

Emphasizes The "Redefinition" Of Market Orientation Reflecting Contemporary Understandings

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Abstract. A qualitative study was conducted with 36 MSME owners in Bandung, Indonesia to assess current views on market orientation versus seminal 1990 research by Kohli and Jaworski. Open questionnaires replicated their questions on definitions, drivers, barriers and outcomes. Comparative analysis identified areas of convergence and divergence. Noted differences emerged regarding prevailing meanings of market orientation focused on customer needs versus past emphasis on organizational factors. Additional distinct barriers reflected Indonesia's recent post-crisis economy. Implications center on updating understandings of market orientation in developing economy MSME contexts to inform management practices.

Keywords: Market Orientation, Bandung City MSMEs, Replication

1. Introduction

One of the sectors in a country's economy is Micro, Small and Medium Enterprises (MSMEs). In Indonesia, MSMEs help several communities improve their welfare. This shows that MSMEs can survive in situations of global economic crisis (Albert William et al., 2023). The Ministry of Cooperatives and Small and Medium Enterprises (Kemenkopukm) noted that there were 64.2 million micro, small and medium enterprise (MSME) units in Indonesia in 2021 (Nabilah, 2023). The public's interest in entrepreneurship or developing their business again as a livelihood is considerable because these figures show that the development of MSMEs is proliferating.

People's economic development in Indonesia depends on Micro, Small and Medium Enterprises (MSMEs). This shows that MSMEs are one of the business sectors that can develop and be consistent in the national economy. MSMEs can also function as catalysts for innovation and national economic growth, which, in turn, can achieve national stability. The government is aware of the critical role of MSMEs in the national economy and will continue to support and develop them (Harini et al., 2022). The city of Bandung, known as a tourist destination in Indonesia, has many Micro, Small and Medium Enterprises (MSMEs), the number of which continues to increase from year to year. The Head of the Cooperative Service said that Bandung Micro, Small and Medium Enterprises (MSMEs) contributed 80% of Bandung City's GDP. According to data collected by Dedi, there are 140,000 MSMEs, with 6,500 operating under the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs) (Nilawati, 2019).

With the number of MSMEs continuing to increase every year, marketing strategies are needed to improve their performance to survive and develop their businesses amidst intense competition. The system called performance or achievement is related to activities and the results obtained. The organization's overall marketing process is measured by "marketing" (Sumarwan, 2010). Every business wants to know how its achievements reflect its success in the competitive market. A company's marketing performance can show where its success is measured over a certain period of time (Utaminingsih, 2016).

Every business owner must be able to create advantages to win the competition because competitors have a significant influence on the business. Currently, with the modern marketing concept, it not only focuses on sales but also implements strategies to study various things such as customer needs or market orientation, the company's strength to meet customer needs, and how the company can satisfy customers better than competitors (Harini et al., 2022).

Market orientation can make marketing strategies more effective. MSMEs can target the right market and reach a wider audience using the right message. They can also improve their marketing efficiency. MSMEs can build customer loyalty by understanding and meeting customer needs. Market orientation allows MSMEs to focus on creating value for customers because satisfied customers are more likely to return and recommend the business to others. It is about selling goods or services and understanding and meeting customer needs to create a pleasant customer experience (Lestari, 2023).

Market orientation can help a company realize its success in carrying out its business goals. Market orientation is an organizational behavior that consists of market intelligence related to current and future customer needs, disseminating information comprehensively within the organization, and being responsive to information from market intelligence (Kohli, A. K., 1990). Market orientation helps MSMEs understand customer needs, preferences, and expectations deeply. With a good understanding of the market, MSMEs can create products or services that suit customers' wants. By focusing on market orientation, MSMEs can develop products or services that are relevant to market needs. This allows MSMEs to remain competitive and increase the attractiveness of their products in consumers' eyes (Rokhman, 2019).

Market orientation has shaped the behavior required by organizations, especially SMEs, to produce superior value. Market orientation is often the key to developing organizational capabilities to meet customer needs and helps companies use information to increase their competitive advantage. (Nakos

et al., 2019; Pratono et al., 2019; Wu et al., 2019). According to research conducted by (Falihat et al., 2020) and (Ferrucci, 2020), businesses with market orientation can achieve better performance than businesses with less market orientation. Therefore, businesses that can apply the concept of market orientation and create value will achieve better performance (Iyer et al., 2019). There have been many studies that support that both market orientation and product innovation have a positive effect on marketing performance. Regardless of the size of the company, each company must be able to formulate and implement the right innovation strategy both in the internal and business spheres in order to be able to improve the competitiveness and marketing performance of the company (Drucker, 1994). The factors affecting the company's performance are market orientation and product innovation. A market-oriented company is a company that takes into account the needs and desires of customers and the situation of its competitors (Rangkuti, 2004). The company must realize that in order to improve marketing performance, the company must carry out business steps that prioritize orientation to customers and competitors.

(Narver & Slater, 1990) argue that request exposure becomes a veritably applicable organizational habit in making a geste that's veritably important to produce superior value for its guests and performance in business. He further stated that request exposure consists of several main pointers, videlicet client exposure, contender exposure, and inter-functional collaboration including all conditioning involved in the process of carrying information about challengers and buyers in the targeted request and propagating it through the business, while functional collaboration is motivated by information about guests and challengers and consists of coordinated sweats.

Likewise, with MSMEs in the city of Bandung, MSMEs should have implemented a market-oriented marketing concept so that they can compete competitively and increase the attractiveness of their products in the eyes of consumers.

This research aims to validate the results of research conducted by (Kohli, A. K., 1990) entitled *Market Orientation: Construct, Research Proposition, and Managerial Implications*, where they conducted qualitative research using interview techniques with 62 managers in four cities in the US. The same thing will be done, namely conducting interviews with MSME actors in Bandung City using the same research questions as those asked in (Kohli, A. K., 1990) research, namely:

1. What is the meaning of market orientation?
2. What things must a market-oriented company do?
3. What factors drive this orientation?
4. What factors prevent this orientation?
5. What are the positive consequences of this orientation?
6. What are the negative consequences of this orientation?
7. Can you think of a business situation in which this market orientation would be unimportant

The objectives of this research are as follows:

1. To find out whether the market orientation variables that have been carried out by (Kohli, A. K., 1990) will have the same results as the variables that will be asked of MSMEs in the city of Bandung.
2. Apart from that, this research is a replication study of (Kohli, A. K., 1990) research.
3. to understand what market orientation is according to MSMEs in Bandung City

2. Literature Review

Market orientation refers to the strategic approach an organization or business adopts, primarily focusing on understanding and meeting market needs. This involves a deep understanding of customers, analysis of market trends, and response to changing market dynamics (Amin et al., 2016). Market orientation begins with deeply understanding customer needs, preferences and behavior. This involves analyzing demographics, psychographics and consumer behavior to understand who potential customers are and what they are looking for. Market orientation requires continuous market analysis. This includes monitoring market trends, identifying opportunities and risks, and understanding

competitors in-depth. Market analysis helps organizations to make more precise and relevant decisions (Arief et al., 2013). Gaining a competitive advantage is achieved through a market orientation that meets customer needs better than competing companies. It is considered a company culture (Narver & Slater, 1990).

Understanding customer needs guides efforts to produce high-quality products or services. Market orientation emphasizes the importance of providing solutions that meet or exceed customer expectations (Herman et al., 2018). Market orientation encourages organizations to remain innovative. This includes developing new products, improving processes, or finding new ways to meet customer needs better than competitors. Markets are constantly changing, and organizations with good market orientation can respond quickly to market changes. They are ready to adapt their strategies according to trends and changes in consumer behavior (Hussain et al., 2020).

(Hadi, 2023) state that MSMEs need to innovate products and form a conducive climate in market-oriented organizations and a climate that allows them to carry out organizational learning. The research results of (Sisay et al., 2023) reveal that the concept and practice of market orientation in the Ethiopian SPC context centers on five main themes: product quality, value-adding activities, external orientation, business organization, and supplier access. Inter-functional coordination, competitor orientation, and customer orientation are the three dimensions of market orientation (Azam et al., 2014; Tham et al., 2017). (Mukminin et al., 2017), said that a market-oriented organization should have insight into the strengths and weaknesses of its competitors. When an organization has understood the strengths and weaknesses of competitors, then it can plan and develop strategies to realize a value and customer satisfaction for the better result. Based on the description of market orientation above, it can be concluded that market orientation is a process to seek information about the weaknesses and strengths of competitors in the market so that company can create new opportunities that will provide value for the company itself, and can understand the needs of consumers both today and in the future.

However, it is necessary to realize that MSMEs have more limitations than big companies which often result in many MSMEs experiencing failure. Thus, MSMEs really need to do various ways to improve their company's marketing performance, one of which is by product innovation and increasing consumer and competitor-based marketing. (Theoharakis & Hooley, 2008) states that the influence of market orientation and innovation on marketing performance has been accepted in the marketing literature. In addition, there have been many studies that prove that marketing performance can improve the overall performance of MSMEs (Bek et al., 2013; Kumar, 2015; Zhou et al., 2017).

Saswoko (2023) shows that SMEs that develop entrepreneurial and market orientation will experience high performance. It is proven that customer orientation plays a role in SME performance, and its influence is more significant when there is an interaction of entrepreneurial strategy. Furthermore, the interaction between entrepreneurial strategy and entrepreneurial orientation does not play a role in strengthening SME performance. These results have an essential contribution to the entrepreneurship literature and managers in terms of strategic orientation and entrepreneurial strategy.

3. Methodology

Research is a human effort to develop knowledge and find solutions to every problem through various approaches (Sandu Sitoyo, 2015). Qualitative research is a type of research that emphasizes understanding problems in social life in the context of a broad, complex and detailed reality or natural environment. The qualitative research paradigm is used in the induction approach, and this research aims to build a theory or hypothesis through revealing facts. (Murdianto, 2020).

This research was carried out by collecting information through an open questionnaire sent to MSMEs in Bandung City via online media. From the results of distributing the open questionnaire, 36 respondents MSME were obtained from various types of business fields in the city of Bandung. Characteristics of respondents who are MSME actors, namely with the following education, Junior high school, senior high school, Diploma III, Master and Doctor. Some of the questionnaire questions are as

follows, According to you, What understanding from Market orientation, what understanding from market orientation, things have to be carried out by the company or business market-oriented brothers, what pushes this market orientation, approximately the factor that prevents this market orientation, when your company/business/venture no apply market orientation matters what just not obtained by the company/business/business you, approximately moment situation business or business what makes this market orientation become no important.

4. Result and Discussion

The results of distributing open questionnaires to MSMEs in the city of Bandung succeeded in collecting 36 MSME actors. The following is a general description that researchers obtained from these 36 respondents as follows:

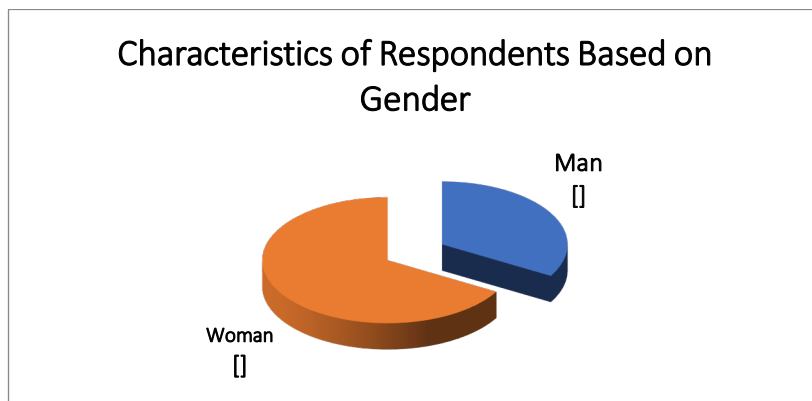


Fig.1: Characteristics of Respondents Based on Gender

Based on Figure 1 above, of the 36 respondents, it can be seen that the majority of respondents, in this case MSME actors, are women, 67%.

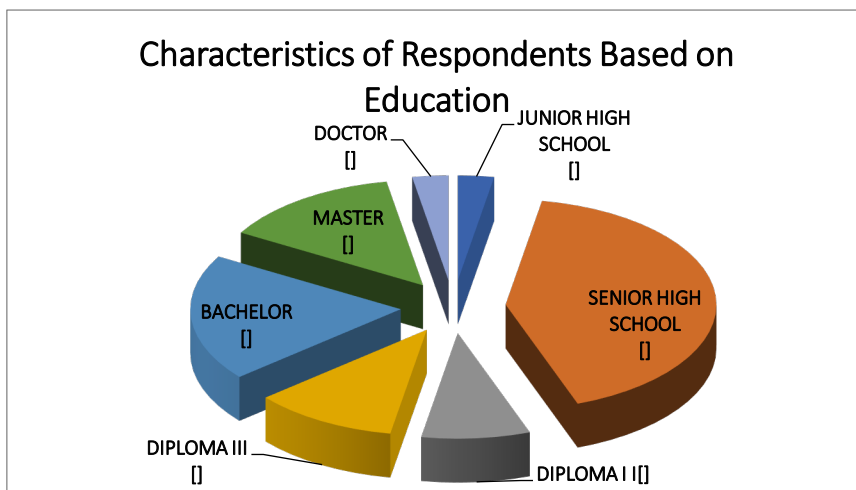


Fig.2: Characteristics of Respondents Based on Education

Based on Figure 2 above, of the 36 respondents, it can be seen that the majority of respondents, in this case MSME actors, have a high school education, namely 42%.

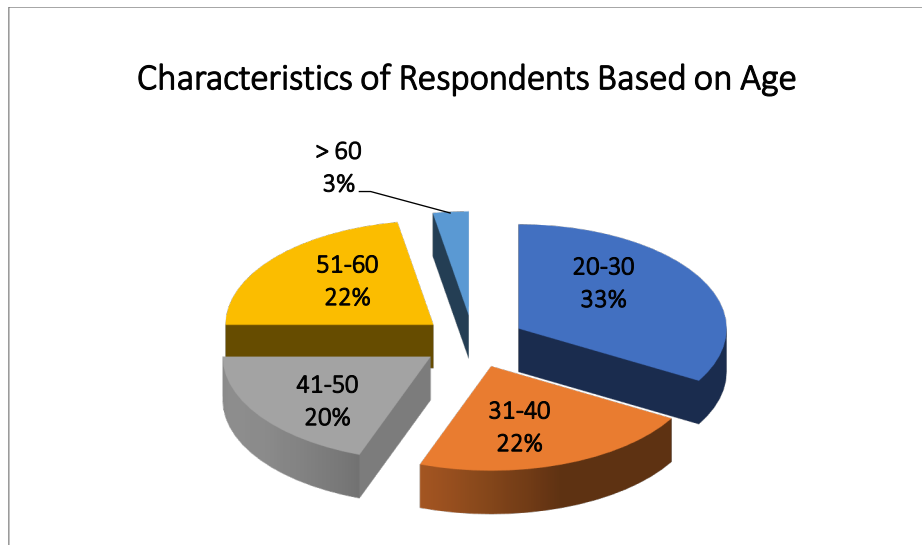


Fig.3: Characteristics of Respondents Based on Age

Based on Figure 3 above, of the 36 respondents, it can be seen that the majority of respondents, in this case MSME actors, are aged between 20 - 30 years, namely 33%.

Based on the results of distributing an open questionnaire related to question number 1, namely "What do you think is the meaning of market orientation?", it looks like Table 1 below:

Table 1. Responses Respondent on Question Number 1

Respondent	Question Number 1 According to you, What understanding from Market orientation	Keywords question 1
Respondent 1	Market orientation is an approach with a strategic focus on the needs and desires _ of customers/users.	Need customers, wishes customer
Respondent 2	Culture company which drip focus on needs of the customer, condition competitors and technology latest	Need customer, condition competitors, technology
Respondent 3	company culture _ in creating mark highest for the needs and desires of the customer	Need customers, wishes customer
Respondent 4	Review and Approach to Business Strategy For Map Consumer Needs and Desires, So _ Help Businessman For Differentiate Yourself From Competitors to Improve Loyalty Customers.	Need customers, wishes customer
Respondent 5	provide needs consumer	Need customer
Respondent 6	Namely, a business strategy that places the needs and desires of customers as the focus in making products and services	Need customers, wishes customer
Respondent 7	Approach strategic that focuses on understanding and fulfilling needs as well as desires of customer	Need customers, wishes customer
Respondent 8	Market orientation is something culturally profitable business _ performance with create mark customer.	Culture business, value customer
Respondent 9	Market orientation is a philosophy in a marketing strategy that considers that the sale of a product does not depend on the sales strategy but is more about the decision of the consumer to buy the product.	Focus on decisions for customers.

Table 1. Responses Respondent on Question Number 1

Respondent	Question Number 1 According to you, What understanding from Market orientation	Keywords question 1
Respondent 10	Market orientation is a philosophy in a marketing strategy that considers that the sale of a product does not depend on the sales strategy but is more about the decision of the consumer to buy the product.	Focus on decisions for customers.
Respondent 11	Market orientation is a philosophy in a marketing strategy that considers that the sale of a product does not depend on the sales strategy but is more about the decision of the consumer to buy the product.	Focus on decisions for customers.
Respondent 12	Market orientation is a positioning business strategy needs and desires of customers as the focus in making products and services. In market orientation, the company focuses on understanding and fulfilling customers' needs through research and bait from customers.	Need customers, wishes customer
Respondent 13	Target consumer/market	target consumers
Respondent 14	Segmentation and Target	segmentation and target market
Respondent 15	Market orientation is a philosophy in a marketing strategy that considers that the sale of a product does not depend on the sales strategy but is more about the decision of the consumer to buy the product. Market orientation is something culturally profitable business _ performance with create mark customer	Focus on decisions customer
Respondent 16	reviewing business strategies _ needs, and desires of target customers	Need customers, wishes customer
Respondent 17	those aspects of market needs	Need customer
Respondent 18	View about the market	view about the market
Respondent 19	Business strategy that prioritizes the needs and desires of the customer	Need customers, wishes customer
Respondent 20	Sales strategy toward customers	Strategy sale
Respondent 21	Market orientation is promoting a product/good to sell well.	Sales strategy
Respondent 22	More sales strategy _ focuses on the decisions of consumers to buy the product.	Sales strategy
Respondent 23	approach or identifying business strategies _ needs, and desires of its target consumers.	Need customers, wishes customer
Respondent 24	Know goods What Just which still in vogue moment This	Need customer
Respondent 25	something view, visible perspective/culture _ of processes & activities company in create mark highest For needs & desires customer as the core of the marketing process focuses on satisfaction consumer	Need customers, wishes customer
Respondent 26	Marketing strategy	strategy marketing
Respondent 27	culture For gathering mark consumers and processes Keep going continuously For creating mark highest for the buyer.	Sales strategy
Respondent 28	Price yet Lots which affordable	price
Respondent 29	Market orientation is public interest or appetite, which is in community moment that is good in a way trend or most to something product or the like.	focus on taste consumer

Table 1. Responses Respondent on Question Number 1

Respondent	Question Number 1 According to you, What understanding from Market orientation	Keywords question 1
Respondent 30	Develop marketing following progress technology	technology
Respondent 31	Affordable prices are all public.	price
Respondent 32	philosophy in a marketing strategy that considers the sale of a product does not depend on the sales strategy but more about the decision of consumers to buy the product	focus on decisions consumer
Respondent 33	Know and Try to get to know the market	Market strategy
Respondent 34	Possible market introduction	Market strategy
Respondent 35	Business strategy: To get customer	Business strategy
Respondent 36	philosophy, a business that focuses on the needs and desires of customers. As Psat from all decision-makers businesses with a focus on the needs and wants of customers, products are becoming popular. For example	Need customers, wishes customer

Based on the results of distributing an open questionnaire to 36 Bandung City MSMEs regarding the meaning of market orientation, the following results were obtained: 11 people, or 31%, answered market orientation as consumer needs and desires, and five people answered market orientation as a focus on customer decisions. Of those 14% who answered market orientation as a sales strategy, as many as five people, or 14%, answered market orientation as customer needs, competitor conditions, and technology. As many as four people, or 11%, answered market orientation as a market strategy. As many as three people, or 8%, answered market orientation as price. As many as 2 people, or 6%, and the remaining 1 person, or 3% each, answered market orientation as technology, business culture, customer value, consumer target, segmentation, and market target, focusing on consumer tastes.

From the results of collecting the open questionnaire above, there are differences in the understanding of market orientation with the results of previous research conducted by Kohli and Jaworski (1990) in US cities, where the meaning of market orientation based on the research results of Kohli and Jaworski (1990) is the existence of management factors, dynamics between departments and respective organizational systems, while based on the results of an open questionnaire on MSMEs in Bandung City, if the 3 highest rankings are taken, market orientation is consumer needs and desires, focus on customer decisions and sales strategies.

Based on the results of distributing an open questionnaire related to question number 2, namely "What things must be done by market-oriented companies?", it looks like Table 2 below:

Table 2. Responses Respondent on Question Number 2

Respondent	Question Number 2. According to you, things have to be carried out by the company or business or business market-oriented brothers	Keywords question 2
Respondent 1	1) Do in-depth research To understand the needs of the customer; 2) must continuously develop and update products and services To remain relevant and exciting for customers/users; 3) Promote product or service to potential customers; 4) Deliver service best to the customer For a connection period long.	Market research, development products, innovation products, promotions and services
Respondent 2	Hear the voice of a consumer who is Alone	Hear consumer
Respondent 3	Do differentiate products, produce goods or services in accordance with the perception of the customer	differentiation product, product in accordance

Table 2. Responses Respondent on Question Number 2

Respondent	Question Number 2. According to you, things have to be carried out by the company or business or business market-oriented brothers	Keywords question 2
Respondent 4	" Guard quality products (QIC) and services notice Power competition and competitor strategies create marketing targets and strategies map travel, power buy and need consumer. Using marketing media."	with the desire of the consumer quality products, services, market strategies, marketing media
Respondent 5 Respondent 6	give good service _ For consumer 1) Market research; 2) Market Segmentation; 3) Determination price; 4) Development of product or service; 5) Marketing and promotion; 6) Service customer; 7) Distribution and chain supply, 8) Market performance analysis; 9) Innovation sustainable; 10) Evaluation competition	service market research, segmentation, pricing, development product/service, promotion, service, distribution, innovation, evaluation
Respondent 7	Understanding Deep about Customers and Continuous Monitoring _ of Market Changes	understanding customers, supervising market changes
Respondent 8	Companies must be capable For Keep going innovate in every aspect, from the operational business To competitive and persistent survival in a competitive market	innovation
Respondent 9	1) Market Survey. The company survesurveysuTorstand custom the mer needs and preferences of customers for the costs and services offered; 2) Data Analysis; 3)Strategy Adjustment; 4) Marketing; 5) Evaluation; 6) Satisfaction customer; 7) Increase customer retention; 8) More acceptance rate tall.	market research,
Respondent 10	For a company or market-oriented business, important steps involve market understanding, improvement of product or service based on bait come back customers, effective marketing strategies, and monitoring trends in the industry For still relevant	understand the market, improve product/service, marketing strategy, market monitoring
Respondent 11	For a company or market-oriented business, important steps involve market understanding, improvement of product or service based on bait come back customers, effective marketing strategies, and monitoring trends in the industry For still relevant	understand the market, improve product/service, marketing strategy, market monitoring
Respondent 12	1) Determining Market Goals; 2)Determining segmentation or target market; 3) Deliver innovation to customers with owned products; 4) Review how much big impact customers will perceive the benefits; 5) Careful planning and analysis	objectives, market segmentation /target, innovation, planning
Respondent 13	Determine consumers who will aim	target market
Respondent 14	Know map consumers and their respective selling points	target market

Table 2. Responses Respondent on Question Number 2

Respondent	Question Number 2. According to you, things have to be carried out by the company or business or business market-oriented brothers	Keywords question 2
Respondent 15	Companies must be capable of continuing to innovate in every aspect, from operational business to competition, and survive in a competitive market.	innovation product
Respondent 16	Adapt product with what is desired by consumer For satisfy they	product in accordance with the desired consumer
Respondent 17	see market developments and characteristics of consumer	market developments and characteristics of consumer
Respondent 18	Which one? needed buyer	need customer
Respondent 19	Know What is currently or often needed by customers at the time. This	need customer
Respondent 20	Carrying out surveys and data analysis	market research
Respondent 21	See market share of goods/products that sell well in the market, promote goods/products that we create and sell	research, promotion
Respondent 22	Conduct surveys	survey
Respondent 23	Stock provision, selection expedition delivery, advertising/promotion	stock, distribution, promotion
Respondent 24	Look for opportunities and know the needs of the consumer	opportunities and needs of the customer
Respondent 25	Utilization sources the power you have optimally, including understanding _ what is needed and what is desired by consumers, as well as understanding with Good what competitors are doing. _	understanding the needs and desires of customers, analysis of competitor
Respondent 26	See product. We suitable for any circle that is which chased	market segmentation
Respondent 27	three-component behavior orientation customer, orientation competitors, and coordination inter-functional - and two criteria decision period length and profitability.	orientation customer, orientation competitor
Respondent 28	Price of materials principal for need production Still tall So sale or marketing salesman i automatically upgraded price So not enough For he did	focus on price
Respondent 29	Understand and follow market (consumer) tastes and prioritize quality products Alone.	orientation customer, orientation product
Respondent 30	name, quality goods, packaging, manufacturer material, raw materials, exhibitions, advertisements, and social media.	brand, quality product, packaging, promotion
Respondent 31	Centralize prices can be affordable for middle-class people to lower.	focus on price
Respondent 32	Must continue to do innovation	innovation product
Respondent 33	-Know who the target market is: gender, age, style life, income, job, and preferences. What. '- What do you know about market needs, or what are market needs?	target market, orientation customer
Respondent 34	Analyze the market	market analysis

Table 2. Responses Respondent on Question Number 2

Respondent	Question Number 2. According to you, things have to be carried out by the company or business or business market-oriented brothers	Keywords question 2
Respondent 35	Provide loyalty to consumer	loyalty to consumers
Respondent 36	study basics, market segmentation, development product/ service, competitive pricing strategy, marketing effective, good service, analysis performance, adaptation to market changes, and so on	research, market segmentation, development product, pricing strategy, marketing, service, focus price

Based on the results of collecting an open questionnaire from 36 Bandung City MSME actors regarding question number two, namely regarding what market-oriented companies must do things, here are five answers that often appear in order of most, namely: the first is that companies must do "Market Research," the second is that the company must "Understand Customers," the third the company must carry out "Product Development and Product Innovation," the fourth the company must pay attention to "price" and the fifth the company must carry out "Segmentation, Service and Promotion."

From the results of the open questionnaire above, there are similarities in the things that market-oriented companies must do with the results of previous research conducted by Kohli and Jaworski (1990) in US cities, where the things that market-oriented companies must do are based on the results of Kohli and Jaworski's research. (1990), namely market research and understanding customers. Based on the results of distributing an open questionnaire related to question number 3, namely "What factors drive this market orientation?", it looks like Table 3 below:

Table 3. Responses Respondent on Question Number 3

Respondent	Question Number 3. According to your approximate factor, What pushes this market orientation	Keywords question 3
Respondent 1	1) Change in behavior of consumers; 2) Intense competition; 3) Developing technology rapid; 4) Change in environment business	behavior consumers, competition, technology, environment business
Respondent 2	Need customer	need customer
Respondent 3	Knowledge in marketing, leadership in marketing and satisfaction in employee	knowledge, leadership and satisfaction of employee
Respondent 4	Desire Consumer, Satisfaction Consumers And Competition Business	desire customer, satisfaction customers, competition business
Respondent 5	Promotion	promotion
Respondent 6	1) Intense competition; 2) Change environment business; 3) Change technology; 4) Globalization; 5) Satisfaction customers; 6) Easy access to information; 7) Demands regulations and ethics business; 8) Change demographics; 9) Uncertainty economy; 10) Encouragement of innovation	competition, change environment, technology, globalization, satisfaction customers, access information, regulations and ethics business, change demographics, innovation

Table 3. Responses Respondent on Question Number 3

Respondent	Question Number 3. According to your approximate factor, What pushes this market orientation	Keywords question 3
Respondent 7	Change Fast in Need Customers, Strictly Competition, Technology and Innovation	change needs customers, competition, technology and innovation
Respondent 8	An organization whose actions are consistent with draft marketing. Market orientation is determined by three supporting factors: senior management, interdepartmental dynamics, and systems organizational factors.	management, dynamics between parts, system organization
Respondent 9	Senior Management Factors, Dynamic Factors Between Departments, and Systems Organization	management, dynamics between parts, system organization
Respondent 10	Several factors, including request consumers, competition in the industry, government regulation, and product innovation, can influence market orientation. Factors _ This can form a company strategy To focus on market needs and achieve superiority competitively.	request consumers, competition industry, regulation, innovation,
Respondent 11	Market orientation can be influenced by several factors, including consumers, the competitive industry, government regulation, and product innovation. Factors _ This can form a company strategy To focus on market needs and achieve superiority competitively.	request consumers, competition industry, regulation, innovation,
Respondent 12	Driving factors: 1) Development Technology, 2) Market Segmentation; 3) Purchasing power society or customers; 4) Demographics or territoriality; 5) Necessity Customer	technology, market segmentation, power buying, demographics, needs, customer
Respondent 13	Price, type goods for sale, type consumer which aimed	prices and consumers
Respondent 14	In order to achieve revenue targets	profitability
Respondent 15	Market orientation _ a significant factor that makes it possible for a company to understand the market and develop product and service strategies For fulfilling the needs of customers and the market needs According to Jaworski and Kohli (1990; 1993), there are three-factor important influences in market orientation, namely: a) management peak, b) dynamics between departments, as well as c) structures and systems organization.	management, dynamics between parts, system organization
Respondent 16	Age, environment, social factors, natural	Age, environment, social factors, natural
Respondent 17	lifestyle and development technology	style life, technology
Respondent 18	Purchasing power	Power buy
Respondent 19	A product that is for sale must fulfill the needs of the buyer	suitability product
Respondent 20	Does it offer to customers and deliver good service _	offers and services
Respondent 21	Purchasing power society, goods not enough in demand	Power buy, product not enough in demand
Respondent 22	Need public will something product	need customer

Table 3. Responses Respondent on Question Number 3

Respondent	Question Number 3. According to your approximate factor, What pushes this market orientation	Keywords question 3
Respondent 23	Management, structure organization	Management, structure organization
Respondent 24	Age and location	Age and location
Respondent 25	Customers, reactions to competitors, coordination between existing functions in the company	customers, competitors, coordination between function
Respondent 26	There is a decision consumer For buy product We	decision consumer
Respondent 27	Senior Management Factors, Dynamic Factors Between Departments, and Systems Organizational.	management, dynamics between parts, system organization
Respondent 28	I hope the principal material of the cake lightens the price	price decrease
Respondent 29	Lots of promotions, attractive attention market, affordability price product.	promotions, prices
Respondent 30	Market needs are desired all-round instant	market needs
Respondent 31	Providing products that required society Indonesia.. halalan thoyyiban.	product in accordance with the customer
Respondent 32	Quality, price, etc	quality, price
Respondent 33	- Products -Place-People-Price	4p
Respondent 34	Many things, especially Trend	trend
Respondent 35	Service and completion problem	service
Respondent 36	the design on the packaging is attractive, and the marketing/promotion is not boring	design and packaging, promotion

Based on the results of collecting open questionnaires from 36 MSME actors in Bandung City regarding question number three, namely regarding what factors drive market orientation, here are the five answers that often appear in order of most, namely: the first factor that drives market orientation is "customer needs," the second factor that drives market orientation is "competition," the third factor that drives market orientation is "Technology, Management and organizational systems," the fourth factor that drives market orientation is "Innovation, Dynamics between departments, Prices and Demographic Changes" and the fifth factor that drives market orientation is "Purchasing Power, Promotion and Regulation."

From the results of collecting the open questionnaire above, there are similarities in terms of factors driving market orientation with the results of previous research conducted by Kohli and Jaworski (1990) in US cities, where the same things encourage market orientation based on the results of Kohli and Jaworski's (1990) research, namely management and organizational systems.

Based on the results of distributing an open questionnaire related to question number 4, namely "What factors prevent this market orientation?", it looks like Table 4 below:

Table 4. Responses Respondent on Question Number 4

Respondent	Question Number 4. According to you, approximately the factor That prevents this market orientation	Keywords question 4
Respondent 1	1) Internal factors such as lack of understanding about the importance of market orientation; 2) External factors like intense competition and change _ trend; 3) Limitations source Power	internal factors, factors and sources of Power
Respondent 2	Global issues	global issue
Respondent 3	There is a leader management or employees who are not committed to the culture of the company (no operate culture existing company _ set)	No, There is a commitment
Respondent 4	Lack of Capital, No Competitor's Business,	capital, no. There is competitor
Respondent 5	Guard price still stable	price stable
Respondent 6	1) Strong internal orientation; 2) Incompetence To respond fast, 3 Lack of involvement leaders 4. Excessive bureaucracy; 5) Lack of Source; 6) Lack of power market understanding; 7) Incompetence measure performance; 8) Incompetence management; 9) Lack of change Innovation; 10) Incompetence in managing connection with customer; 11) Incompetence overcome failure	internal orientation, lacking response, leader No involved, biography, source power, market understanding, measurement performance, management change, innovation, relationships with customer, overcome failure
Respondent 7	Lack of Understanding of customers, Incompetence to Adapt to Change, and Inability to Compete in Innovation	lack of understanding of customers, adapt change, competing in innovation
Respondent 8	Three factors are critical in influencing _ market orientation: a) management peak, b) dynamics between departments, and c) structures and systems organization.	management peak, dynamics between departments, structures and systems organization
Respondent 9	A number of possible factors _ that prevent effective market orientation include incomprehension of customers, lack of adequate market research, intense competition, and change policy economy.	lack of understanding of customers, market research, competition, change policy economy
Respondent 10	A number of possible factors _ that prevent effective market orientation include incomprehension of customers, lack of adequate market research, intense competition, and change policy economy.	lack of understanding of customers, market research, competition, change policy economy
Respondent 11	Several possible factors _ prevent practical market orientation, including incomprehension of customers, lack of adequate market research, intense competition, and change policy economy.	lack of understanding of customers, market research, competition, change policy economy

Table 4. Responses Respondent on Question Number 4

Respondent	Question Number 4. According to you, approximately the factor That prevents this market orientation	Keywords question 4
Respondent 12	Not innovating or monotonous, Difficult to access material default, Does not follow current development	No innovative, difficult access material standard, no adaptive
Respondent 13	It is not in accordance with market needs	No adaptive
Respondent 14	Competitors	competitors
Respondent 15	A number of possible factors _ that prevent effective market orientation include _ not understanding customers, lack of adequate market research, intense competition, and change policy economy.	lack of understanding of customers, market research, competition, change policy economy
Respondent 16	Competition	competition
Respondent 17	Power buy	Power buy
Respondent 18	Competition	competition
Respondent 19	A marketing strategy that is not enough	marketing strategy
Respondent 20	There is competition with other companies	competition
Respondent 21	Purchasing power public goods, goods/products sell well on the market	Power buy, product
Respondent 22	Competition	competition
Respondent 23	Power buy	Power buy
Respondent 24	There are many possibilities	Lots possibility
Respondent 25	Management peak, dynamics between departments, structures and systems organization.	management peak, dynamics between departments, structures and systems organization
Respondent 26	Condition factors economy	condition economy
Respondent 27	Internal/ external factors from the company	internal/ external factors
Respondent 28	If it is the price material, the main thing is not to be too tall	expensive price material principal
Respondent 29	Thinking or mindset _ is wrong and weak, so that easy to give up.	mindset
Respondent 30	The decline in traditional markets and transactions straight away, and the total price market	traditional markets, transactions straight away, it fell market price
Respondent 31	Condition factors economy	condition economy
Respondent 32	There are a lot of competitors	competition
Respondent 33	Budget and Urgency	budget and urgency
Respondent 34	Policy	policy
Respondent 35	Finance, communications	finance, communications
Respondent 36	There are a lot of competitors	competition

Based on the results of collecting open questionnaires from 36 MSME actors in Bandung City regarding question number four regarding factors that hinder market orientation, here are the five answers that often appear in order of most, namely: the first factor that hinders market orientation is "Competition," the second The factor that hinders market orientation is "No understanding of customers," the third factor that hinders market orientation is "Policy changes," the fourth factor that hinders market orientation is "No management or adaptation to change," and the fifth factor that hinders

market orientation is "Not doing Market Research."

From the results of collecting the open questionnaire above, there are differences in terms of factors preventing or inhibiting market orientation with the results of previous research conducted by Kohli and Jaworski (1990) in US cities, where different things inhibit or prevent market orientation based on the results of Kohli and Jaworski's research. (1990), namely conflict between departments, while the results of distributing open questionnaires to MSMEs in Bandung City, one of the things that prevent, or hinder market orientation is competition and policy changes.

Based on the results of distributing an open questionnaire related to question number 5, namely "When your company/business/enterprise implements market orientation, what positive things does your company/business/enterprise get?", looks like Table 5 below:

Table 5. Responses Respondent on Question Number 5

Respondent	Question Number 5. When the company/business/enterprise you apply, market orientation matters positively. What only does the company/business/enterprise get you?	Keywords question 5
Respondent 1	1) Improve understanding; 2) Increase customer Satisfaction; 3) Increase customer superiority and competitive; 4) Improve innovation	enhancement: understanding customers, satisfaction customers, excellence, competitiveness, and innovation
Respondent 2	Revenue increases	enhancement income
Respondent 3	Product more known, sales increase that can influence acquisition profit	product more known, increase income
Respondent 4	Loyalty Customer Increases, New Consumers Increase and Increase Sale	enhancement loyalty, sales and customers new
Respondent 5	give education	education
Respondent 6	1) Understand the need for customer; 2) Creation of product or relevant services 3) Improvement loyalty customers; 4) Excellence competitive; 5) Improvement innovation; 6) Improvement of efficiency and effectiveness of marketing; 7) Expansion Market Share; 8) Reputation company more good; 9) Improvement of performance finance	understanding customers, innovation, loyalty, excellence, competitiveness, efficiency and effectiveness marketing, market expansion, reputation, performance finance
Respondent 7	Development of Successful Products, Response Fast to Market Changes and a Better Understanding of Customer	development product, adaptive, understanding customer
Respondent 8	help companies differentiate themselves from competitors and improve loyalty among customers.	differentiation, loyalty to customer
Respondent 9	1) Customer Understanding; 2) Innovation Based Demand; 3) Competitive Advantage; 4) Strategy Adjustment 5. Increased Sales and Profits; 6) Better Risk Management; 7) High Customer Satisfaction	understanding customers, innovation, loyalty, excellence competition, adjusting strategy, improving income, increasing management risk, satisfying customer

Table 5. Responses Respondent on Question Number 5

Respondent	Question Number 5. When the company/business/enterprise you apply, market orientation matters positively. What only does the company/business/enterprise get you?	Keywords question 5
Respondent 10	Understanding customers, Innovation-based demand, excellence competing, Strategy adjustments, improvements in sales and profits , management risk more good, satisfaction high customer base	understanding customers, innovation, loyalty, excellence competition, adjusting strategy, improving income, increasing management risk, satisfying customer
Respondent 11	Understanding customers, Innovation-based demand, excellence competing, Strategy , adjustments, improvements in sales and profits, management risk more good, satisfaction high customer base	understanding customers, innovation, loyalty, excellence competition, adjusting strategy, improving income, increasing management risk, satisfying customer
Respondent 12	Satisfaction customers, Increase customer retention, Higher acceptance rate high, Loyalty customers, More lots of ideas	satisfaction customers, customer retention, increased income, loyalty customers, innovation
Respondent 13	Know your target market aimed	target market
Respondent 14	Share pqsar grow	enhancement market share
Respondent 15	1) Customer Understanding; 2) Innovation Based Demand; 3) Competitive Advantage 4) Strategy Adjustment; 5) Increased Sales and Profits; 6) Better Risk Management; 7) High Customer Satisfaction	understanding customers, innovation, loyalty, excellence competition, adjusting strategy, improving income, increasing management risk, overfit customer
Respondent 16	Potency success business far, far tall	success business increase
Respondent 17	create marketing strategies in accordance	appropriate marketing strategy
Respondent 18	Buyer more Lots	enhancement consumer
Respondent 19	We can more easily promote product	marketing more easy
Respondent 20	Know customer needs and requests	know the needs and requests of consumer
Respondent 21	Goods/ products are known society, goods/products possibility practice and know market share	product more known, increase revenue, market share increases
Respondent 22	Can differentiate self from competitors and improve loyalty to customer	differentiation, loyalty to customer
Respondent 23	Get the right target market target	right target market
Respondent 24	Possible sales more in demand Again	enhancement sale
Respondent 25	Help the company produce products/services according to what is perceived by the customer, helpful produce in a way more efficient compared to with competitors, explaining performance differences which was achieved by the company	product in accordance with the desire of customers, production more efficiently, performance

Table 5. Responses Respondent on Question Number 5

Respondent	Question Number 5. When the company/business/enterprise you apply, market orientation matters positively. What only does the company/business/enterprise get you?	Keywords question 5
Respondent 26	Product We maintained still stable	product stable
Respondent 27	Impactful Good for the staff company and will proceed company the.	impact Good for employees and companies more Proceed
Respondent 28	So that I Can quickly sell products fast	enhancement sale
Respondent 29	Product brand more Lots known person automatic increasing Power sell from product That Alone to increase turnover sales.	product more known, power sell increase, increase income
Respondent 30	Enhancement turnover, a product known all circles, eliminating distance customer	enhancement income, product more known, eliminate distance customer
Respondent 31	Buyer more Lots	enhancement consumer
Respondent 32	Profit, progress	Profit, progress
Respondent 33	Clear target market and objectives	right target market
Respondent 34	Of course, positive feedback is also possible in the form of profit	enhancement income
Respondent 35	Consumers become customers (repeat orders)	loyalty customer
Respondent 36	Buyer more Lots	enhancement consumer

Based on the results of collecting an open questionnaire from 36 Bandung City MSME players regarding question number five regarding positive things when companies implement market orientation, here are the five answers that often appear in order of most, namely: the first positive thing when companies implement market orientation is "Improving sales/income," the second positive thing if the company implements market orientation is "increased loyalty," the third positive thing if the company implements market orientation is "increased product innovation," the fourth positive thing if the company implements market orientation is "increased customer understanding," and the fifth positive thing if a company implements market orientation is "increased customer satisfaction and an increase in new customers."

From the results of collecting the open questionnaire above, there are similarities regarding the positive things that companies obtain after implementing market orientation with the results of previous research conducted by Kohli and Jaworski (1990) in US cities, namely increasing revenue and sales volume, increasing customer loyalty, increasing product innovation and increasing market share. This means that the positive thing from implementing market orientation is an increase in business or company performance.

Based on the results of distributing an open questionnaire related to question number 6, namely "negative consequences of this market orientation?", it looks like Table 6 below:

Table 6. Responses Respondent on Question Number 6

Respondent	Question Number 6 When company/business/venture you No apply market orientation matters What just not _ obtained by the company/business/business you	Keywords question 6
Respondent 1	1) None satisfaction from; 2) Decreasing customers income; 3) no one can compete	No. There are satisfied customers with decreased income; no can compete
Respondent 2	The company does not grow with Good, ended collapse	decline income
Respondent 3	Product Can the more abandoned by customers	decline income
Respondent 4	income decreased	decline income
Respondent 5	There is not any yet	Not yet. There is
Respondent 6	1) Incompatibility products and needs; 2) Lost customers market share; 3) Incompetence competes with effective; 4) Lack of loyalty; 5) Lack of customers innovation; 6) Incompetence to manage change; 7) Decrease reputation company; 8) Decline performance finance	product No in accordance customers, market share lost, no can competition, loyalty decreasing, less innovation, no adaptive, decreasing reputation, decline performance
Respondent 7	Profit Fast Finance, No Guarantees Success Product or Service, and Makes No Guarantees Faithfulness Customer Fully	No There is successful product/service, no ensure loyalty customer
Respondent 8	Can not understand strengths and weaknesses of competitors Now or potential competitors _ in the Century coming	lost compete
Respondent 9	If a company does not apply market orientation, it may lose an understanding of needs and customer preferences. This can result in difficulty in producing products or appropriate services with market demand and in attracting and retaining customers. Apart from that, the lack of market orientation also possibly means a lack of understanding of the trend industry, competition, and new opportunities, which can influence the company's performance.	No. There is an understanding of the needs and desires of customer
Respondent 10	If a company does not apply market orientation, it Possibly loses an understanding of the needs and preferences of customers. This can result in difficulty in producing products or appropriate services with market demand, as well as difficulty in attracting and retaining customers. Apart from that, the lack of Market orientation also possibly means a lack of understanding of trend industry, competition, and new opportunities can influence the performance of the company.	No. There is an understanding of the needs and desires of customer

Table 6. Responses Respondent on Question Number 6

Respondent	Question Number 6 When company/business/venture you No apply market orientation matters What just not _ obtained by the company/business/business you	Keywords question 6
Respondent 11	If a company does not apply market orientation, it Possibly loses an understanding of the needs and preferences of customers. This can result in difficulty in producing products or appropriate services _ with market demand, as well as difficulty in attracting and retaining customers. Apart from that, the lack of Market orientation also possibly means a lack of understanding of trend industry, competition, and new opportunities can influence the performance of the company.	No. There is an understanding of the needs and desires of customer
Respondent 12	More complex, Companies must consider more aspects _ to produce profit, starting from market needs, operations business until map competition.	more complex
Respondent 13	Undirected	No directed
Respondent 14	Market share is shrinking	market share decreases
Respondent 15	If a company does not apply market orientation, the company Does not understand the needs and preferences of customers. This matter can complicate things. Not only produce products and services that meet market demand but also attract and retain customers. Apart from that, the lack of market orientation can also mean a lack of understanding of trends in the industry, competition, and new opportunities that can impact the performance of the company.	No. There is an understanding of the needs and desires of customer
Respondent 16	Nonconformity product with What is expected and needed/desired by the market	product no in accordance with customer
Respondent 17	market development	market development
Respondent 18	Not selling well	Not selling well
Respondent 19	Product not enough in demand on the market	product No in demand
Respondent 20	Decreased sales targets	decreased sales targets
Respondent 21	Do not know Market share, no know Power buy society or do not know more goods/products _ sell well on the market	No understanding of market share, power buy, suitable product _ or consumer
Respondent 22	Do not get loyalty customer	No, There is loyalty to the customer
Respondent 23	Not optimal sale	sale No maximum
Respondent 24	Possible business only stuck there Just.	No, There is an enhancement sale

Table 6. Responses Respondent on Question Number 6

Respondent	Question Number 6 When company/business/venture you No apply market orientation matters What just not _ obtained by the company/business/business you	Keywords question 6
Respondent 25	one company with the others No There is a differentiator and no understanding of the needs of the customer company No Can grow because No fulfills the hope of customers-tend to be indifferent and close to bankruptcy	No. There is an understanding of the needs and desires of customer
Respondent 26	Income or results decrease	income decreased
Respondent 27	It will have an impact on the company Because everything is based on the interests and desires of consumers. We have to know what we want consumers, and up-to-date matters matter.	No. There is an understanding of the needs and desires of customer
Respondent 28	It could be that cost production increased, and sales also increased increase too (price)	cost production increase, price sell increase
Respondent 29	Turnover decreased slightly, which caused the lack of market interest in product We.	income decreased
Respondent 30	There is no enhanced turnover	income decreased
Respondent 31	Have rules profitable between entrepreneurs and their partners.	No, There is the policy
Respondent 32	Will stay in place	No, There is an enhancement sale
Respondent 33	Missing targets and marketing	No. There is an understanding of the needs and desires of customer
Respondent 34	Left behind from competitors	lost compete
Respondent 35	Consumer No came back again, and the image of the company decreased (trust)	decline income, image decrease
Respondent 36	Will stay in place	No, There is an enhancement sale

Based on the results of distributing an open questionnaire to 36 MSME actors in Bandung City regarding question number six regarding things that are not obtained when companies do not implement market orientation, here are the five answers that often appear in order of most, namely: the first is things that are not obtained when companies do not implement market orientation is "Income decreases and sales are not optimal," the second thing that is not obtained when the company does not implement market orientation is "Products do not sell, and products do not suit customers," the third thing that is not obtained when the company does not implement market orientation is " There is no understanding of customer wants and needs," the fourth thing that is not obtained when a company does not implement market orientation is "Unable to compete," and the fifth thing that is not obtained when a company does not implement market orientation is "Market share is lost."

Based on the results of distributing an open questionnaire regarding question number 7, namely "Can you think of a business situation that makes this market orientation unimportant?", it looks like Table 7 below:

Table 7. Responses Respondent on Question Number 7

Respondent	Question Number 7 According to you approximately moment situation business or business What makes _ this market orientation become No important	Keywords question 7
Respondent 1	1)When the company operates in a limited market; 2) If the company operates in Very stable industries and not Lots of change	No, There are competitors, the industry is stable, and there is no change
Respondent 2	When the product We for become a trendsetter	become product superior
Respondent 3	Cultural moment companies Already experience saturation, so they need to think about other policies	when need policy
Respondent 4	No Competitors	No, There is a competitor
Respondent 5	When conditions decreas	Conditio decrease
Respondent 6	1) Monopoly or Oligopoly; 2) Stable and non-stable industries changed; 3) Product or nature of service unique or rare; 4) Sustainability guaranteed business; 5) Companies that sell products or services essential; 6) Situation crisis or recovery post-crisis	monopoly, industry No change, a product specifically, sustainability business guaranteed, product/service foremost/ important, post-crisis
Respondent 7	Product or Characteristic Services _ Commodity, Monopoly or Limited Market, and Market with Long Product Life Cycle	product/service commodity, monopoly, cycle product long
Respondent 8	While in the area No There is competitor business which same and company We own superiority very far away than other business people in the field the same effort	No, There are competitors, superior product
Respondent 9	Market orientation becomes not essential when products or the services offered are very specific or unique, so No Lots competitors directly on the market. If the product or service has its tough edge _ it is imitated by competitors and companies. It is possible to focus more on development and marketing products without too considering changing trends or market preferences _ in general.	product/service unique,
Respondent 10	Market orientation becomes not important when products or the services offered are very specific or unique, so No Lots competitors directly on the market. If the product or service has its own tough edge _ it is imitated by competitors and companies. It is possible to focus more on development and marketing products without too considering changing trends or market preferences _ in general.	product/service unique,
Respondent 11	Market orientation becomes not essential when products or the services offered are very specific or unique, so No Lots competitors directly on the market. If the product or service has its own tough edge _ it is imitated by competitors and companies. It is possible to focus more on development and marketing products without too considering changing trends or market preferences in general.	product/service unique,

Table 7. Responses Respondent on Question Number 7

Respondent	Question Number 7 According to you approximately moment situation business or business What makes _ this market orientation become No important	Keywords question 7
Respondent 12	Small business or medium in scope Not yet too large and Condition or situation emergency	scope Not yet area, condition emergency
Respondent 13	already have a place in the heart of consumer	superiority product
Respondent 14	Monopolistic market or oligopoly.	monopoly
Respondent 15	Market orientation becomes not essential enough when products or services are offered _ so special or unique that No Lots competitors directly on the market. If any product or service has difficult benefits _ imitated by competitors, companies Possibly focus on development and marketing the product without considering market trends _ general or change appetite.	product/service unique,
Respondent 16	When goods No There is	goods No There is
Respondent 17	already have a place in the heart of consumer	superiority product
Respondent 18	When goods No There is	goods No There is
Respondent 19	When we start a business	business news
Respondent 20	When it is not, Lots of competitors in business carry out	monopoly
Respondent 21	When goods/products sell well on the market	monopoly
Respondent 22	When it is not, Lots of competitors in business carry out	monopoly
Respondent 23	Market Trends	market trends
Respondent 24	When it is not, Lots of competitors in business carry out	monopoly
Respondent 25	If already satisfying customers with buy product repeated repeat in a period long become brand aware For customers/consumers	customer Already satisfied
Respondent 26	Moment business We Already No Road Again	business, it's stuck
Respondent 27	When consumers Do Not care Again, they will need life	Consumers Already fed up
Respondent 28	When it is not, Lots of competitors in business carry out	No Lots competitor
Respondent 29	When goods/products sell well on the market	monopoly
Respondent 30	The selling price is high, and customers still	can maintain consumer
Respondent 31	When it is not, Lots of competitors in business carry out	monopoly
Respondent 32	When conditions decrease	condition decrease
Respondent 33	Market Trends	market trends
Respondent 34	When it is not, Lots of competitors in business carry out	monopoly
Respondent 35	When the image company Already No There is	image company Already No There is
Respondent 36	When it is not, Lots of competitors in business carried out	monopoly

Based on the results of interviews with 36 MSME actors in Bandung City regarding question number seven regarding what business situation makes market orientation, this is not important, here are the five answers that often appear in order of most, namely: the first is the business situation that makes market orientation not important. When "There are no competitors/monopoly," the second business situation that makes this market orientation not necessary is when "Superior/Special/Unique Products," the third business situation that makes this market orientation not necessary is when "There is no change," the fourth business situation that makes market orientation unimportant is when "the industry is stable," and the fifth business situation that makes market orientation unimportant is when "post-crisis/emergency conditions."

From the results of the open questionnaire above, there are similarities regarding the business situation, which makes market orientation not important to the results of previous research conducted by Kohli and Jaworski (1990) in US cities, namely the condition of no competitors or monopoly products and superior/specialized products. Unique and stable industry, while post-crisis or emergency conditions do not exist in Kohli and Jaworski's research statements.

5. Conclusion

Based on the results of distributing questionnaires to 36 MSMEs in Bandung City, it can be concluded as follows: There are differences between the market orientation variables that have been carried out by Kohli and Jaworski (1990) and the variables that will be asked of MSMEs in the city of Bandung, where according to the results of research by Kohli and Jaworski (1990) the market orientation variable is management seniors, interdepartmental dynamics, and respective organizational systems. Meanwhile, the market orientation variables asked about Bandung City MSMEs were consumer needs and desires, focus on customer decisions and sales strategies. This research was carried out by replicating research conducted by Kohli and Jaworski (1990) using the same questions. The answers to these questions are the same as the questions from Kohli and Jaworski's (1990) research, and some answers are different from the answers to questions from Kohli and Jaworski's (1990). The exact answers are related to the following questions:

- a) What a market-oriented company must do is do market research and understand customers.
- b) What a market-oriented company must do is do market research and understand customers
- c) The driving factors for market orientation are both management and organizational systems, although this is the third answer that often appears
- d) The positive things that companies get after implementing market orientation include increasing revenue and sales volume, increasing customer loyalty, increasing product innovation and increasing market share. This means that the positive thing about implementing market orientation is that there is an increase in business or company performance.
- e) A business situation that makes market orientation not necessary, the same condition that there are no competitors or monopoly products and superior/special/unique products and stable industry,
- f) The different answers are related to the question:
- g) The definition of market orientation, according to MSMEs in the city of Bandung, the answer that often arises is the needs and desires of consumers.
- h) In the final question, the business situation that makes market orientation not significant, which is different for MSMEs in Bandung City, is that post-crisis or emergency conditions are not included in Kohli and Jaworski's research statements. This is possibly because in 2020-2022, Bandung City has just experienced post-Covid19.

The market orientation according to MSMEs in Bandung City, based on the order that appears most frequently, is as follows:

- a) Consumer needs and desires
- b) Focus on customer decisions.
- c) Sales Strategy
- d) Competitor conditions and technology

However, seeing that market orientation and product innovation simultaneously affect marketing performance significantly, researchers still suggest that culinary MSME players still need to carry out market-oriented business strategies, both to consumers and their competitors. In addition, from the previous discussion, it can also be concluded that product innovation partially has a significant effect on marketing performance.

This comparative study of 36 Bandung MSME owners examined contemporary market orientation definitions and drivers versus seminal 1990 research. Analysis revealed areas of convergence as well as notable divergences, like current emphasis on customer needs versus past focus on organizational factors. Distinct barriers also emerged reflecting Indonesia's post-crisis economy. These findings provide updated, contextualized insights to aid Indonesian MSME managers and policymakers in strengthening market strategies and competitiveness.

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