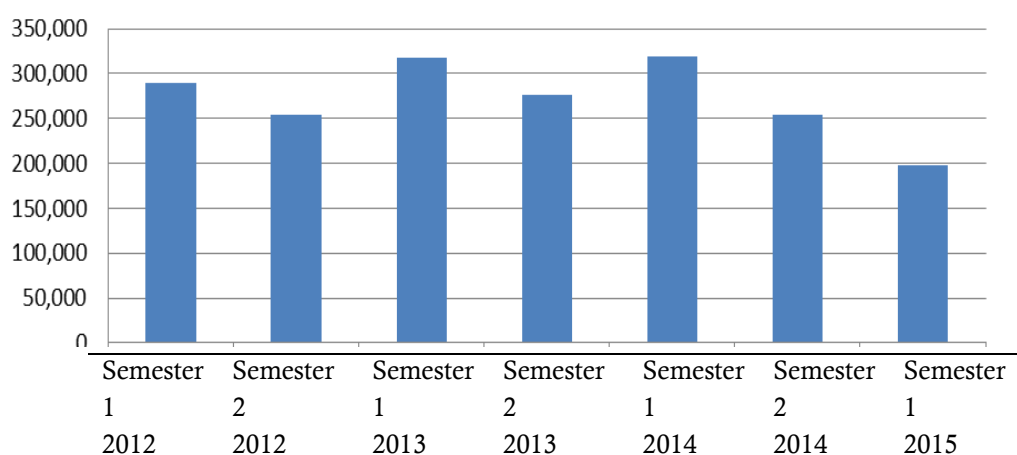The study of higher education marketing services, particularly in Private Higher Education (PTS), it is necessary to continuously, systematically and comprehensively address the problems that which are increasingly complex and higher in intensity. PTS management is faced with the problems of education stakeholders which are continually increasing. On the one hand, it deals with the demands for the fulfillment of service quality and graduates' quality that is satisfactory. Meanwhile, PTS face the problem of limitation of available resources. In addition, PTS also face the issue of competition that is getting harder in order to get qualified prospective students. Data from Kopertis VI Central Java division shows the development of students in the PTS. This can be seen from the number of students in private universities in Central Java which are available in the database as follows.

		Semester 1 2012	Semester 2 2012	Semester 1 2013	Semester 2 2013	Semester 1 2014	Semester 2 2014	Semester 1 2015
Number of Students		289,452	254,742	318,210	275,831	318,959	253,879	197,570

Source: Database of Higher Education Kemrisrtekdikti processed in 2016.
Figure 1. The number of students at PTS in the Province of Central Java

From Figure 1, for the period of four years (2012 - 2015), from the first semester to the second semester there was a decline in the number of students about 5%. The decline in the number of students is a serious problem that needs solving immediately if the PTS wants to continue to exist and continue to grow. Translating the marketing performance in the PTS certainly is not just based on an analysis of the PTS organizational performance, depicting the quality of the institution. That phenomenon shows that the PTS management becomes very important. It should be understood that the strategy of a product or service quality in education does not automatically affect the growth in the number of customers (students) because the growth and development of educational institutions are affected by the ability of the management to scan the external environment and other institutions as their competitors, to take into account the internal competency, to be able to create formidable strategies to win the competition without leaving the essence of the education itself. PTS management must capture and create opportunities that arise and at the same time is responsive to the challenges based on the analysis of the marketing orientation.

In addition, PTS faces the problem of expectations and demands from the community which are continually increasing, among others, the service quality, high satisfaction of educational management in private universities, and guarantee the graduates' quality of that are able to compete, equal or even surpass not only the state higher education (PTN) but also be able

to win the competition with other PTS. Evidence from the field indicates that PTS is the second choice after PTN. This leads to low input, limited resources, especially human resource, and funding. Insufficient resources lead to lower service quality so that the service satisfaction is low. The low service quality provides a negative impact on the interest of prospective students to select or enter the PTS. If that is allowed to continue, PTS that do not take steps to upgrade itself will experience turnover or decreasing circle so that the PTS will be abandoned by the customers or prospective students. This condition demands as an immediate way out so that the PTS is not left behind by its customers. Educational institutions, in this regard PTS, are no longer seen as a social agency but should also be seen as a corporate in order to exist and to win the competition. (Furedi 2011) brings to market educational PTS to be more efficient, flexible and innovative. The source of sustainable competitive excellence must absolutely be built and managed properly.

The results of the previous research show that sustainable competitive advantage in marketing or marketing competence gives a positive effect on the marketing performance of the company or organization. Discussion of the company's sustainable competitive advantage has long been prominent; many definitions are made in relation to this sustainable competitive advantage. Some experts say that sustainable competitive advantage is a function of the identification of market product dimension that is right for the companies positioning (Hameed. 2009). Similarly, Porter (1985) in his book states that sustainable competitive advantage is an effort to create customer values that are better than those of the competitors' by carrying out specific activities economically with superior quality/services or a combination of both compared to its competitors.

Sustainable competitive advantage is derived from the resources owned by the company. This perspective is known as the Resource-Based View (RBV) or resource-based perspective coined by Penrose in Hameed

(2009). According to him, the theory of sustainable competitive advantage can be achieved by creating economic scale, improving management capability and technological capacity (Hameed 2009). Through these three major keys, the competitive advantages of a business or an institution can be achieved. The support for Hammed is reinforced by Cravens (2003) who states that the source of sustainable competitive advantage includes the skills, resources, and superior control. The superior skills enable organizations to select and implement a strategy that will differentiate the organization from its competitors. Such skills include technical, managerial, and operational abilities. The superior resources are capable of forming dimensional advantages, among them is a strong distribution network, production capabilities, marketing power which includes providing optimal services.

In line with Craven, Crown (2007) noted that to achieve sustainable competitive advantage, namely, a superior position compared to its competitors possessing a better value. This indicates that PTS that has a sustainable competitive advantage will have a higher value than its competitors. The more credible the private universities, the stronger sustainable competitive advantage possessed the PTS (Suryanto 2008). Crown's conceptualization is supported by Porter (1994) who states that the success or failure of a company depends on its sustainable competitive advantage. Each company should be able to create and maintain a sustainable competitive advantage in its industry or institution if it is to survive and if it wants to continue to grow. This conception also applies to universities, especially PTS.

This claim is supported by a study conducted by Rahman (2011) revealing that a marketing strategy implementing product differentiation is able to achieve sustainable competitive advantage in the airline business. The cause of such achievement is positional advantage achieved by the company so that the image of the company is excellent as well. The findings of Pomaret and Monroig (2010) and

Miletic (2010) strengthen the previous findings that the presence of marketing strategies that is capable of positioning the company in a superior stance will form a superior corporate image as well. Seeing this, Bharadwaj, et.al (1993) notices that superior business or product can be determined by providing superior service or quality using a superior brand name, offering innovative features, and providing a superior product quality. It is such a flagship product that creates the image of the superior views of how the positioning of the product is.

Ferdinand (2000) explains that marketing performance can be achieved if the company has a sustainable competitive advantage over the competition, whether because it is able to sell at a low cost or is characterized by its business or the goods and services produced. It also refers to the opinion of Porter (1994) who has conceived that sustainable competitive advantage can be done by creating goods and services that are cheap or unique (different and difficult to imitate by its competitors). Based on these studies, this study will explore the marketing performance of PTS generated from the image development of the organization supported by sources of sustainable competitive advantage based on the college marketing orientation focusing on the empirical studies of PTS in the province of Central Java. One of the reasons underlying the college to apply the concept of market orientation is the government policy relating to the reduction of government subsidies to private universities that still have to meet the needs of their own funds, primarily from students. This requires the institutions to strive to find sources of non-government finances. Qureshi (1989 and 1993) and Caruana, Ramaseshan and Ewing (1998) found that colleges which are market oriented are relatively easy to get a non-government funding. These findings can be used as a basis for the universities in Indonesia to implement the concept.

Based on the description above several hypotheses of the study can be put forward as follows.

H1: The degree of marketing orientation will give a positive and significant impact on the of PTS marketing performance. The higher the degree of marketing orientation will be the higher the PTS marketing performance.

H2: The degree of marketing orientation will give a positive and significant impact on the PTS mixed marketing strategies. The higher the degree of orientation will be the better the PTS mixed marketing strategy.

H3: The degree of marketing orientation gives a positive and significant impact on the PTS sustainable competitive advantage. The higher the degree of marketing orientation will be the higher the PTS sustainable competitive advantage.

H4: The degree of mix-marketing strategies provides a positive and significant impact on the PTS sustainable competitive advantage. The higher the degree of the mixed marketing strategy will be the higher the sustainable competitive advantage.

H5: The degree of mixed marketing strategy will provide a positive and significant impact on the PTS marketing performance. The higher the degree of the mixed marketing strategy will be the higher the PTS marketing performance.

H6: The degree of sustainable competitive advantage will give positive and significant impact on the PTS marketing performance. The higher the degree of sustainable competitive advantage will be the higher the PTS marketing performance.

METHODS

This is survey research, the primary data were obtained directly from the original source through the form of interviews and questionnaires directed to the samples of a population. Given the purpose of this study was to measure the impact of exogenous variables which were simultaneously antecedent variables namely the marketing orientation variables over the endogenous variables (mixed marketing strategies, sustainable competitive advantage, and performance marketing), the approach to modeling and solution techniques that were used

as analytical tools in this study was the method of path analysis.

The unit of analysis in this study was the PTS operating in the Province of Central Java. The reason for this choice in terms of location was that Central Java has become the center of education in addition to other areas including Yogyakarta and other Java Island neighborhood. The target population of this study was all private universities in Central Java which were registered in Kopertis Region VI Central Java totaling 214 PTS in the form of University, College, and Polytechnic Academy. Considering the minimum number of samples required in the research data analysis, this study used the formula of Slovin in Husein Umar (2003: 141) resulting in score 155. Subsequently, each PTS group was proportionated in the calculation as shown in Table 1.

Table 1. The number of research samples

No	Private Higher education	Total PTS	Total Samples
1	University	34	27
2	College	71	50
3	Academy	92	63
4	Polytechnique	17	14
	Total	214	155

Source: secondary data processed in 2016

Data collection methods used in this study were as follows. (1) The questionnaire method was used for obtaining information from the PTS stakeholders in Central Java. The questionnaire method used was in the form of a closed questionnaire, in which respondents were not given the opportunity to respond in their own words. The questionnaire used in this study was a questionnaire tabulation for the marketing orientation, marketing strategy and sustainable competitive advantage variables using the interval scale agree-disagree (Fedinand, 2014: 124). Every item in the questionnaire is completed with a scale ranging from 4 to 1 with extreme point strongly agree (SS) and strongly disagree (STS). (2) The method of documentation was implemented by observing and studying the documents and recording the written data that have to do with the research object, i.e. archive and data photos available in the field specifically to uncover the PTS marketing performance variables.

The validity test was conducted by considering to the extent of which the score of the questions from the indicators that have been developed supports the total score or the variable shown in the correlation coefficient with the criteria that the instrument is considered valid if its significance is $\leq 0{:}05$. All of the items used to measure the ORPAS, KUBBER, STRATPAS, KUPOS AND CITUNG variables have the probability of ≤ 0.05 so that all of the items used to measure the variables meet the validity criteria. The alpha value calculation was performed with the SPSS application program summarizing the calculation of the reliability of each variable as presented in Table 2.

Table 2. Summary of the test results of variable reliability

Variable	Item	Cronbach's Alpha	Cr. Alp. Based on Stand. Item	Note
ORPAS	10	0.819	0.830	Reliable
STRATPAS	10	0.848	0.840	Reliable
KUBBER	10	0.873	0.867	Reliable
KUPOS	10	0.903	0.903	Reliable
CITUNG	10	0.788	0.792	Reliable

Source: Research data processed in 2016

From the summary of the Calculation Results regarding the reliability test of the variables shown in Table 2., the ORPAS, STRATPAS, KUBBER, KUPOS and CITUNG variables were greater than 0.60. It can be said that all of the variables used for this study were reliable (Ghozali, 2009). Furthermore, descriptive analysis was used to explain the degree of each variable through index analysis techniques. Index analysis techniques are suitable to describe the perception of the respondents about the questionnaire items posed in the study (Ferdinand, 2014). Further, Three-box method was used as the criteria for the determination of the basic interpretation. In this study, path analysis was used for analyzing the obtained data because from the arranged model there was inter-relationship between the number of variables that could be estimated simultaneously using the AMOS 21.0. In addition, the dependent variable in the existing relationship would be the independent variable in the subsequent relationships.

RESULTS AND DISCUSSION

In order to describe the phenomenon, the PTS degrees of marketing orientation (OP) were measured using three indicators: (1) customer orientation, (2) competitor orientation, and (3) the orientation of the coordination across functions with a 10-point statements done by calculating the indicator index values and the variable indices. The results are presented in Table 3.

Table 3. Index Value of Marketing Orientation Variable

No	Indicator	Percentage of respondents' answers frequency				Index
		1	2	3	4	
1	Customers' orientation	1.9	10.3	74.2	13.5	74.775
2	Competitors' orientation	1,3	52.3	42.6	3.9	62.325
3	Inter-function coordination	1.3	31	61.9	5.8	68.05
Index value of marketing orientation variable						68.383

Source: Processed for this study.

Table 3. shows that the range of indicators index values and variable index values are between the ranges of 10 - 100. Based on these findings, the marketing orientation variable of the private colleges throughout the province of Central Java has an index of 68.383, which means that the level of marketing orientation was in the medium category, followed by marketing orientation in the competitor's orientation and coordination across functions in the private colleges was in the medium category.

To describe the degree of the PTS Mixed marketing Strategy measured by seven indicators (1) Product, (2) Place, (3) Price, (4) Promotion, (5) Process, (6) Physical Evidence and (7) People with 10-item statements calculating the value of the indicator index and the variable index results in Table 4.

Table 4. Index value of PTS mixed marketing strategy variable.

No	Indicator	Percentage of respondents' answers frequency				Index
		1	2	3	4	
1	Product	7.1	21.9	48.4	22.6	71.625
2	Place	5.8	21.9	47.7	24.5	72.675
3	Price	7.1	38.1	32.9	21.9	67.4
4	Promotion	8.4	40.6	26.5	24.5	66.775
5	Process	8.4	36.1	34.8	20.6	66.85
6	Physical Evidence	9.7	25.2	44.5	20.6	69
7	People .	9.7	23.9	47.1	19.4	69.1
Index value of PTS mixed marketing strategy variable						69.0607

Source: Processed for this study.

In connection with their efforts to create appropriate and efficient mixed marketing strategies, based on these findings, the variable of mixed marketing strategies of the Private Colleges throughout Central Java province has an index of 69.0607, which means that the level of mixed marketing strategy is in the medium category, followed by mixed marketing strategies in product, place, price, promotion, process, physical evidence, and people which are in the moderate category level.

In order to describe the degree of the PTS sustainable competitive advantage as measured by the indicators of ownership (1) durability (2) imitability (3) ability to equal using the 10-point statements, the index value of the variables was calculated. These calculations resulted in indicator index and the result index of the variables. The Sustainable Competitive Advantage is presented in Table 5.

Table 5. Index value of the sustainable competitive advantage variable.

No	Indicator	Persentase Frekuensi Jawaban Responden				Index
		1	2	3	4	
1	Durability	5.8	35.5	40	18.7	67.9
2	Imitability	4.5	40	45.8	9.7	65.175
3	Ease of equaling	3.9	43.9	44.5	7.7	64
Index value of the sustainable competitive advantage variable						65.6917

Source: Processed for this study.

Table 5 above shows that out of the range, the indicator index value and the variable index value is between 10 - 100. Based on this finding, the sustainable competitive advantage variables of the private Colleges throughout Central Java province has an index of 65.6917, which means that the level of sustainable competitive advantage is in the medium category, followed by competitive advantage in durability services, competitive advantage in not being easily imitated, and advantage in ease to match the quality of the competitors that is in the medium category level.

The description of marketing performance variables can be understood based on the phenomenon of the superior image of the PTS organization measured using three indicators (1) growth in the number of students over five years, from 2011 until 2015 which are presented in Table 6.

Table 6. Percentage of the students' growth in the last five years.

Year	2011	2012	2013	2014	2015	Average	Max	Min
Students growth (%)	2.32	2.36	2.51	3.30	2.97	2.69	5.7	-1.7
Total number of students	186.823	191.228	196.031	202.506	208.520	197.022		

Source: Secondary data processed in 2016.

Table 6. shows that the average increase in the number of students for the last five years was around 2.69%. Meanwhile, the average number of students amounted to 197,002. In addition, the highest growth over the last five years was 5.7%, and the lowest number of students was -1.7%.

Data Normality Test

The assumption used in the causality test is that the research data should be normally distributed when tested by for evidence that the univariate and multivariate data were normally distributed. The performed multivariate normality Tests of the data using the multivariate critical ratio criteria comparing the z value (Hair et al, 2009). The figure was then consulted to the z table list using a 0.01 significance level, the z value was +/- 2:58. Thus the data were normally distributed if the z value is between -2.58 and 2:58. From the calculations presented in Table 7, it can be seen that the multivariate normality of 1,597 is above - 2:58 and under 2:58. Therefore, it can be concluded that the data used in this study was normally distributed.

Outlier Evaluation

Data are considered being outliers; they differ greatly from the average value. The presence or absence of data outliers can be seen from the Mahalanobis distance that is done using the Amos-18 application program. Mahalanobis distance Test is calculated using the Chi-Square on the degrees of freedom that is equal to (6.001), namely the number of variables at the level of 24.32 at p 0.01. Based on the results of the processing it can be concluded that there is no outlier in the research data because the value of the Mahalanobis-square is still below 24.32.

Multicollinearity Evaluation

The presence of Multikolinierity can be seen in the determinant value of the sample covariance matrix that is very small or close to zero. The results of determinant the sample covariance matrix analysis in this study are 0.063. Therefore, it can be concluded that the test result shows the value of more than 0 so that it can be said that there is no multicollinearity.

Path Analysis Model

After the previous assumption test consisting of multiple several evaluations, including evaluation of the normality of the data, outliers evaluation, multicollinear evaluation, then the analysis of the model was performed. The results of the process using the path analysis using the AMOS software version 18 can be seen in Figure 2 on the following analysis model.
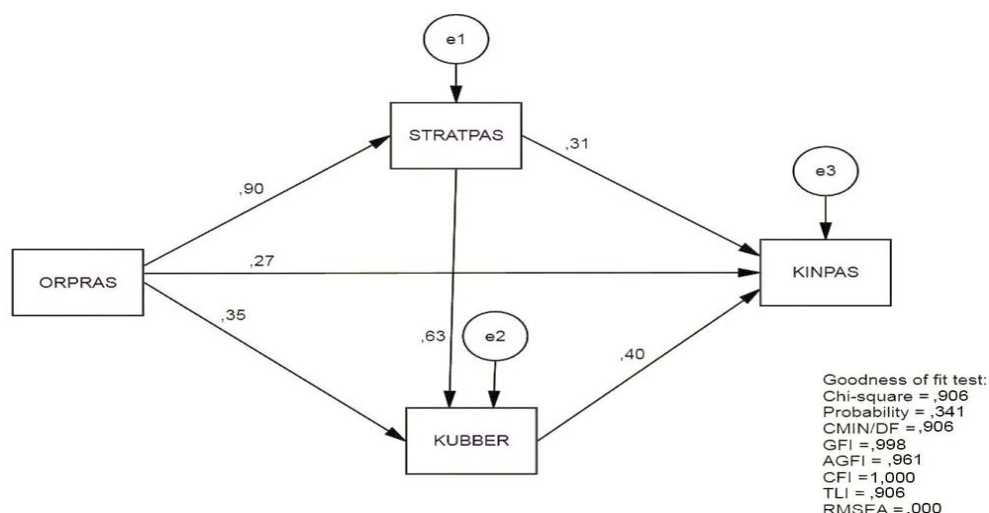
Figure 2. Analysis Model
Source: Data processed for this study.

Based on Figure 2., the result of the goodness of fit model test shows that the model in this study is in line with the expectation or fits the data used in this research. This is consistent with the existing cut-off value. More details on these are outlined in Table 7.

Table 7. Results of the Goodness of Fit Index Test

Goodness of Fit Index	Cut-off Value	Result	Notes
χ 2 Chi- Square	df, α = 5%	0.906	Good
Probability	≥ 0.05	0.341	Good
CMIN/DF	≤ 2.00	0.906	Good
GFI	≥ 0.90	0.998	Good
AGFI	≥ 0.90	0.961	Good
TLI	≥ 0.90	1.001	Good
CFI	≥ 0.90	1.000	Good
RMSEA	≤ 0.08	0.000	Good

Source: Data processed for this study.

Furthermore, after the model was fit, then the hypotheses proposed in this study were tested. The tests were done through regression analysis of weight, as shown in Table 8.

Table 8. Regression Weights

Causality Direction			Unstandardized Estimate	Standardized Estimate	S.E.	C.R.	P	Label
STRATPAS	←	ORPAS	.919	.897	.036	25.228	***	par_5
KUBBER	←	ORPAS	.571	.632	.046	12.527	***	par_1
KUBBER	←	STRATPAS	.326	.352	.047	6.978	***	par_4
KINPAS	←	ORPAS	.435	.404	.084	5.185	***	par_2
KINPAS	←	STRATPAS	.305	.314	.067	4.521	***	par_3
KINPAS	←	KUBBER	.269	.270	.056	4.823	***	par_6

Source: Data processed for this study.

Based on the information from Table 8 above, it can be concluded that each variable has a value of loading factor (coefficient) sub-standardized and standardized estimate that is significant with the Critical Ratio (CR) value.

Hypothesis testing

Based on the empirical model, Hypothesis 1 (H1) proposed in this research is as follows.

H1: The degree of marketing orientation will give a positive and significant impact on the performance of PTS marketing. The higher the degree of marketing orientation is, the higher the PTS marketing performance.

The parameter calculation between marketing orientation (ORPRAS) and marketing performance (KINPAS) are presented in Table 8 (Regression Weights) shows the parameter value beta (β) at = 0.270 standard error of parameter estimate SE (β) = 0.056 CR value = 4.823 probability value of error level ρ = 0.000 significance level of 5%. Thus, Hypothesis 1 is accepted. This result indicates that the marketing performance (KINPAS) is affected by the marketing orientation variable (ORPRAS) positively and significantly. Based on the empirical model, Hypothesis 2 (H2) proposed in this study is as follows.

H2: The degree of marketing orientation will give a positive and significant impact on the mixed marketing PTS strategy. The higher the degree of marketing orientation, the better the PTS mixed marketing strategy.

The result of the parameter calculation between marketing orientation (ORPRAS) and the PTS mix marketing strategy (STRATPAS) are presented in Table 8 (Regression Weights) shows that the parameter value beta (β) of = 0.897 standard error of estimate parameter SE (β) = 0.036 value CR = 25.228 error rate probability value ρ = 0,000 significance level of 5%. Thus, the third hypothesis is accepted. This result indicates that the PTS mixed marketing strategy (STRATPAS) is affected by the marketing orientation variable (ORPRAS) positively and significantly.

Based on empirical model, hypothesis 3 (H3) proposed in this study is

The information of the P value across all the directions of the relationships in the variables shown in the significant value *** is significant at 0.01 alpha error because the study did not have a standardized unit.

H3: The degree of marketing orientation will give a positive and significant impact on the PTS sustainable competitive advantage. The higher the degree of marketing orientation is, the higher the PTS sustainable competitive advantage.

The result of the parameter calculation presented in Table 8 (Regression Weights) between marketing orientation (ORPRAS) and the PTS sustainable competitive advantage (KUBBER) indicates that the parameter value beta (β) of = 0.352 standard error of estimate parameter SE (β) = 0.047 the value of CR = 6.978 error rate probability value ρ = 0.000 significance level of 5%. Thus, the second hypothesis is accepted. This result indicates that the PTS competitive advantage (KUBBER) is affected by the marketing orientation variable (ORPRAS) positively and significantly.

Based on the empirical model, Hypothesis 4 (H4) proposed in this study is as follows.

H4: The degree of mixed marketing strategies provides a positive and significant impact on the PTS sustainable competitive advantage. The higher the degree of the mixed marketing is, the higher the sustainable competitive advantage.

The result of the parameters calculation presented in Table 8 (Regression Weights) between mixed marketing strategy (STRATPAS) and the PTS sustainable competitive advantage (KUBBER) indicates the parameter value beta (β) of = 0.632 standard error of estimate parameter SE (β) = 0.046 the value of CR = 12.527 error rate probability value ρ = 0.000 significance level of 5%. Therefore, the second hypothesis is accepted. This result indicates that the sustainable competitive advantage (KUBBER) is affected by the variable of PTS mixed marketing strategy (STRATPAS) positively and significantly.

Based on the empirical model, Hypothesis 5 (H5) proposed in this study is as follows.

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H5: The degree of mixed marketing strategy will provide a positive and significant impact on the PTS marketing performance. The higher the degree of mixed marketing strategy is, the higher the PTS marketing performance.

The result of the parameter calculation presented in Table 8, between the mixed marketing strategy (STRATPAS) and the PTS marketing performance (KINPAS) indicates the parameter value beta (β) of = 0.314 standard error of estimate parameter SE (β) = 0.067 value CR = 4.521 probability value level error ρ = 0.000 significance level of 5%. Thus, Hypothesis 5 is accepted. This result indicates that the PTS marketing performance (KINPAS) is affected by the variable of PTS mixed marketing strategy (STRATPAS) positively and significantly.

Based on the empirical model, Hypotheses 6 (H6) proposed in this study is as follows.

H6: The degree of sustainable competitive advantage will give positive and significant impact on the PTS marketing performance. The higher the degree of sustainable competitive advantage is, the higher the PTS marketing performance.

The parameter calculation result presented in Table 8 between the sustainable competitive advantage variable (KUBBER) and the PTS marketing performance variable (KINPAS) indicates the value parameter beta (β) = 0.404 standard error of estimate parameter SE (β) = 0.084 probability value CR = 5.185 the error rate ρ = 0.000 significance level of 5%. Thus, Hypothesis 7 is accepted. This result indicates that the marketing performance (KINPAS) is influenced by the PTS sustainable competitive advantage variable (KUBBER) positively and significantly.

Analysis of Total, Direct and Indirect Effect

An effect analysis was conducted to test the power of influence between the constructs that provide direct, indirect, and the total influence that is based on the coefficient value of the standardized estimate. The immediate effect is the coefficient of all coefficient lines with one end arrows. Indirect effects are effects that arise through an intermediate variable. The total effect is the effect of the various relationships (Ferdinand, 2014: 67) which can be explained as follows.

Table 9. The direct, indirect, and total influences.

Variabel eksogen	Direct influence	Indirect influence through SM	Indirect influence through KBB	Indirect influence through SM and KBB	Total influence
Mixed marketing strategy (SM)	0.897	-	-	-	0.897
Sustainable competitive advantage (KBB)	0.352	0.567	-	-	0.919
Marketing performance (KP)	0.270	0.281	0.142	0.652	0.922

Source: Data processed for this study.

The Impact of PTS Marketing Orientation over the PTS Marketing Performance

Based on the justification of the results of hypothesis testing, the marketing orientation variable gives positive and significant impact on the marketing performance. It implies that the better the marketing orientation owned by a PTS manager or leader, it will certainly be increasing the PTS marketing performance. This illustrates that a good understanding of stakeholders (students, prospective students, parents, and guardians), a true understanding of what they want and need of the higher education services, and the ability to provide both educational services and facilities that are good for stakeholders will be able to provide sustainable

satisfaction to the stakeholders. This is set to boost the improvement of PTS marketing performance as characterized by an increase in the number of new students, the growth of the new students into a positive direction.

The result of the variable description reveals that the condition of the marketing orientation conducted by the PTS manager or leader in Central Java demonstrates the medium category with a variable index value of 68.383. This means that a marketing orientation that is owned by the PTS leader or manager is less than optimal. Of these three indicators index values, the competitor has the lowest index value. Surely, this is exactly what should be corrected by the PTS managers. This finding is supported by Soegoto (2010) and Soegoto (2011) who show that the marketing orientation has a positive influence on the marketing performance of the private colleges.

The ability of both the top management including rector, vice rector, director, chairman, or even to the foundation managers, and the managers of the subsystems of the university such as dean, department head, chief of study programs are very important to understand the expectations and needs of the stakeholders. Providing products or services required by the stakeholders that are known as market orientation, it can be ascertained that the stakeholders will choose the university as a place for further studies (Naver and Slater, 1990). Good understanding of the community needs of higher education is the most important key to being understood by each organizational unit policy maker in the education. Sugoto (2010), Sugoto (2011), and Newman and Couturier (2002) support these findings by arguing that college administrator who has a good and effective marketing orientation is more likely to be able to make the college capable of improving its performance than managers who do not know well about who the stakeholders or the market are. The supporters of this research include the following results.

In line with that, Zahra et al (2000) suggest that market orientation and learning orientation positively influence marketing and

financial performance. This is also corroborated by the findings of Newman and Couturier (2002) and Ge and Ding (2005) who support the finding of Reijonena and Komppulab (2010) explaining that the dimension of market orientation (customer and competitor orientation) is a factor successful performance. This is also supported by the Yassin and Aziz's finding (2010) which suggests that the marketing orientation on the customer-competitor dimension and the dissemination of information are related positively to marketing performance. In terms of the role of the external environment, two dimensions generated by the factor analysis, market of technological turbulence and competitive intensity does not moderate the relations between market orientation and marketing performance.

Influence of PTS Marketing Orientation over Mixed Marketing Strategy

Based on the result of the hypothesis testing, the marketing orientation variable provides a positive and significant influence on the mixed marketing strategy of. The finding implies that when a PTS manager or leader has a good marketing orientation, in determining the mixed marketing strategy they will certainly be more precise, well oriented and better. It can be understood that in order to establish a well-mixed marketing strategy it takes excellent marketing orientation, the way to determine the strategy must begin with an understanding of the target market and the accurate competitors.

The explanation for the findings of each indicator is that through customer orientation higher education seeks to understand both the current customers and the potential future customers (students and other stakeholders) as well as what can be offered to satisfy the demand at present and in the future. In that context, of course, it can be seen that the PTS managers must well and accurately understand the customers' orientation. That understanding serves as a source to determine the mixed marketing strategy that is accurate for the college, how the college has a strategy of combining the product, price, place, promotion,

people, facilities/physical evidence, and fair and accurate process, so that from the orientations the entire dimension of mixed marketing strategy can be implemented into a strategy to win the competition or attracting the attention of prospective students and other stakeholders.

The university managers should not only focus their attention on the customers but must also understand the competitors short term strength and weakness as well as the long-term capabilities and strategies of the existing and potential competitors. The application of competitor orientation has two objectives, namely, in the short term the company seeks good understanding of the strength and weaknesses of the current or future potential competitors. Based on this concept, it is necessary for the manager of PTS to gain better understanding of the existing competitors so that the competitors are not a threat, but based on the orientation the manager is able to formulate mixed marketing strategy that is able to take the opportunity in the emergence of strategies carried out by the competitors.

It is based on the competitor orientation that the manager must be equipped with all the functions in order to contribute to creating a value of the customers, in this case, students and other stakeholders. The coordination among the functions in the PTS should be directed to understand the demands of the customers by providing the best value compared to its competitors so that satisfaction is created for the students and stakeholders. The coordination functions to identify the abilities required by the PTS in order to establish the value chain that includes primary activities and support activities (Zhou et al., 2005). PTS must have special abilities with the individual task of integrating it into a broader range of functions such as marketing ability, research, and development, which will lead to the formulation of appropriate and mature mixed marketing strategy, so it is not easy to imitate by competitor colleges.

In line with the findings in this study, Usman et.al (2012) reveals in a study that to influence the mature mixed marketing strategy, the marketing orientation requires a solid understanding of the size of the organization, the reliable information system, and the commitment to the good business. Meanwhile, Aziz and Yassin (2010) state similarly that that competitor orientation, customer orientation, and inter-function coordination have a significant influence in shaping the right marketing strategy. The findings of this study are also corroborated by Akimova (2000) who found a phenomenon in Ukraine that the strong marketing orientation will positively affect mixed marketing strategy so that the competitiveness of the company will also increase. Kyriakopoulosa and Moormanb (2003) reveal that in exploiting the basic marketing strategy the most important thing in determining the orientation.

Influence of Marketing Orientation over PTS Sustainable Competitive Advantage

The findings in this study, which confirms the hypothesis testing show the existence of the positive and significant influence of the marketing orientation variable over PTS sustainable competitive advantage. This indicates that the higher the degree of marketing orientation will increase the sustainable competitive advantage. It is understood that in order to establish a sustainable competitive advantage it requires the way to holistically understand both the aspect of the customers, competitors, and coordination inter-functions. All of the three are in fact the dimensions of a marketing orientation. It is understandable because marketing orientation is the effort to formulate an objective which direct PTS in creating quality education services product. PTS that is oriented to meet the expectations of the society can be guaranteed of a strong education market share because the PTS can create educational services expected by the students and other stakeholders. PTS that is oriented to the market as its target for continual improvement of the quality educational service concerning the curriculum, the strategy of graduates, the quality of faculty in shaping the outcomes of students, or the services provided by the staff, there the PTS can create superior

value for its customers and is capable of creating a competitive advantage in the company.

The components of customer orientation, competitor orientation, and coordination among these functions should be jointly undertaken to achieve the objective of market orientation, namely, creating superior value for the customers. It can be ascertained that the company can win the competition and win the market. According to Cravens & Piercy (2003), in order to win the competition in capturing the market, market orientation becomes an activity that must be done by businessmen. A market-oriented business, must systematically and totally have a culture to continue to be creative in creating superior value for the customers, intelligent about competitors and cooperation inter-functions within the company. Through this market orientation companies seek to answer three questions, namely who are the competitor companies, what technologies are used by the competitors, and whether the competitors represent an attractive alternative from the standpoint of the target customers. The inter-unction coordination reflects the utilization of all available resources in the company in order to create superior customer value for the target buyers. In order to be able to provide a timely response to the customer, it needs resource utilization coordination within the various departments of the company. The coordination in the framework of the integration of these resources is closely related to the customer and competitor orientation. In line with this study, Ge and Ding (2005) confirm that the marketing orientation determines the competitive advantage of a corporation so that it takes innovation that mediates such determination. This is also supported by the research of Vázquez, et.al (2001), Langerak et.al (2004), Zhou et.al (2009), Kumar (2014), and Vázquez, et.al (2003) stating that marketing orientation affects the sustainable competitive advantage. Meanwhile, the findings of Zhou, KZ; Brown, JR; Dev, CS. (2009) studies also show that the greater the customer orientation of the company, the company is better able to develop a sustainable competitive advantage

based on innovation and market differentiation. By contrast, competitor orientation has a negative effect on the company's profit market differentiation.

Influence of PTS Mixed Marketing Strategy over PTS Sustainable Competitive Advantage

The findings in this study revealed that the mixed marketing strategy has a positive and significant influence over the sustainable competitive advantage. It means that the higher the degree of the mixed marketing, it will increase the PTS sustainable competitive advantage. It is understandable because the marketing strategy in higher education is closely related to the competitive advantage of the college, so that it is necessary to consider three concepts of marketing strategies, namely whether it is advantage in distinctive competence, namely actions taken by the company in order to perform better activities than those of the competitors or competitive advantage, namely the specific activities developed by the company to be more superior compared to its competitors. Through the differentiation strategy (a competitive advantage that is due to the PTS choice of strategies to seize the market opportunity of higher education).

Through the differentiation strategy, the college provides different offers than the offers given by other universities. Differential strategy signals that the company has educational services or products whose quality or function are capable of distinguishing itself from other universities. The differential strategy is implemented by creating a perception of certain values owned by the students or stakeholders. Cost advantage (low cost) is an advantage that is implemented by the efficiency of the entire education expenses so that the fees charged become low. Low price strategy is focused on price; manufacturers are usually not too concerned with the various supporting factors of the product or the price which is important to sell a product or service at a low price to the consumers. In the field of education, this strategy contradictory with the preferred quality

education. The conclusion of this concept is that the strategy of mix marketing consists of education product, the education setting, education costs (prices), promotion of education, quality of people in education, infrastructure or education services, and the educational process itself. The mix marketing strategies must be optimized in order to improve the sustainable competitive advantage of the college so that the outcomes of the college can not be imitated by other universities.

In line with this study, the research conducted by Sugoto (2010) revealed that educational mix marketing strategies affect the competitive advantage of the college. These results were also confirmed by Andi Sugoto (2011) who supports the findings of Eddy. Mix strategy also affects the marketing performance of colleges located in West Java. Some research results support the impact of marketing strategies on competitive advantage. The study was supported Shin (2001), Koske (2010), Langeraket.al (2003), Singh (2011), Moghaddam and Foroughi (2012), Gajic (2012) who independently show that mix marketing strategy significantly affects the formation of competitive advantage.

Influence of PTS Mix Marketing Strategies over PTS Marketing Performance

The hypothesis testing results in the fact that the higher the degree of strategic mix marketing, the degree of the PTS marketing performance will also be high. It shows that mix marketing strategy positively and significantly affects the marketing performance of the private colleges located in Central Java. It also shows that mix marketing strategy consisting of seven aspects, i.e. product, place, price, promotion, physical evidence, process, and actors are capable of being created by PTS to improve their marketing performance. From these findings, it can be explained that private colleges should have a strategy in order to maintain its existence so that it can compete with other universities. Currently, the conditions of the PTS competition can be categorized as hyper-competition; PTS is not only competing with

each other but also with PTN. This causes the PTS needs to adopt marketing strategies commonly used in non-education industries. The PTS managers should start the operation with quality orientation so that they can win the competition or just survive in the face of such competition. They also need to create customer satisfaction by knowing what is needed and desired by its customers.

Considering the above criteria, the principle of link and match becomes important to be implemented in higher education in accordance with the capabilities and characteristics of the college. The college has a mission to improve the ability of the community at large through the development of human resources and community activities. The mixed marketing implemented in this analysis is the 7P concept consisting of traditional 4P, i.e. PTS products/services (Product), PTS price of the service (Price), PTS Location (Place), and PTS promotion services (Promotion), coupled with 3P on marketing services, namely PTS human resources (People), PTS physical/infrastructure evidence (Physical Evidence), and PTS process/management services (Process). The seven elements of the mixed marketing need to be designed so that it can satisfy the customers. In this study, customers restrictedly refer to students only, with the premise that the provided service is a higher education service that can be directly felt by the students. The right mix marketing strategy will certainly affect the decision of the students or other stakeholders to select the corresponding PTS. Linkage studies of the mix marketing and marketing performance have become an interest of its own.

The findings in this study support the research conducted by Sugoto (2010) stating that there is a positive and significant influence between the mixed marketing strategy adopted from the service mix marketing and the marketing performance of the higher education. In line with these studies, Alipour, as well as Ghanbari and Moniri (2011) state that all dimensions of mix marketing strategies affect the marketing audit and performance. Alipour and Darabi (2011) concluded that the mixed product

had the greatest correlation with the dependent variable processes which are different from the activities. So, it has a greater impact on these variables and less influence on the marketing audit. In line with these studies, Lin (2011), Jandaghi et.al (2011), Kartawinata and Ward (2013), Al-Debi and Mustafa (2014) Farijul Islam and Mostafizur Rahman (2015) also state that the mixed marketing affects positively and significantly on the marketing performance.

Effect of Sustainable Competitive Advantage over PTS Marketing Performance

According to the results of the hypothesis testing, the sustainable competitive advantage has a positive and significant impact on the marketing performance. It means that the higher the degree of sustainable competitive advantage of the private universities, the higher the marketing performance. The findings illustrate that the high sustainable competitive advantage, in this case, is reflected in the indicators of not easily imitated, of the durability and no high substitution which would facilitate the PTS to improve the marketing performance.

Contextually, it is understood that the scope of educational services, especially in higher education, is unlikely to be able to leave the urgency about how the university has the ability to compete. Referring to Porter (1994), a competitive advantage can not be understood by way of looking at the PTS as a whole, but by considering the resources of the competitive advantage in the form of the various different activities undertaken by the private universities in designing the programs, producing the programs, marketing the programs, and delivering as well as supporting programs educational services so that the competitive advantage of the PTS can take place continuously and form a sustainable competitive advantage. Analysis of the college competitive advantage lies in how the university can show the differences and uniqueness among other universities. The sources of competitive advantage are superior skills, resources, and control. Superior skills enable the organizations to select and implement strategies that will differentiate the organizations from competition. Skills include technical, managerial and operational abilities. For example, knowledge about the desire and demand for high-quality education helps the college in using its ability to satisfy the stakeholders of the higher education services.

The quality of the PTS strategies is ultimately measured by the number of students, the students' growth, or some other measures. The result, in turn, is dependent on the value created for the PTS customers. The greater the values received by the customers, the better the strategies are.

The ultimate success of a PTS flagship program depends on the customers' decision whether to choose the college or not according to the values they believe that there are excellent programs. In short, the competitive advantage is achieved by creating higher values than its competitors and its values are determined by the competitive advantage that can be expected to produce an excellent marketing performance in education and financial performance (return on investment and wealth creation of college leaders) (Day & Wensley, 1988). Research on the effect of competitive advantage on marketing performance has been conducted by researchers such as Alimudin (2013), Kadarningsih (2013), Natasha and Devie (2013), Djodjobo and Tawas (2014), Khamimah and Suyati (2014), who independently show that there is an effect of the competitive advantage to marketing performance. This is in line with the findings of previous researchers. For example, Sugoto (2010) found that the influence of competitive advantage over the college marketing performance is positive and significant.

CONCLUSIONS

Based on the description of the research results and discussion, it can be concluded that

The marketing orientation gives positive and significant impact on the marketing performance. This finding indicates that the better marketing orientation owned by a PTS management or leader in Central Java, the better

they are able to improve the marketing performance of the PTS.

Based on the discussion and conclusions of the research, suggestions and recommendations can be given as follows.

In improving the marketing performance PTS leader or management must be able to formulate effective PTS mixed marketing strategies and based on the strategies they should be able to create a sustainable competitive advantage.

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