



# Entrepreneurial Orientation and Strategy Channel Distribution to Success Entrepreneurship with Superiority Compete as Mediation on Center Coffee Muria Kudus

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## Abstract

This study analyzes the influence of entrepreneurial orientation and distribution channel strategy on entrepreneurial success with competitive advantage as mediation in the Muria coffee center Kudus, Central Java, Indonesia. This research is descriptive statistically by testing hypotheses. The sample was 110 business actors. Sampling technique using Purposive Sampling. The data collection used in this study is a questionnaire method. Test Instruments use validity tests, reliability tests, and normality tests. Analysis of data used Structural Equation Modeling operated through the AMOS program. The results are entrepreneurial orientation does not have a significant direct effect on competitive advantage. Distribution channel strategy directly affects competitive advantage, and entrepreneurial orientation has no significant direct effect on entrepreneurial success. Distribution channel strategy has a direct effect on entrepreneurial success. Competitive advantage has a direct effect on entrepreneurial success. Competitive advantage can mediate the influence of entrepreneurial orientation on entrepreneurial success, and competitive advantage can mediate the influence of distribution channel strategy on entrepreneurial success as partial mediation.

**Keywords:** Entrepreneurial Orientation, Distribution Channel Strategy, Entrepreneurial Success, Competitive Advantage

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## 1.0 INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) have fierce business competition, which is required to implement productive and efficient business management processes and produce products or services under market preferences with quality standards that are better than possible to competitors. It is not enough to have a competitive advantage; it must produce highly competitive products. Other criteria are as follows: (1) the products sold are available regularly and continuously, (2) the products sold must be of high quality and consistent quality, (3) product diversity must be able to be supplied by market needs and demands (Jayaningrum and Sanawiri 2018).

MSMEs play an essential role in the national economic development strategy. To succeed in a business, MSMEs need to focus on their entrepreneurial orientation because it can pave the way for the strategic direction of MSMEs to monitor their activities to achieve a better distribution channel strategy (Masa'deh et al., 2018). In addition to knowledge about business, MSMEs also need to pay attention to improving distribution channel strategies for companies that are run. Therefore, an entrepreneurial orientation is needed to help MSMEs improve their business (Anggraeni, 2018).

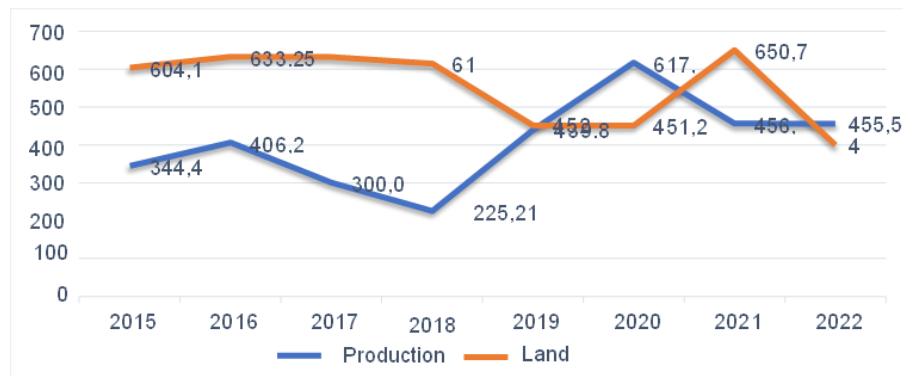


Figure 1. Data on Land Development and Coffee Production of Kudus Regency Year 2013-2022

Source: Muria Coffee Center in 2022

Based on figure 1 shows that there are fluctuations in coffee production from 2017 to 2022. Production at the highest decline occurred in 2018 when the production of Muria Coffee Kudus reached 225.21 tons. Production fluctuations can occur due to the lack of optimal use of production factors, including the decline in coffee land area, which is still an obstacle in business where management is still traditional, the allocation of production inputs is not optimal, and price developments fluctuate enough because they follow market share.

Table 1. Muria Coffee Center Distribution Channel Data in 2023

No	Name Place	Address
1	Coffee Shop Pandowo	Kajar, District Dawe Regency. Kudus
2	Coffee Shop Seno View	Hamlet Pandak, Village Colo, Kudus Regency
3	Later S Teach	Kajar, District Dawe Regency. Kudus
4	Harvest	Kajar, District Dawe Regency. Kudus
5	Market Street Vendors Colo	Terminal Village Colo, Kudus Regency
6	55 Coffee	Lau, Village Kajar, District. Dawe, Kudus Regency
7	Jenang Kudus Mubarak	Jl. Sunan Muria No. 33 Glantingan , Kudus
8	Incandescent Park	Jl. Raya Canyon, District Dawe, Kudus Regency
9	House Muria	Jl. Pesanggrahan No. 193 Colo, Kudus
10	Mbahe Dawe Coffee	Samirejo, District Dawe Kudus Regency
11	Recolta Coffee	Jl. Raya Kudus-Colo, Cendono, District Dawe Regency Kudus
12	Maroz Coffee And Resto	Kayuapu Kulon, Gondang Manis, District Bae Regency. Kudus
13	VJO Coffee	Kayuapu Kulon, Gondang Manis, District Bae Regency. Kudus
14	Jenang Aliya	Jl. Sosrokartono, Kaliputu, Kudus

Source: Muria Coffee Center, 2023

It can be seen in Table 1 that the distribution channels of Kudus Muria Coffee are pretty numerous and spread in several places in the Kudus region itself. However, the distribution of Muria coffee is still not optimal, only dominating in the Kudus city area, because in the distribution channel strategy, it is imperative to expand the distribution reach so that the productivity of Muria coffee will increase and be known to many people.

From this description, it can be seen that the phenomenon is the lack of distribution to areas outside Kudus, resulting in less than the maximum sales range of the product. Sales have not been achieved optimally. We can see from Table 1 the inconsistent increase in the production of Muria Kudus Coffee. This is because it is less optimal in terms of product distribution. If this business can market and distribute Fits well and wide distribution, it will have the potential for higher sales volume.

Several previous studies provided different research results related to this research. (Rahmadi et al., 2020) obtained results that entrepreneurial orientation has a significant positive influence on competitive advantage. The researcher (Pamungkas et al., 2021) suggest entrepreneurial orientation's negative and insignificant influence on competitive advantage.

Researchers (Suryani & Mudiantono, 2019) obtained results that distribution channels significantly positively influence competitive advantage. (Pratama, 2022) researchers suggests that there is a negative and insignificant influence of distribution channel strategies on competitive advantage. Researchers (Merline & Widjaja, 2022) obtained results that entrepreneurial orientation has a significant positive influence on business success. Researchers Rohmah and Ciptono (2022) suggest that entrepreneurial orientation has a negative and insignificant influence on entrepreneurial success.

Aprilia and Inaya (2021) researchers obtained results that distribution channels significantly positively influence business success. Researchers (Kurniawan et al., 2019) stated the results that distribution channels have

a negative influence on entrepreneurial success. Researchers (Riany & Dahmiri, 2020) found that competitive advantage significantly influences entrepreneurial success. Researcher Samuel (2018) suggests that competitive advantage has a negative or insignificant effect on entrepreneurial success.

## 2.0 LITERATURE REVIEW

### **The Influence of Entrepreneurial Orientation on Competitive Advantage**

Pranoto (2018) shows that entrepreneurial orientation has a positive effect on competitive advantage, which means that the higher the value of entrepreneurs' policies on entrepreneurial orientation, the more it will affect competitive advantage. This research is supported by Munandar (2016) and Lusianti (2023), that the variables of entrepreneurial orientation consisting of daring to take risks, making products under customer wishes, the ability of entrepreneurs to overcome and cope with all changes, the ability to recognize opportunities and commitment to innovation and creativity in introducing products have a positive effect on competitive advantage.

### **The Effect of Distribution Channel Strategy on Competitive Advantage**

Tjiptono (2014) stated that fit distribution can expand the reach of product marketing so that there is an increase in the number of customers, and the existence of Fit distribution channels can provide effectiveness and efficiency in the product distribution process. Both of these points will lead to better marketing performance. Djafi (2016) suggests that accuracy in the distribution channel selection process to integrate the interests between distributors and outlets in the distribution channel and maintain a form of cooperation can increase market share, which is one of the marketing performance indicators. Therefore, one of the determinants of the success of marketing performance is the effectiveness of distribution channels.

### **The Influence of Entrepreneurial Orientation on Entrepreneurial Success**

Darmanto (2015) shows that entrepreneurial orientation variables affect business success. Variabel entrepreneurial orientation positively influences business success (indaryani et al., 2021). This is supported by the research of Furqoniyah and Aransya (2020), which states that innovation means an entrepreneurial attitude creatively involved in experimenting with new and unique ideas. The entrepreneurial spirit reflected in a complete, innovative, proactive, and risk-taking attitude is believed to have the ability to accelerate the improvement of business results because a higher entrepreneurial orientation can increase the ability of entrepreneurs to improve their ability to market their products to succeed in their business (Arumsari et al., 2023).

### **The Influence of Distribution Channel Strategy on Entrepreneurial Success**

Setiawan (2013) shows that distribution channel strategy affects entrepreneurial success. This distribution channel is a particular intermediary between producers and consumers without a distribution channel, so the Fits produced by producers cannot reach consumers. Suryana (2014) shows that distribution channels are routes taken by products from producers to customers because channels connect strategies with target market needs that focus on choosing distribution channels that will be appropriate for marketing their production.

### **The Effect of Competitive Advantage on Entrepreneurial Success**

Saiman (2014) suggests a relationship between competitive advantage and entrepreneurial success. This shows that price determines the success of business actors because price impacts market share control, and quality is the most burdensome effort needed to improve their products so that business actors can survive and compete. Suryana (2014) shows that the dynamics of competitive advantage to achieve business success by combining price and quality to achieve results from competitors forces business actors to try to increase the value offered to consumers by lowering market prices and improving the quality of Fits and services.

## 3.0 METHODOLOGY

The type of data used in this study is primary data obtained from respondents, namely business actors Coffee Center, Kudus, Central Java, Indonesia, and secondary data obtained from journals, the internet, and the Kudus Muria Coffee Center. This research focused on business actors of Muria Kudus Coffee Center with a total sample of 110 business actors of Muria Kudus Coffee Center using non-probability sampling and purposive sampling methods. This study's criteria are 1) MSME business actors of Muria Coffee Center and 2) The business has been running for at least > 3 years. The data collection method used in this study was the observation method and the questionnaire method using 5 Likert scales. Data processing in this study uses Scoring (Scoring), Editing, and Tabulation. The analysis tool uses the Structural Equation Model (SEM) with AMOS software.

The analysis used is SEM, or Structural Equation Model, operated through the AMOS program. Research modeling through SEM allows a researcher to answer dimensional research questions (i.e., measuring what is an indicator of a concept) and regressive (measuring its influence or degree).

The validity test results are said to meet the criteria if the loading factor or standardized loading estimate > 0.5. If the result is more prominent, it is valid, and if it is smaller than the variable tested, it is dropped first and

then tested again. The results of the validity test of endogenous variables influenced by exogenous and intervening give a correlation value greater than 0.50 so that all indicators of the research variables can be valid. The construct indicators are different from other construct indicators. This is because the square root value of the AVE (discriminant validity) variables of entrepreneurial orientation, distribution channel strategy, entrepreneurial success, and competitive advantage is higher than the correlation value between variables. Based on the validity test, convergent validity gives a correlation value greater than 0.5, and based on the average variance extracted, it meets the requirements. Namely, a value of  $\geq 0.50$  is declared valid. The reliability test results meet the criteria if the construct reliability is  $> 0.70$ . The results of the reliability test of endogenous variables are influenced by exogenous and intervening variables that provide critical ratio values above the cut-off value of 0.70 so that they can be said to be reliable.

#### 4.0 RESULTS AND DISCUSSION

Data analysis is the most crucial stage in research that aims to achieve research objectives. Data analysis will be conducted to prove that competitive advantage and entrepreneurial success are influenced by entrepreneurial orientation and distribution channel strategy. Tables 2, 3, and 4 show respondent profile data.

**Table 2. Percentage of respondents by gender**

Gender	Number of Respondents	Percentage (%)
Man	73	66%
Woman	37	34%
<b>Total</b>	<b>110</b>	<b>100%</b>

Source: processed primary data, 2023

Based on the data presented in Table 2, it can be concluded that the respondents who became the study were 73, and those who were female, as many as 37. Men are taller than women because highland villages with a lot of agricultural land and religious tourism villages make men work more as farmers and tourist motorcycle taxis. In contrast, women work more as MSME traders in tourist villages where many visitors arrive daily.

**Table 3. Percentage of respondents by age**

Age	Number of Respondents	Percentage (%)
17-25	22	20%
26-35	23	21%
36-45	29	26%
46 ->55	36	33%
<b>Total</b>	<b>110</b>	<b>100%</b>

Source: processed primary data, 2023

Based on the data presented in Table 3, it can be concluded that respondents who became a study aged 17-25 years amounted to 22 respondents, respondents aged 26-35 years amounted to 23 respondents, respondents aged 36-45 years amounted to 29 respondents, respondents aged 46->55 years amounted to 36 respondents. Most of the business actors in Muria Coffee Center Kudus are adults at an age with high productivity in running their businesses.

**Table 4. Percentage of respondents based on length of business**

Length of Business	Number of Respondents	Percentage (%)
3 Years	9	8%
>3 Years	101	92%
<b>Total</b>	<b>110</b>	<b>100%</b>

Source: processed primary data, 2023

Based on the data presented in Table 4, it can be concluded that respondents who became a researcher with a length of effort of 3 years amounted to 9 respondents, and those who had a long business of >3 years amounted to 101 respondents. The lowest length of business at Muria Kudus Coffee Center is three years because there are still many things to be developed, such as experience, relationships that can compete, customer connections, and marketing expansion. The highest length of business is > three years because the length of

business affects every development and market competition. With sufficient experience, it can get many relationships to expand the marketing of the products produced and make it easier to get customer connections.

**Table 5. Fitness of Fit Index SEM**

Fitness of Fit index	Cut-off Value*	Model Results	Conclusion
$\chi^2 - Chi-square$ DF=38	Expected smaller from $\chi^2$ tables (53,384)	51,135	Fit
Sign. Probability	$\geq 0.05$	0,076	Fit
CMIN/DF	$\leq 2.00$	1,346	Fit
RMSEA	$\leq 0.08$	0,058	Fit
GFI	$\geq 0.90$	0,922	Fit
AGFI	$\geq 0.90$	0,865	Marginal
TAG	$\geq 0.95$	0,956	Fit
CFI	$\geq 0.95$	0,970	Fit

Source: processed primary data, 2023

**Table 6. Results of SEM Model Estimation of Direct Influence Between Variables**

			C.R.	P	Information
Competitive Advantage	<--	Entrepreneurial Orientation	1,485	0,138	Rejected
Competitive Advantage	<--	Distribution Channel Strategy	3,565	0,000	Accepted
Entrepreneurial Success	<--	Entrepreneurial Orientation	0,644	0,519	Rejected
Entrepreneurial Success	<--	Competitive Advantage	2,219	0,026	Received
Entrepreneurial Success	<--	Distribution Channel Strategy	2,722	0,006	Received

Source: processed primary data, 2023

Based on the following are the results of hypothesis testing as follows:

#### Hypothesis Testing 1

Hypothesis testing with the structural equation model of the AMOS 24 approach resulted in a direct influence path coefficient with a C.R value below the level of  $1.485 < 1.645$  and a probability of  $0.138 (> 0.05)$ , entrepreneurial orientation does not have a direct effect on competitive advantage at the Muria Kudus Coffee Center.

#### Hypothesis Testing 2

Hypothesis testing with the structural equation model of the AMOS 24 approach resulted in a direct influence path coefficient with a C.R value below the level of  $3.565 > 1.645$  and a probability of  $0 (< 0.05)$ , distribution channel strategy has a direct influence on the competitive advantage of the Kudus Muria Coffee Center.

#### Hypothesis Testing 3

Hypothesis testing with the structural equation model of the AMOS 24 approach resulted in a direct influence path coefficient with a C.R value below the level of  $0.644 < 1.645$  and a probability of  $0.519 (> 0.05)$ , entrepreneurial orientation does not have a direct effect on entrepreneurial success at the Kudus Muria Coffee Center.

#### Hypothesis 4 Testing

Hypothesis testing with the structural equation model of the AMOS 24 approach resulted in a direct influence path coefficient with a C.R value below the level of  $2.219 > 1.645$  and a probability of  $0.026 (< 0.05)$ , distribution channel strategy has a direct influence on the success of entrepreneurship at the Muria Kudus Coffee Center.

#### Hypothesis Testing 5

Hypothesis testing with the structural equation model of the AMOS 24 approach produces a direct influence path coefficient with a C.R value below the level of  $2.722 > 1.645$ , and a probability of  $0.006 (< 0.05)$ , competitive advantage has a direct influence on entrepreneurial success at the Muria Kudus Coffee Center.

**Table 7. Total Effect**

Variable	Direct Influence	Indirect Influence	Total Influence
Orientation Entrepreneurship	0,071	0,086	0,157
Channel Strategy Distribution	0,234	0,171	0,405

Source: processed primary data, 2023

Based on the data in Table 7, the total effect between variables produced in the model and the study results of the total influence of competitive advantage mediation has a weak influence. The explanation is as follows:

- a. The entrepreneurial orientation towards entrepreneurial success showed a direct influence result of 0.071, smaller than an indirect influence of 0.086, showing that competitive advantage can be a mediating variable. The total effect both directly and indirectly contributed to 0.157.
- b. The distribution channel strategy on entrepreneurial success showed a direct influence of 0.234, more significant than an indirect influence of 0.171. This suggests that competitive advantage can be a mediating variable, but its effect is weak. The total effect both directly and indirectly contributed 0.405.

## 5.0 CONCLUSION

### Conclusion

Based on the results of the research that has been done, the researcher concluded:

1. Entrepreneurial orientation does not affect competitive advantage, meaning that other factors dominate in entrepreneurial orientation toward competitive advantage at Muria Kudus Coffee Center.
2. The distribution channel strategy affects the competitive advantage, meaning that the better the strategy, the higher the competitive advantage in Muria Kudus Tengah Coffee.
3. Entrepreneurial orientation does not affect entrepreneurial success, meaning it allows other factors more dominant in entrepreneurial orientation to entrepreneurial success at Muria Kudus Coffee Center.
4. Distribution channels affect the success of entrepreneurship, meaning that the better the distribution channel strategy, the higher the competitive advantage at Muria Kudu Coffee Center.
5. Competitive advantage affects the success of entrepreneurship, meaning that the better the competitive advantage process, the higher the success of entrepreneurship at Central Kopi Muria Kudus.

### Suggestion

Based on the results of the research that has been done, researchers suggest:

1. Research suggestions related to entrepreneurial orientation variables are based on indicators with the lowest value, namely initiative. The author's suggestion for Muria Kudus Coffee Center must have an initiative attitude to increase sales of Muria coffee and increase production so that Muria coffee quickly develops and is widely accepted by the wider community.
2. Research advice on distribution channel strategy variables based on indicators with the lowest value, namely product availability. The author's suggestion for Muria Kudus Coffee Center should be to check the availability of gelatinous products periodically.
3. Research suggestions related to entrepreneurial success variables are based on indicators with the lowest value, customer needs. The author's suggestion for Muria Kudus Coffee Center is to pay more attention to customer needs by selling coffee in various sizes, types, and variations of various flavors so that it can adjust to customer needs in various circles of society.
4. Research suggestions related to competitive advantage variables based on indicators have the lowest value, namely differentiation technology. The author's suggestion for the Muria Kudus Coffee Center to carry out coffee production management is not using conventional machines in general and switching to modern coffee processing technology so that the quality and taste of Muria coffee are maintained so that it is ready to face a vast market share and its competitors.
5. Based on the square, the value shows that the variables of entrepreneurial orientation value, distribution channel strategy, and competitive advantage determine 47.4% of the variation in entrepreneurial success value.

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