
	1st Pelita International Conference Volume 01 No 01 September 2023 E-ISSN: 3026-4235 https://jurnal.pelitabangsa.ac.id/index.php/pic	
-----------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------

Market Orientation Small Medium Enterprise: A Bibliometric Analysis of Publications between 1994 and 2023 Using VOSviewer Software

**Muhammad Fahmi^{1*}, Muhammad Andi Prayogi², Muhammad Taufik Lesmana³,
Maharani Citra Kencana⁴, Syahnita⁵**
^{1,2,3,4,5} Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara
Email: muhammadfahmi@umsu.ac.id

Abstract

This paper aims To analyze the most prolific and influential articles involved in market orientation research (MO) between 1994 to 2023. This Research paper uses bibliometric analysis techniques, quotations, and cocitations with Vosviewer software for investigated 766 publications in MO from 1994 to 2023 and uses the scopus.com database to visualize relevant articles and their results. Results of the analysis bibliometrics describe evolution research and interests scientific in market orientation over time. Study This gives more understanding _ of the focus of different studies and highlights contributor Main and Network collaboration in it. Second, literature about continued market orientation is growing and diversifying, focusing on understanding concepts and applications in the contemporary business world. While the novelty obtained from the study, This use approach bibliometric with VOSviewer and Scopus.com to analyze development literature about market orientation provides a holistic and in-depth view of relevant literature and provides a base for development understanding and application draft market orientation.

Keywords: Business Performance, Small Medium Enterprise, Sistematic Literature Review

INTRODUCTION

Organisations must use an approach and robust strategy to remain relevant and thrive in the market in this era of globalisation and increasing competition. Market Orientation puts the customer at the centre of all decisions and actions organization; approach. This bases all actions on understanding deep about needs, wants, and preferences of customers as well as a response to market changes (Prifti & Alimehmeti, 2017) ; (Masa'deh et al., 2018) market orientation is one approach that has proven capable of reaching business success (Iyer et al., 2019) ; (Ali et al., 2020).

Market orientation is a draft base in marketing; if compared to with approach Traditional product-focused, market-oriented approaches divert attention to customers. Buli (2017) explains that adopting the organization market orientation approach is trying To make and market goods or services and understanding what customers want and how a company can fulfil needs. Furthermore (Randhawa et al., 2021) explain That achieving market orientation must involve collecting Thorough market information, analyzing thorough preferences of customers, and adjusting organizational strategy To fulfil market goals.

There is proof that adopting an organization gains market orientation with Lots of advantages: first, Excellence competitive (Papadas et al., 2019); (Na et al., 2019); Organization can obtain superior competitive distinction from a competitor by understanding the needs and preferences of customers and do analysis scrupulous competition. Second, Satisfaction consumer (Lekmat et al., 2018) and Loyalty Customer (Sampaio et al., 2020): Market-oriented organizations can understand and fulfil the needs of customers, which produces level more satisfaction height and loyalty in the long term (Wongsansukcharoen, 2022). Third, Innovation (Adams *et al.* , 2019) ; (Udriyah *et al.* , 2019) and Adaptability (Abdul-Halim et al., 2019) ; (Gligor et al., 2020), market orientation encourages organization To always look for opportunities new to

	<p align="center">1st Pelita International Conference Volume 01 No 01 September 2023 E-ISSN: 3026-4235</p> <p align="center">https://jurnal.pelitabangsa.ac.id/index.php/pic</p>	
-----------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------

the market and adapt to change. Fourth, Sustainability Business (Pratono et al., 2019): Market orientation focuses on customers and helps market changes company still relevant and sustainable for a period long.

Increasing competition in the era of globalization, together with progress in technology information, has encouraged Micro, Small and Medium Enterprises (SMEs) to maintain the ability to adapt to changes in the business world (Arianty, 2017). Sunstrom *et al.* (2020) state that solid market orientation is a component of decisive importance to the success of SMEs in facing challenges. Strong market orientation enables SMEs to understand customers' needs, find market opportunities, and respond to market changes quickly and precisely. Besides that, research by Hamzah *et al.* (2020) ; (Mekhum, 2020) and (Alvarez-Milán et al., 2018) has to see How correlated market orientation with draft business and management marketing, like related concepts including Customer Relationship Management (CRM), Customer Experience Management (CEM) and growth strategy market-based.

Even though market orientation has become the topic discussed in the study of business and management, studies in -depth bibliometrics about market orientation in SMEs still need to be completed. In context, this problem statement aims To identify, analyze, and present a review comprehensive of the research and development latest in MSME market orientation through a bibliometric approach.

To get more views _ significant regarding Market Orientation, got formulated question research (RQ) follows For guide analysis:

1. How does a trend study about market orientation to SMEs from time to time?
2. What just Journal, conference, or publication platform is the main focus in a study of SMEs market orientation?
3. What is the writer's main contribution to the research of SMEs market orientation?
4. What just the topics and variables are most frequently research discussed in the context of SMEs market orientation?
5. How to level citation and impact study about SMEs market orientation?
6. Who is the most influential writer?
7. Which university and country affiliations are the most productive?

Study bibliometric This expected can give a comprehensive picture of the latest progress in the study market orientation on SMEs, identify trend research, and reveal potency field research yet excavated with ok. Research results This can assist researchers, practitioners, and makers' policy in supporting the growth and sustainability of MSMEs in the middle competition competitive business.

In an era of increasing business competition and dynamic moments, understanding Market Orientation has become necessary For creating a successful strategy. (Kasim *et al.* (2018) show that market orientation involves the ability of the company To direct all aspects of the operation To fulfil market demands as well as knowledge deep about the needs and wants of the customer.

Market Orientation is not only just a strategy but also an underlying philosophy of interacting business with the customer in operating operations (Luu, 2019); so Hernández-Linares et al. (2021) define market orientation as an approach strategic in a business focused on understanding, and fulfilment needs as well as desire customers on the market. In an organization with market orientation, the main goal is to gather information about customers' preferences, market trends, and actions of competitors To develop appropriate products, services, and strategies with market demand. Market Orientation involves an effort active For understand market dynamics and respond to them with relevant strategies (Na et al., 2019); Market Orientation allows the company To identify Who customers they are, what they need, and how they want to get marks for product or service (Sahi et al., 2020).

With push businesses To solve problems customers and develop suitable products with market needs, market orientation drives innovation (Ho et al., 2018). Innovation based on understanding the market can produce strong differentiation in a competitive market (Bodlaj & Čater, 2022). Businesses that focus on market orientation tend to own superior and be more competitive significantly Because they own the ability To adapt products and services by bait given back to customers (Tirtayasa et al., 2021); (Lee & Yoo, 2021) and earn a level of satisfaction more customers tall (Thongsri & Chang, 2019) as well as give solid foundation for taking decision business (Iyer et al., 2019). In their research, Udriyaha et al. (2019); Octavia et al. (2020) find a positive relationship between market orientation and SMEs performance. Solano Acosta et al. (2018) strengthen that SMEs with strong market orientation tend to experience growth and more sales high.

This literature review gives a comprehensive picture of market orientation, supported by analysis enriching bibliometrics understanding of trends and developments in a study. With so, the concept still becomes essential for an organization to reach a long-term success period and give sustainable value for customers and stakeholders' interests.

RESEARCH METHOD

To answer questions this and gain comprehensive knowledge about market orientation, we apply analysis quotations and co- citations For exploring 766 publications in the Market orientation field from 1994 to 2023. Quotations and cocitations Analysis used is technique bibliometric use Lots of Vosviewers used To interpret in a manner efficient pattern that appears in references and links to other work or other researchers (Hubbard et al., 2010; Nerur et al., 2008). Based on the analysis of Lots' works in this research, we deliver several valuable contributions To the field. Then For net relevant articles _ with market orientation topics using the Scopus.com database.

RESULTS AND DISCUSSIONS

Publication Trends

There are 2,047 papers found in the Scopus.com database using "Source Title ": Market Orientation and "Keyword" there are 3,123 documents found, but in Bibliometrics This will be focused on the SMEs Market Orientation, then filtered again using "Source title: Market orientation; SMEs" found 766 articles, all article sourced from the Journal, proceedings and review papers.

Table 1 . Document by Year

year	Documents	year	Documents
2023	60	2008	10
2022	89	2007	9
2021	62	2006	16
2020	78	2005	7
2019	70	2004	6
2018	47	2003	3
2017	51	2002	3
2016	47	2001	4

2015	44	2000	1
2014	46	1999	3
2013	25	1998	5
2012	22	1997	2
2011	16	1996	1
2010	21	1994	1
2009	17	Amount	766

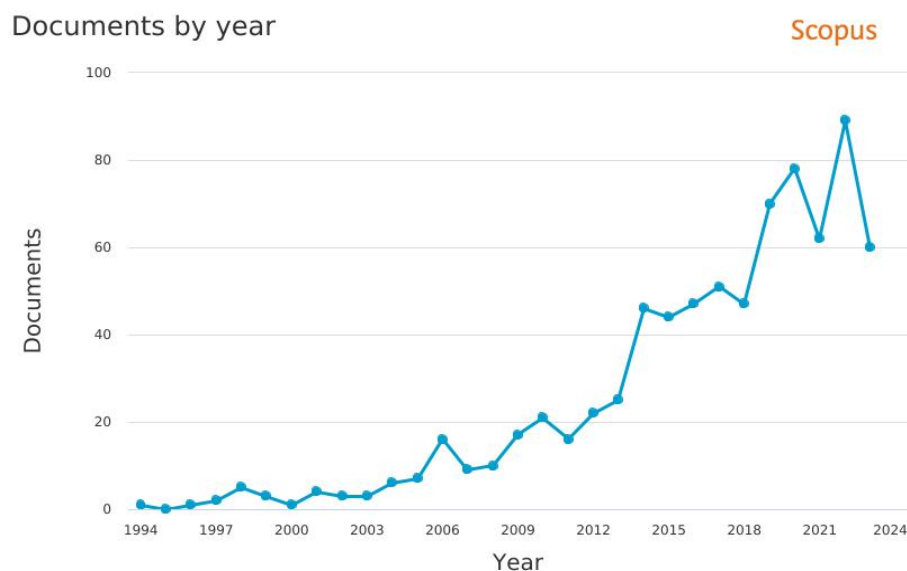


Figure 1. Document by year: Sources: Scopus.com, (2023).



Figure 1 and Table 1 show that publication trends about the SMEs Market Orientation from 1994 experienced an increase from year to year but Not so significant, p This proves that research trends about market orientation are still of interest to researchers. Hence, it opens a great opportunity for research related to market orientation.

Publications by Journal

Do analysis journal covering 766 published articles, we found that 145 journals different (Table 2). But what is displayed, there are ten journals' top

Table 2. Documents Per year by Journal

No	Name of Journal	Documents	% of 766
1	Journal Of Small Business Management	18	2.35
2	Journal Of Business And Industrial Marketing	16	2.09

	1st Pelita International Conference Volume 01 No 01 September 2023 E-ISSN: 3026-4235 https://jurnal.pelitabangsa.ac.id/index.php/pic	
-----------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------

3	Journal Of Small Business And Enterprise Development	14	1.83
4	Journal Of Business Research	13	1.70
5	Journal Of Research In Marketing And Entrepreneurship,	13	1.70
6	International Business Reviews	10	1.31
7	Sustainability Switzerland	9	1.17
8	International Entrepreneurship And Management Journal	8	1.04
9	International Journal Of Entrepreneurship And Small Business	8	1.04
10	International Marketing Reviews	8	1.04

Publications by Country

The affiliated country analysis writer shows that the topic study is global because of the 766 articles sample spread over 96 countries. That is, every country has to publish at least One article. Table 4 shows the fifteen countries that have produced papers academic most in the field research "Market Orientation". Kindly whole they accounted for 85% of all published papers. _ Malaysia has published the most with 91 articles, followed by the United States with 83 articles, the United Kingdom with 81, and Indonesia with 80. At the same time, Pakistan and South Korea occupy orders 14 and 15.

Table 3. Publications by Country

R	Coauthorship By Countries	Documents	% of 766
1	Malaysia	91	11.88
2	United States	83	10.84
3	United Kingdom	81	10.57
4	Indonesia	80	10.44
5	Spain	44	5,74
6	Australia	41	5.35
7	China	40	5,22
8	Finland	34	4,44
9	India	32	4,18
10	Germany	31	4.05
11	Italy	21	2.74
12	South Africa	19	2.48
13	France	18	2.35
14	Pakistan	18	2.35
15	South Korea	18	2.35

Figure 1 shows State coauthorship, which is taken from a sample of 766 articles; Malaysia, the United States, the United Kingdom, and Indonesia countries seem to become proof. These four countries scored 43.73% of publications in a manner whole. On a map, the lines connecting point show Work The same between countries, and the distance between group show the power between them and the number of issuing countries in writing together. It delivers a good picture _ of strength Work The same between inner countries regarding SMEs Marketing Orientation.

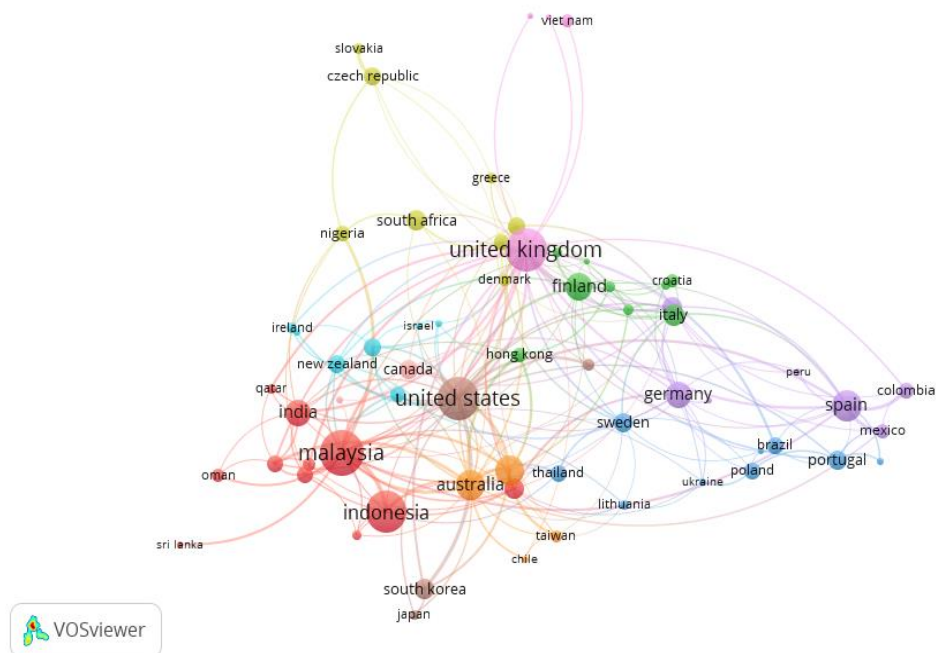


Figure 2: Coauthorship by country

Keyword Analysis

Seven hundred sixty-six articles sample classified based on the most frequent keywords used. According to the analysis, the topic often appears in the analyzed area stands out. Keywords _ grouped become eight cluster groups, as shown in Figure 1. SMEs performance (cluster 1: red), Marketing orientation (green Cluster 2), market orientation (Blue 3 cluster), Entrepreneurial marketing (light green Cluster 4), marketing innovation (light purple Cluster 5), and Business Models (cluster 6: blue youth), competitive aggressiveness (Cluster 7: Orange), E- Busines (cluster 8 Brown), organizational performance (Cluster 9: Pink).

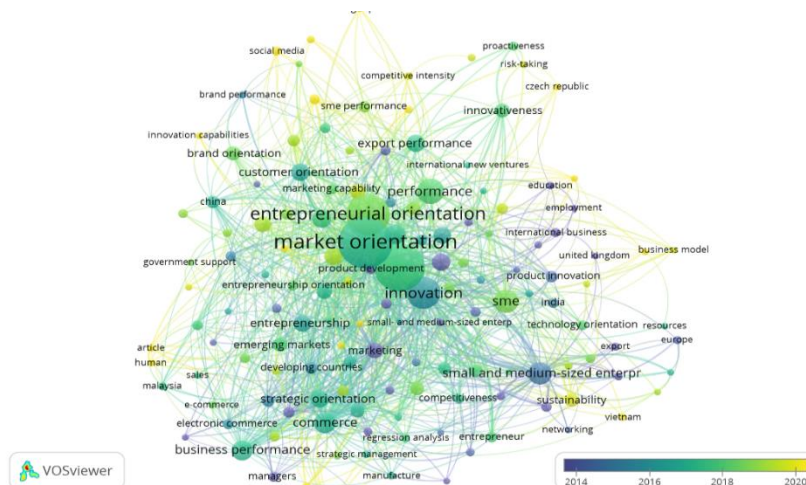


Figure 3. Keyword trends (1994 – 2023).

Analysis of Citations

The most common method used To evaluate the impact of authors, journals, and articles is the analysis of quote articles because they identify papers important in field research [68]. Table 3 check structure quotes in field-relevant research. _ With publication reference "Market Orientation", which has 18457 citations, with the "Citation by Document" method can see which articles are the most quoted.

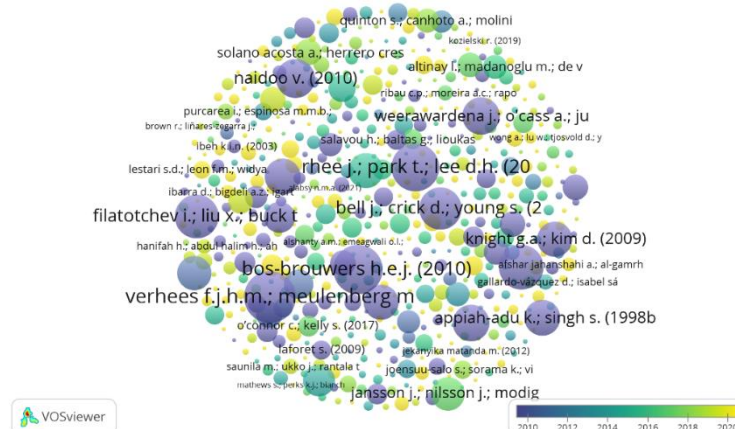


Figure 4. Citation by Document

Analysis of Publications by Organization

The top five universities in charge answer on the publication of 766 articles are Universiti Utara Malaysia, University Sains Malaysia, ita-Suomen yliopisto, Charles Sturt University and Universiti Malaysian Nationality. However, unlike what happened in the Journal or country of issue, if concerning the volume of papers published by the organization, see clearly that it happened fragmented Enough. Nothing _ one (or two, or three) responsible university answer on part extensive publication. The University of North Malaysia occupies order First with 29 publications, equivalent to 3.078% of 766 articles.

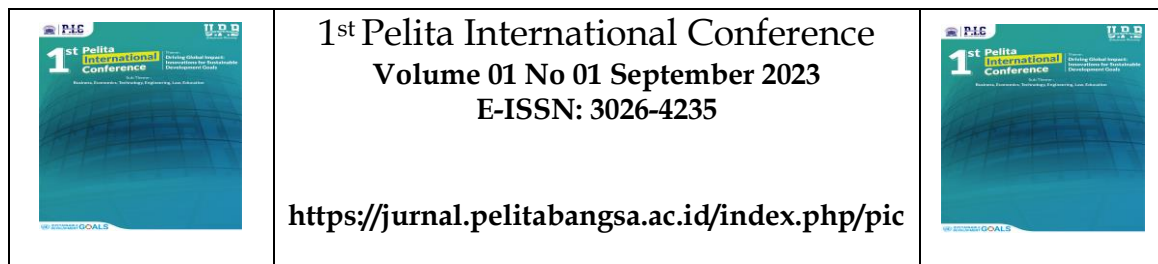


Figure 5 lists 15 productive affiliates that have been producing articles in the field of MSME Market Orientation.

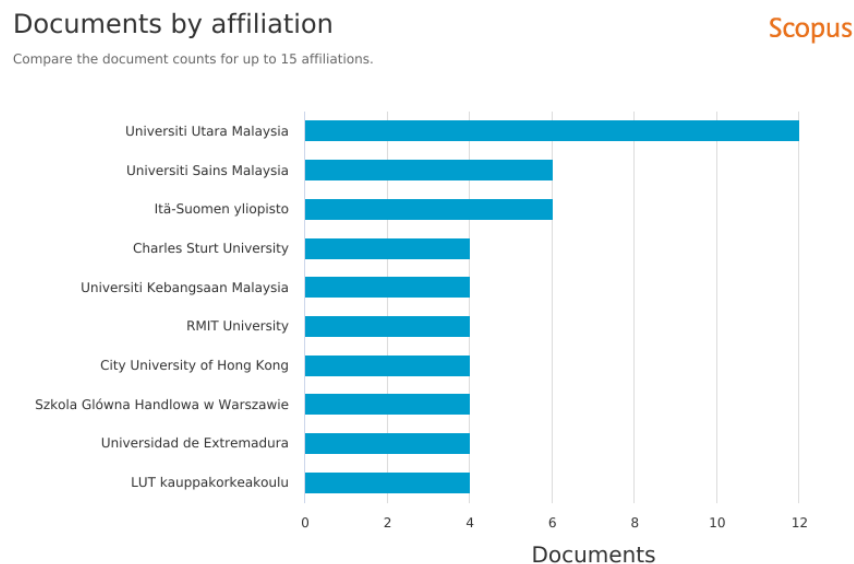


Figure 5: Document by Affiliation

Analysis of Publications by Author

The top five authors who are productive in publishing 766 articles are North University Reijonen H, Laukkanen T, Anwar M, Dimitratos P and Falahat M. However, different from what happened in the Journal or country of issue, if concerning the volume of papers published by the organization, see clearly that it happened fragmented Enough. Nothing one (or two, or three) responsible university answer on part extensive publication. Reijonen H occupies order First with nine publications, equivalent to 1.117% of 766 articles. Figure 5 lists 15 Authors productive that have been producing articles in the field of MSME Market Orientation.

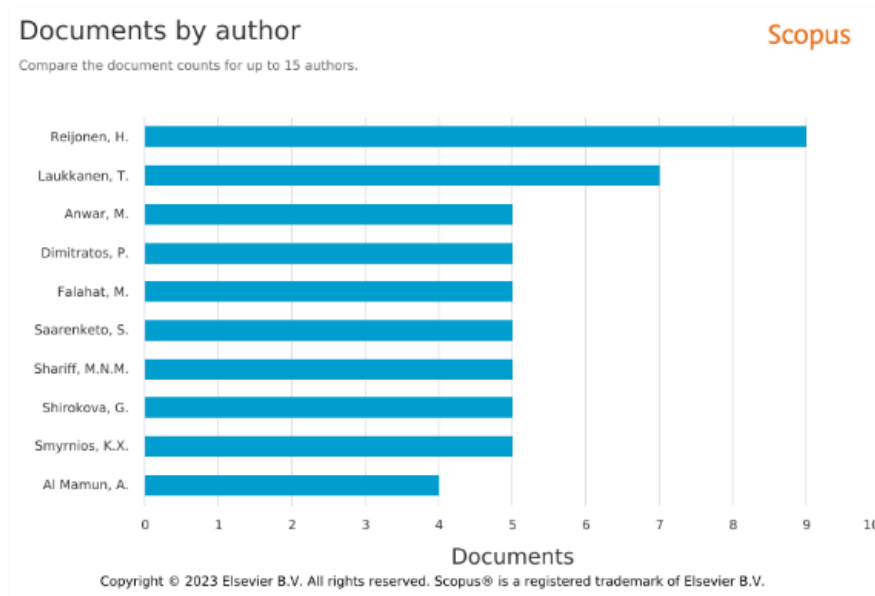


Figure 6. Analysis of Publications by Author


Discussions

Study This help To understand condition study, especially in the field of marketing MSME Market Orientation, p this is very helpful For identifying the most numerous countries and institutions that publish article specifically in the field of market orientation, subject trends research that includes title, keywords and keywords as well relevance publication from network cocitation, because it is essential For identity gap possible research happened at the time of getting in field knowledge SMEs performance.

For the study, data about market orientation is collected from various sources, like journals, articles, and conferences. Findings mainly from analysis of this data describe progress research in market orientation. One finding of the main study This is a trend study throughout time. See amount published publications in a period certain can show How interest researcher to market orientation has changed from time to time. This can help Us understand the change in market orientation and the importance of market orientation for progress in academics and business.

Next, the primary analysis contributor is essential to the study of bibliometrics. Identifying prolific and influential writers in the literature about market orientation can describe the experts and institutions that provide contributions significant for developing understanding about draft this, this gives benefit Acknowledging and appreciating the contributions.

Keyword analysis and frequent topics appearing in publications can help reveal the most interest to researchers. For example, topics such as Business performance, Innovation Capabilities, customer orientation, marketing capability, and marketing strategy will become the main focus of market orientation research. Through analysis, we can see how much the collaboration has contributed to the development of market orientation research. Collaboration can enrich the corner view and expand existing insights.

	<p align="center">1st Pelita International Conference Volume 01 No 01 September 2023 E-ISSN: 3026-4235</p> <p align="center">https://jurnal.pelitabangsa.ac.id/index.php/pic</p>	
-----------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------

Research results bibliometric This own beneficial implication: For the business world, results can help in marketing and decision-making strategies based on trends and practices latest in market orientation. In the academic world, findings can help the researchers identify areas of research that still need to be explored more, as well as understand development market orientation theory and practice. As direction for future development, research about market orientation. Keep going integrate technology like artificial intelligence and extensive data analysis to develop more approaches _ effective in understanding the market. In addition, can understand How market orientation prevails in a global market context.

Overall, results from the study bibliometric about market orientation give valuable insight _ into development studies in this domain. It not only describes the trend and focuses on existing research but also delivers a guide For direction development more carry on in future market orientation research and practice.

CONCLUSIONS


After looking at the results of a bibliometric analysis of market orientation, this research has provided a broad picture of trends and progress regarding market orientation. This research has provided an in-depth overview of the market orientation literature's leading contributors, networks, and practical implications. The analysis results show that the literature on market orientation continues to grow, showing how important this concept is in today's business world. This research also identifies key contributors who have played a role in advancing the understanding of market orientation, and collaborations have significantly contributed to developing this literature. Therefore, the findings of this bibliometric analysis help us understand market orientation, describe the dynamics of the literature, find critical contributors, and provide practical directions. This research will continue to broaden my knowledge of this critical concept in the contemporary business world.

ACKNOWLEDGEMENT


Thank you for the support and funding of the 2023 Year Research Program (Regular Fundamental Research), which has been provided by the Ministry of Education, Culture, Research, and Technology of Republic Indonesia, Directorate General of Higher Education, Research and Technology and the Leaders of the Universitas Muhammadiyah Sumatera Utara and Leaders of the Faculty of Economics and Business for their contributions to the research and preparation of this scientific article. The contributions of related parties have significantly impacted the smoothness and quality of this research.

References

- Abdul-Halim, H., Ahmad, N. H., Geare, A., & Thurasamy, R. (2019). Innovation Culture in SMEs: The Importance of Organizational Culture, Organizational Learning and Market Orientation. *Entrepreneurship Research Journal*, 9(3), 1–14. <https://doi.org/10.1515/erj-2017-0014>
- Adams, P., Bodas Freitas, I. M., & Fontana, R. (2019). Strategic orientation, innovation performance and the moderating influence of marketing management. *Journal of Business Research*, 97(December 2018), 129–140. <https://doi.org/10.1016/j.jbusres.2018.12.071>
- Ali, G. A., Hilman, H., & Gorondutse, A. H. (2020). Effect of entrepreneurial orientation, market orientation and total quality management on performance: Evidence from Saudi SMEs. *Benchmarking*, 27(4), 1503–1531. <https://doi.org/10.1108/BIJ-08-2019-0391>
- Alvarez-Milán, A., Felix, R., Rauschnabel, P. A., & Hinsch, C. (2018). Strategic customer engagement marketing: A decision making framework. *Journal of Business Research*, 92(July), 61–70.

	<p align="center">1st Pelita International Conference Volume 01 No 01 September 2023 E-ISSN: 3026-4235</p> <p align="center">https://jurnal.pelitabangsa.ac.id/index.php/pic</p>	
-----------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------

- <https://doi.org/10.1016/j.jbusres.2018.07.017>
- Arianty, N. (2017). Difference Analysis Of Modern Market And Traditional Market Strategy Based On Layout And Quality Of Service. *International Journal of Recent Scientific Research*, 8(3), 16082-16088,. <https://doi.org/10.24327/IJRSR>
- Bodlaj, M., & Čater, B. (2022). Responsive and proactive market orientation in relation to SMEs' export venture performance: The mediating role of marketing capabilities. *Journal of Business Research*, 138(September 2021), 256-265. <https://doi.org/10.1016/j.jbusres.2021.09.034>
- Buli, B. M. (2017). Entrepreneurial orientation, market orientation and performance of SMEs in the manufacturing industry: Evidence from Ethiopian enterprises. *Management Research Review*, 40(3), 292-309. <https://doi.org/10.1108/MRR-07-2016-0173>
- Gligor, D., Feizabadi, J., Russo, I., Maloni, M. J., & Goldsby, T. J. (2020). The triple-a supply chain and strategic resources: developing competitive advantage. *International Journal of Physical Distribution and Logistics Management*, 50(2), 159-190. <https://doi.org/10.1108/IJPDLM-08-2019-0258>
- Hamzah, M. I., Othman, A. K., & Hassan, F. (2020). Mediating effects of individual market orientation on the link between learning orientation and job performance. *Journal of Business and Industrial Marketing*, 35(4), 655-668. <https://doi.org/10.1108/JBIM-08-2018-0239>
- Hernández-Linares, R., Kellermanns, F. W., & López-Fernández, M. C. (2021). Dynamic capabilities and SME performance: The moderating effect of market orientation. *Journal of Small Business Management*, 59(1), 162-195. <https://doi.org/10.1111/jsbm.12474>
- Ho, K. L. P., Nguyen, C. N., Adhikari, R., Miles, M. P., & Bonney, L. (2018). Exploring market orientation, innovation, and financial performance in agricultural value chains in emerging economies. *Journal of Innovation and Knowledge*, 3(3), 154-163. <https://doi.org/10.1016/j.jik.2017.03.008>
- Iyer, P., Davari, A., Zolfagharian, M., & Paswan, A. (2019). Market orientation, positioning strategy and brand performance. *Industrial Marketing Management*, 81(November 2018), 16-29. <https://doi.org/10.1016/j.indmarman.2018.11.004>
- Kasim, A., Ekinci, Y., Altinay, L., & Hussain, K. (2018). Impact of market orientation, organizational learning and market conditions on small and medium-size hospitality enterprises. *Journal of Hospitality Marketing and Management*, 27(7), 855-875. <https://doi.org/10.1080/19368623.2018.1438955>
- Lee, S., & Yoo, J. (2021). Determinants of a firm's sustainable competitive advantages: Focused on Korean small enterprises. *Sustainability (Switzerland)*, 13(1), 1-16. <https://doi.org/10.3390/su13010346>
- Lekmat, L., Selvarajah, C., & Hewege, C. (2018). Relationship between Market Orientation, Entrepreneurial Orientation, and Firm Performance in Thai SMEs: The Mediating Role of Marketing Capabilities. *International Journal of Business and Economics*, 17(3), 213-237. <http://www.ijbe.org/table of content/pdf/vol17-3/02.pdf>
- Luu, T. T. (2019). CSR and Customer Value Co-creation Behavior: The Moderation Mechanisms of Servant Leadership and Relationship Marketing Orientation. *Journal of Business Ethics*, 155(2), 379-398. <https://doi.org/10.1007/s10551-017-3493-7>
- Masa'deh, R., Al-Henzab, J., Tarhini, A., & Obeidat, B. Y. (2018). The associations among market orientation, technology orientation, entrepreneurial orientation and organizational performance. *Benchmarking*, 25(8), 3117-3142. <https://doi.org/10.1108/BIJ-02-2017-0024>
- Mekhum, W. (2020). Relating technology-based CRM, market orientation and service innovation in Thai hotels. *International Journal of Innovation, Creativity and Change*, 11(7), 596-614.
- Na, Y. K., Kang, S., & Jeong, H. Y. (2019). The effect of market orientation on performance of sharing

	<p align="center">1st Pelita International Conference Volume 01 No 01 September 2023 E-ISSN: 3026-4235</p> <p align="center">https://jurnal.pelitabangsa.ac.id/index.php/pic</p>	
-----------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------

- economy business: Focusing on marketing innovation and sustainable competitive advantage. *Sustainability (Switzerland)*, 11(3), 1–19. <https://doi.org/10.3390/su11030729>
- Octavia, A., Indrawijaya, S., Sriayudha, Y., Heriberta, Hasbullah, H., & Asrini. (2020). Impact on e-commerce adoption on entrepreneurial orientation and market orientation in business performance of smes. *Asian Economic and Financial Review*, 10(5), 516–525. <https://doi.org/10.18488/journal.aefr.2020.105.516.525>
- Papadas, K. K., Avlonitis, G. J., Carrigan, M., & Piha, L. (2019). The interplay of strategic and internal green marketing orientation on competitive advantage. *Journal of Business Research*, 104(November 2017), 632–643. <https://doi.org/10.1016/j.jbusres.2018.07.009>
- Pratono, A. H., Darmasetiawan, N. K., Yudianto, A., & Jeong, B. G. (2019). Achieving sustainable competitive advantage through green entrepreneurial orientation and market orientation: The role of inter-organizational learning. *Bottom Line*, 32(1), 2–15. <https://doi.org/10.1108/BL-10-2018-0045>
- Prifti, R., & Alimehmeti, G. (2017). Market orientation, innovation, and firm performance – an analysis of Albanian firms. *Journal of Innovation and Entrepreneurship*, 6(1). <https://doi.org/10.1186/s13731-017-0069-9>
- Randhawa, K., Wilden, R., & Gudergan, S. (2021). How to innovate toward an ambidextrous business model? The role of dynamic capabilities and market orientation. *Journal of Business Research*, 130(March 2019), 618–634. <https://doi.org/10.1016/j.jbusres.2020.05.046>
- Sahi, G. K., Gupta, M. C., & Cheng, T. C. E. (2020). The effects of strategic orientation on operational ambidexterity: A study of indian SMEs in the industry 4.0 era. *International Journal of Production Economics*, 220(August 2018), 107395. <https://doi.org/10.1016/j.ijpe.2019.05.014>
- Sampaio, C. A. F., Mogollon, J. M. H., & Rodrigues, R. J. de A. G. (2020). The relationship between market orientation, customer loyalty and business performance: A sample from the Western Europe hotel industry. *Tourism and Hospitality Research*, 20(2), 131–143. <https://doi.org/10.1177/1467358419829179>
- Solano Acosta, A., Herrero Crespo, Á., & Collado Agudo, J. (2018). Effect of market orientation, network capability and entrepreneurial orientation on international performance of small and medium enterprises (SMEs). *International Business Review*, 27(6), 1128–1140. <https://doi.org/10.1016/j.ibusrev.2018.04.004>
- Sundstrom, A., Hyder, A. S., & Chowdhury, E. H. (2020). Market-oriented business model for SMEs' disruptive innovations internationalization. *Marketing Intelligence and Planning*, 39(5), 670–686. <https://doi.org/10.1108/MIP-10-2019-0527>
- Thongsri, N., & Chang, A. K. H. (2019). Interactions among factors influencing product innovation and innovation behaviour: Market orientation, managerial ties, and government support. *Sustainability (Switzerland)*, 11(10). <https://doi.org/10.3390/su11102793>
- Tirtayasa, S., Nadra, I., & Khair, H. (2021). Strategi Pemasaran Terhadap Peningkatan Kinerja UMKM dimoderasi Teknologi pada masa Pandemi Covid-19 The Effect of Marketing Strategy on Improving SMEs Performance is moderated by Technology during the Covid-19 Pandemic. *Jurnal Ilmiah Manajemen Dan Bisnis*, 22(2), 245–260. <https://doi.org/10.30596/jimb.v22i2.7395>
- Udriyaha, Thama, J., & Azama, S. M. F. (2019). The effects of market orientation and innovation on competitive advantage and business performance of textile smes. *Management Science Letters*, 9(9), 1419–1428. <https://doi.org/10.5267/j.msl.2019.5.009>
- Wongsansukcharoen, J. (2022). Effect of community relationship management, relationship marketing orientation, customer engagement, and brand trust on brand loyalty: The case of a commercial bank in Thailand. *Journal of Retailing and Consumer Services*, 64(November 2021), 102826.

	<p>1st Pelita International Conference Volume 01 No 01 September 2023 E-ISSN: 3026-4235</p> <p>https://jurnal.pelitabangsa.ac.id/index.php/pic</p>	
-----------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------

<https://doi.org/10.1016/j.jretconser.2021.102826>