

Effect Of Customer Orientation, Competitor Orientation And Organizational Learning Orientation To Customer Value And Excellence Competing On Mini Marke In Makassar City

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ABSTRAK:*The purpose of this research is to test and analyze the influence of customer orientation, competitor orientation, organizational learning orientation to customer value, and to test and analyze the influence of customer orientation, competitor orientation, organizational learning orientation to competitive advantage, customer value to competitive advantage. Customer orientation, competitor orientation, organization's learning orientation to competitive advantage mediated by customer value. In order to implement this goal, data collection techniques are collected through documentation and questionnaires, taking samples of customers shopping at Mini Market Alfamart and Indomaret in Makassar city, using data analysis technique that is descriptive statistical analysis, Structural Equation Modeling (SEM) with Amos program 20 and model evaluation. The results of the study found that customer orientation has a positive and significant impact on customer value. The competitor's orientation has a positive and significant impact on customer value. The orientation of organizational learning has no positive and significant impact on customer value. The result of hypothesis testing of customer orientation has positive and significant influence to competitive advantage. Customer orientation has a significant effect on competitive advantage. The orientation of organizational learning has a significant effect on competitive advantage. The results of testing the effect of customer value mediation on customer orientation and competitive advantage where customer value can mediate the effect of customer orientation on competitive advantage. The results of the analysis of the influence of customer value on competitive advantage have a positive and significant impact on competitive advantage, Based on the results of hypothesis testing obtained empirical findings that customer value can not mediate the influence of competitor's orientation to competitive advantage. The result of analysis about hypothesis testing that has been done found that customer value can not mediate influence of organizational learning to competitive advantage.*

KEYWORDS:*customer orientation, competitor orientation, organizational learning orientation, customer value, and competitive advantage*

Date of Submission: 02-07-2018

Date of acceptance: 17-07-2018

I. INTRODUCTION

Competitive advantage is an important factor, with competitive advantage compared to other competitors will affect customer value. According to Gale (2004: 95) said that to face the competition and get business results in the form of profitability, growth and corporate value then the stage of growth that must be done by the company is to meet customer demands and do marketing quality products. From the opinion expressed by Gale (2004: 95) that the effort for the company to achieve competitive advantage with a competitor company, is determined by the value of customers. The higher the value of customers perceived by consumers then the competitive advantage can be further improved.

High customer value issues will increase competitive advantage, Woodruff (2007: 31) says that the concept of customer value provides an overview of a company's customers, considering what they want and believing they benefit from a product. Further Kotler (2009: 134) the only value that can be created by the company is the value derived from the customer of a business company called success if managed to get, maintain and grow services. Based on the opinions expressed by Woodruff and Kotler, it can be concluded that the factors that help the company to excel compete is determined by the value of customers in product marketing.

The importance of customer value to competitive advantage, especially for every company, the effort to be considered is market orientation. According to Gray, et.al. (2002: 96) suggests that market orientation can be seen as a customer of a marketing concept sometimes referred to as marketing orientation. Then Manzano, et.al. (2005) who said that market orientation regarding the amount of information obtained, disseminated and made its implementation in the company. While Modding (2012: 31) which states that market orientation is a source of new orientation all customers can vocal point of the total operational company.

The problem of market orientation for each company is the most important part, so that market orientation can be seen from several factors, namely: customer orientation, competitor orientation and coordination among functions. But in this research more focused on customer orientation, competitor orientation and organizational learning. One of the main priority factors with getting the main attention for the company that is marketing is customer orientation. This is in accordance with the theory put forward by Hasan (2014: 15) which states that customer orientation is the most common orientation used by the company by making customer needs and better ease with the company in accordance with consumer tastes. Further opinion expressed by Modding (2012: 31) said that customer orientation is more oriented with the company, understand or understand the needs and advantages and create customer satisfaction. So by creating customer satisfaction will affect in determining competitive advantage.

Then Bateson (2005: 75) states that customer orientation has an important role in service organizations and has products that are intangibility, heterogeneity, and inseparability. These characteristics make the service process an important role with the customer's perception of the value they receive. So from the theory put forward by Bateson can be concluded that efforts in improving customer value and competitive advantage in the company, so that needs to be considered is customer orientation, this is in accordance with the opinion put forward by Hasan (2014: 12) that customer orientation is related to the needs and customer desires are the main targets for successful marketing activities resulting in repeat purchases by consumers, as a commitment to understanding customers and always monitoring all customer needs and wants is a characteristic inherent in customer orientation.

Another factor that affects the value of customers with competitive advantage is the competitor's orientation. Where according to Han, et.al. (2000: 75) that customer orientation is a market requirement to be a market oriented organization, but competitor orientation is also required. Modding (2012: 34) states that competitor orientation can mean that every company should understand short-term strengths and shortcomings and long-term capabilities and strategies with current competitors and potential competitors. An effective strategy in market orientation has created customer value not only requires customer attention but requires customer attention and also helps competitors' strategies.

Naver and Slater (2003: 89) state that competitor orientation can be interpreted as an understanding of the strengths and weaknesses of competitors. The competitor's strategy logic will affect the perceived value and the resulting new product. While Jaworski and Kohli (2003: 75) argued that the behavior of competitors should always be monitored, after that if competitors' behavior has been detected then the organization must be the right response for our organization must win the competition. So the competitor's orientation influences the performance appraisal result of marketing.

Another orientation that affects the value of customers so that the impact on competitive advantage is the learning of the organization. According to Hardley, et.al. (2000: 102) says that the learning process is an organizational capability based on the old assumption in the market that is the company that focuses on environmental events, which will affect the company's ability to give satisfaction to the customer. So from the opinion expressed by Hardley, et.al. it can be concluded that the orientation of learning is an organizational unit of work in developing and transferring knowledge to enhance competitive advantage. Then Wang and Lo (2003: 66) say that organizational learning contributes to the core competencies of the company. While Senge (2000: 75) that organizational learning is one of the skills that must be owned by the leader. In addition, Njuguna (2009: 56) in Gusti (2011) study that organizational learning is increasingly regarded as one of the basic sources of competitive advantage in the context of strategic management, through which organizational learning can develop knowledge resources and capabilities that create value which in turn will result in superior performance.

Some empirical theories about the effect of customer orientation, competitor orientation and organizational learning orientation to customer value and competitive advantage. Based on observations from several studies before found some research gap that is: Setyawati, HariniAbrilia (2013) who found that customer orientation significant effect on competitive advantage. While Octavia (2013) found that customer orientation did not affect competitive advantage, and Sugiyarti (2015) found that market orientation (customer orientation, competitor orientation and inter-functional coordination) had a significant effect on competitive advantage. Similarly Widiyanti (2014) found that customer orientation had no significant effect on competitive advantage.

The importance of customer orientation, competitor orientation and organizational learning to customer value and competitive advantage, which became the object in this study some Mini Market company in Makassar. The reason to choose mini market because mini market growth is quite fast, where until December 2016 the number of mini market in Makassar city of 456 mini market. So in this research is set at mini market of Alfa Mart and Indomaret. This is because the Alfa Mart and Indomaret Revenue has a pretty bright prospect, which in 2016 will add retail representatives Indomaret and Alfamart which increased by 800 outlets spread in the city of Makassar (Source: <http://prospek.kompas.com/read>)

Based on observations in the field shows that mini market business is Alfamart and Indomaret is one of the largest Mini market network in the city of Makassar that provides a variety of daily household needs ranging from food and beverage products, stationery, electronic pulses to household items . Both businesses Mini market equally have advantages, where the advantages of Alfamart is to provide complete goods and accompanied by more products to customers. While the benefits of Indomaret the price of products sold tend to be cheaper because the goods sold are obtained directly from the factory.

But the problems faced by Mini market Alfamart today that the selling price of goods sold by Alfamart more expensive because the goods purchased from the distributor, while the services provided less good and in addition most of the less extensive Alfamart. While the problems faced by Indomaret products sold less and in addition to the types of products sold by Indomaret tend to be less complete, so with the advantages and disadvantages faced by Alfamart and Indomaret then this is a gap of research and the phenomenon encountered and the reason researchers conduct research

II. LITERATURE REVIEW

Customer Orientation

Customer orientation is an activity that directs the organization to understand the desires that customers express to get satisfactory products and services. Kelly (2002: 97) states that customer orientation plays an important role in service organizations rather than other organizations. This happens because the service organization has products that are intangibility, heterogeneity, and inseparability (Bateson, 2005: 77). These characteristics cause the service process (such as customer service) to be an important determinant of customer perceptions of the value they receive. Perceived value is a very important factor in shaping customer retention, particularly in retail business (Hughes, 2006: 77). To create a superior value for customers requires an understanding of the entire value chain. The point is not only pay attention to the current value only, but also the values that will appear over time. In other words, understanding customers, being committed to satisfying customers, and always monitoring customer needs and desires are characteristics of customer orientation.

Competitor Orientation

The competitor's orientation means that companies must understand the short-term strengths and weaknesses as well as the long-term capabilities and strategies of today's competitors and potential competitors. An effective strategy in market orientation has created customer value not only requires attention to customers but also requires competitor strategies. An unbalanced focus on competitors is also undesirable because exclusive attention to competition can forget customers. Modding (2012: 34)

The competitor's orientation can be interpreted as an understanding of short-term strengths and weaknesses, as well as the long-term capabilities and strategies of competitors that currently exist as potential competitors that will emerge. While the coordination between functions describes the utilization of all resources within the company to create a "Superior Value" for customers (Narver and Slater, 2003: 98). Where coordinated company resources are closely related to customer orientation and competitor orientation. Basically Customer orientation and competitor orientation are two things or interrelated dimensions, and integral is also a unity in the concept of market orientation. Salespeople should therefore seek to gather information about competitors and share information on other functions within the company and discuss them with the company's leaders on how competing forces and strategies they develop.

Orientation of Organizational Learning

Organizational learning as a continuous learning process through capacity building to innovate and cultivate and enhance learning as one of the strategic components in achieving long-term organizational success (Senge 2000: 65). Organizational learning can be built through mental models, thinking systems, personal skills, teamwork, sharing and shared vision (Marquardt, 2006: 30). The company's desire to organize organizational learning faster than its competitors is a source of sustainable competitive advantage (DeGeus, 2009: 45). Wang and Lo (2003: 77) found that organizational learning has a positive effect on competitiveness reinforced by the invention of Chaston and Smith (2009: 66) that organizational learning is an antecedent of the competitiveness of organizational competitiveness.

Organizational learning is the process of acquiring individual knowledge and groups willing to apply it to their work in making decisions and influencing each other as dynamic capabilities as a source of competitive advantage (Khandekar and Sharma, 2006: 53). Organizations that are willing to experiment and learn from their experiences will be more successful than those that do not (Wheelen and Hunger, 2002: 36).

Understanding Customer Value

The concept of customer value provides an overview of a company's customers, considers what they want, and believes that they benefit from a product (Woodruff, 2007: 31). William A. Band (2000: 63) sees the need for cross-functional in a company, namely marketing, operations and human resources as a prerequisite in managing customer value. Elements managing relationships with customers and managing the perception of value is the task of the marketing function, the element of enhancing the ability of the employees as value creator is the task of human resource management, while the element of improving the quality performance is the task of the operation function (Baker and Sinkula, et al, 2009 : 65). From several research results that have been done by some researchers obtained the definition of customer value.

Customer value is the whole of the customer's assessment of the usefulness of a product based on the perception of what is received and what is given (Zeithaml, et.al. 2008: 77). The buyer's perception of the value that describes a comparison between the quality or the profit they feel in the product with the sacrifice they feel when paying the price of the product. Customer value is the perceived quality of the customer that is adjusted to the relative price of the product produced by the company (Narver and Slater, 2003: 23). With customer or customer value, interpret the emotional bonds that are formed between the customer and the manufacturer after the customer uses an important product or service produced by the manufacturer and find the product provides an additional value (Butz and Goodstein, 2006: 35).

Competitive Advantages

Competitive advantage is a unique position that an organization develops in an effort to beat competitors. While Droge, et.al. (2004: 669) argues that competitive advantage has two meanings: first focuses on skills and superior resources, and secondly with performance. The two meanings are interconnected, where superior skills and resources will impact on superiority in performance.

Kotler and Armstrong (2008: 110) define competitive advantage is the advantage of competitors obtained by offering lower value and by providing greater benefits because the price is higher. Meanwhile, according to Porter (2012: 101) competitive advantage is the heart of corporate performance in a competitive market, but after decades of enormous expansion and prosperity many companies have lost sight of the competitive advantage in the struggle to further develop in the pursuit of diversification. According Dirgantoro (2001: 71) competitive advantage is a position that is superior to competitors or competitors to be able to identify the advantages what is owned and will continue to be developed by the company with competitors.

III. EQUATION

Based on SEM test results between research variables, the equation obtained as follows:

1. The result of parameter estimation of influence of customer orientation to customer value shows significant result with critical ratio value 3,398, this value is greater than 1,96, and the value of significance (p-value) is 0.000 (less than 5%). Thus, the first hypothesis stating that customer orientation significantly affects customer value on some Mini Market Alfa Mart and Indomaret in Makassar is acceptable.
2. The result of parameter estimation of influence of customer orientation to competitive advantage shows significant result with critical ratio value 3,350, this value is less than 0,05, and value of significance (p-value) is 0.000 (greater than 5%) . Thus, the second hypothesis stating that customer orientation significantly influences the competitive advantage of Alfa Mart and Indomaret mini market in Makassar.
3. The result of parameter estimation of competitor's orientation toward customer value shows significant result with critical ratio value 2,645, this value is greater than 1,96, and the value of significance (p-value) is 0,008 (less than 5%). Thus, the third hypothesis which states that the competitor's orientation significantly affects the value of customers in some mini market Alfa Mart and Indomaret in Makassar city, is acceptable.
4. The result of parameter estimation of competitor's orientation to competitive advantage shows significant result with critical ratio value of 2,506, this value is smaller than 1,96, and the value of significance (p-value) is 0.012 (less than 5%). Thus, the fourth hypothesis stating that competitor orientation has significant effect on competitive advantage in Alfa Mart and Indomaret mini market in Makasar city is acceptable.
5. The result of parameter estimation of influence of learning orientation of organization toward customer value showed significant result with critical ratio value 1,506, this value is smaller than 1,96, and value of

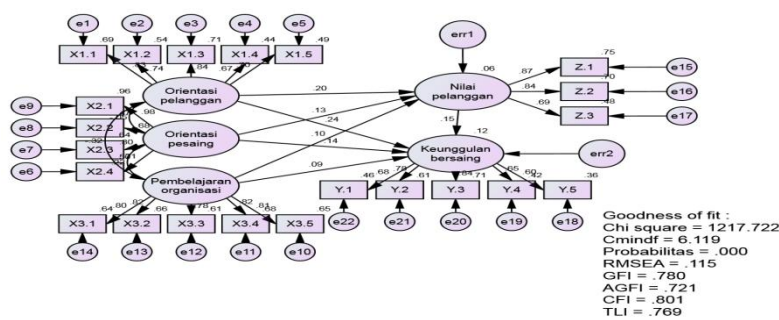
significance (p-value) is 0,132 (greater than 5 %). Thus, the fifth hypothesis stating that the organization's learning orientation has no significant effect on customer value on the Alfa Mart and Indomaret mini markets in Makassar, is rejected.

6. The result of parameter estimation of influence of learning orientation of organization to competitive advantage showed significant result with critical ratio value 2,135, this value is greater than 1,96, and the value of significance (p-value) is 0.031 (greater than 5 %). Thus, the sixth hypothesis which states that the orientation of organizational learning has a significant effect on the competitive advantage in the mini market of Alfa Mart and Indomaret in Makassar, is accepted.
7. The result of parameter estimation of influence of customer value to competitive advantage shows significant result with CR value 2,849, this value is greater than 1,96, and value of significance (p-value) is 0,004 (less than 5%) . Thus, the seventh hypothesis stating that customer value significantly influences competitive advantage in Alfa Mart and Indomaret mini market in Makassar city, is accepted.

IV. IMAGES AND TABLES

4.1. Full Model Test Analysis in Structural Equation Modeling (SEM)

Full model test in SEM analysis will be presented the initial model in SEM analysis which can be seen in the picture that is as follows:



GAMBAR 1. INITIAL MODEL IN SEM ANALYSIS

Sumber : Source: Amos data processing results

Result of analysis of full model test in structural equation modeling (SEM) hence can be presented model feasibility test. This can be seen through Table that is as follows :

TABLE 1. GOODNESS OF FIT VALUE AND CUT OFF VALUE IN FULL MODEL SEM (INITIAL)

| Criteria | Test Results model | Critical Value | Description |
|--------------|--------------------|----------------|-------------|
| Chi square | 1.217,73 | Expected small | Not Fit |
| Probabilitas | > 0,05 | 0,000 | Not Fit |
| Cmin/DF | < 2 | 6,119 | Not Fit |
| RMSEA | < 0,08 | 0,115 | Not Fit |
| GFI | ≥ 0,90 | 0,780 | Not Fit |
| AGFI | ≥ 0,90 | 0,721 | Not Fit |
| TLI | ≥ 0,90 | 0,769 | Not Fit |
| CFI | ≥ 0,90 | 0,801 | Not Fit |

Source: Appendix 11

Table 1 is the value of goodness of fit and Cut off value in the full SEM model (beginning) where in this study all the criteria in the goodness of fit index no relationship that meets the criteria specified in the SEM model, so to obtain the suitability of the model to be used in hypothesis testing it is necessary to improve the model in SEM analysis.

The following will present a full model improvement in SEM analysis (final model) which can be presented in Figure 2 below:

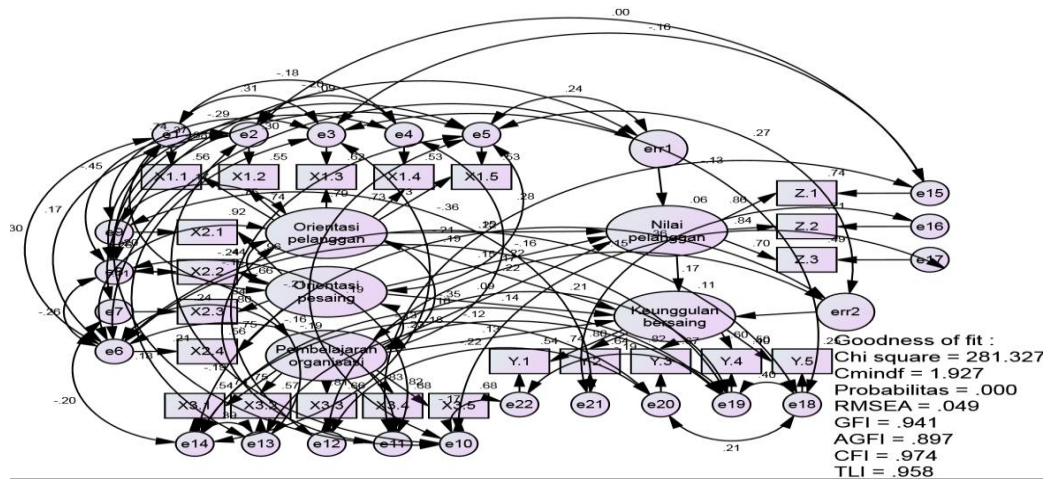


FIGURE 2. FULL REPAIR MODEL SEM (AFTER REMEDY)

Based on figure 2 that is the result of full model test in SEM analysis (after improvement) which can be presented through Table 2 that is as follows:

TABLE 2.VALUE OF GOODNESS OF FIT AND CUT OFF VALUE IN SEM TEST AFTER REPAIR

| Criteria | Test Results model | Critical Value | Description |
|--------------|--------------------|----------------|-------------|
| Chi square | Expected small | 281,33 | Unwell |
| Probabilitas | > 0,05 | 0,000 | Unwell |
| Cmin/DF | < 2,00 | 2,802 | Good fit |
| RMSEA | < 1,08 | 0,069 | Good fit |
| GFI | ≥ 0,90 | 0,909 | Good fit |
| AGFI | ≥ 0,90 | 0,859 | Marginal; |
| TLI | ≥ 0,90 | 0,919 | Good fit |
| CFI | ≥ 0,90 | 0,943 | Good fit |

Source: Appendix 9

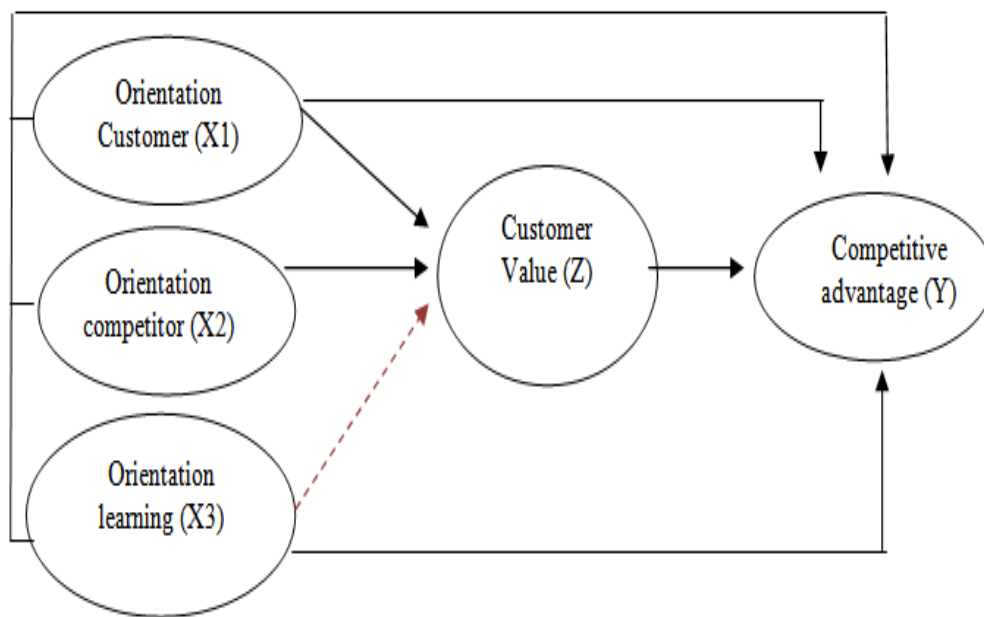
Table 2 is a model feasibility value as has been determined in SEM analysis with Amos so most of the feasibility index value has been fulfilled so that it can be said that the model used in hypothesis testing can be said is feasible to be used in hypothesis testing.

4.2. Hypothesis testing

After we know the value of coefficient of each variable, the next step is to test the hypothesis by using CR value and its probability. Parameter whether or not partial influence can be known from CR value (Critical Ratio). To find out whether or not the influence of exogenous variables on endogenous and endogenous variables can be described as follows:

1. The first parameter is to compare CR arithmetic > 1.96 or -CR count < -1.96 then there exogenous variables influence on endogenous variables. Conversely, if CR arithmetic < 1.96 then there is no influence of exogenous variables on endogenous variables.
2. The second parameter can also be seen from the level of significant $\alpha = 0.05$. If the value of significance 0.05 then there exogenous variables influence on endogenous variables. Conversely, if the value of significance > 0.05 then there is no influence of exogenous variables on endogenous variables.

The results of hypothesis testing above can also be explained through Figures below The black arrow line indicates the path (path) significant influence, while the dashed red arrow indicates the path (path) of insignificant influence.



Description: the black line signifies a significant effect, the red dotted line signifies an insignificant effect

FIGURE 3. HYPOTHESES TEST RESULTS

The value of the path coefficient as well as the standard error in this research model can be summarized in the following figure:

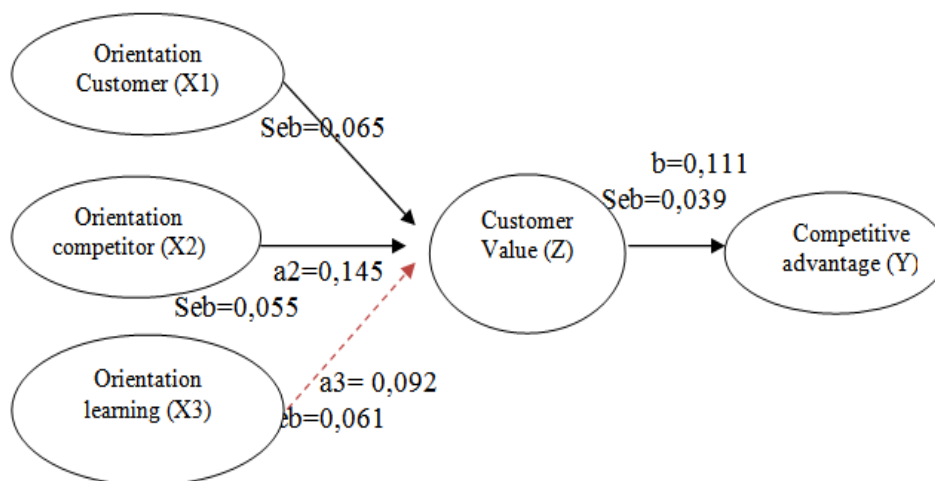


FIGURE 4. COEFFICIENT AND ERROR STANDARD INFLUENCE OF VARIABLES

Source: Amos Appendix 24

The result of indirect effect to test the effect of mediation in this research is presented in Table 3 below.

TABLE 3. SOBEL TEST CALCULATIONS IN PASSWORD TEST

| Description | Testsobel test X1 through Z against Y | Testsobel test X2 through Z againts Y | Test sobel test X3 through Z against Y |
|-----------------|---|---|--|
| A | 0,221 | 0,145 | 0,092 |
| B | 0,111 | 0,111 | 0,111 |
| A x B | 0,025 | 0,016 | 0,010 |
| SE _a | 0,065 | 0,055 | 0,061 |
| SE _b | 0,039 | 0,039 | 0,039 |
| SAB | 0,012 | 0,009 | 0,008 |
| Thitung | 2,129 | 1,873 | 1,273 |

Source: Processed data results

Based on the above calculation results then the magnitude of direct and indirect effects can be presented in table 4, namely:

TABLE 4. DIRECT AND INDIRECT EFFECT OF VARIABLES RESEARCH

| No | Test Results | direct influence direct influence | indirect influence | total influence |
|----|---|--------------------------------------|--------------------|-----------------|
| 1 | The effect of orientation Customers against Competitive advantage through customer value | 0,143 | 0,025 | 0,168 |
| 2 | The effect of orientation is competitors against Competitive advantage through customer value | 0,093 | 0,016 | 0,109 |
| 3 | The influence of learning organization against Competitive advantage through customer value | 0,088 | 0,010 | 0,098 |

Source: Appendix

Based on Table 3 and Table 4 then it can be described as follows:

1. Customer orientation variables significantly influence the competitive advantage through customer value, with coefficient of 0.168 and tcount 2.129 (greater than 1.96), it can be concluded that customer value is an intervening variable that mediates the effect of customer orientation on competitive advantage.
2. Competitor orientation variables significantly influence the competitive advantage through customer value, with coefficient of 0.109 and the value of t count 1.873 (smaller than 1.96), it can be concluded that customer value is not an intervening variable that mediates the influence of competitor's orientation to competitive advantage.
3. Organizational learning orientation variable has no significant effect on competitive advantage through customer value, with coefficient equal to 0,098 and teal 1,273 value (less than 1,96), it can be concluded that customer value is not intervening variable because it can not mediate influence of learning orientation organization of competitive advantage.

V. CONCLUSION

5.1. Conclusion

Based on the results of analysis and discussion of research results that have been described in the previous chapter, it can be given some conclusions in this study are as follows:

1. Customer orientation has a positive and significant impact on customer value in some Mini Market in Makassar city. It can be interpreted that the better application of customer orientation will have an impact on the increase of customer value, so in this study proves that hypothesis 1 is proven / accepted. The results of this study support Wulandari (2012), and Pertiwi (2016).
2. The competitor's orientation has a positive and significant impact on customer value in some Mini Market in Makassar. It can be said that the better implementation of competitor orientation, the value of customers in some Mini Market in Makassar will be improved so that in this study proves that hypothesis 2 is proven / accepted. The results of this study support Wulandari (2012) and Sutanto, J.E. (2009).
3. Organizational learning orientation has no positive and significant effect on customer value in some Mini Market in Makassar city. The results of this study proves that hypothesis 3 is not proven true or rejected, so this study does not support the results of research conducted by Gusti (2011).
4. The results of hypothesis testing that has been done is the influence of customer orientation to competitive advantage in some Mini Market in Makassar. The results of this study obtained the empirical findings that customer orientation has a positive and significant impact on competitive advantage. Where the better implementation of customer orientation conducted by the Mini Market in the city of Makassar then the competitive advantage will be improved, so the fourth hypothesis can be accepted / proven. The results of this study support the results of research conducted by Fauzi (2004), Octavia (2013) and Mardiyono (2012).
5. The results of analysis on the effect of customer orientation on competitive advantage in some Mini Market in Makassar. Hypothesis testing results obtained findings empirik that the better implementation of competitor orientation in some Mini Market in the city of Makassar it will be able to increase competitive

advantage, so that in this research hypothesis to 5 submitted accepted / proven. This research is in line with research that has been done by Widiyanto (2014).

6. Orientation of organizational learning has a significant effect on competitive advantage in some Mini Market in Makassar city. Thus the results of this study prove that hypothesis 6 is accepted. The results of this study are in line with research conducted by Gusti (2011) and research Octavia (2013).
7. The test results of the effect of customer value mediation on customer orientation and competitive advantage in some Mini Market in Makassar city, where from the results of analysis in this study obtained empirical findings that customer value can mediate the influence of customer orientation to competitive advantage. It can be interpreted that with customer orientation done by Mini Market in Makassar city already run well will increase customer value so that impact to competitive advantage. Thus the results of this study proves that hypothesis 7 is acceptable, the results of this study support the results of research conducted by Fauzi (2010) and Styagraha (1994).
8. The results of the analysis of the influence of customer value on the competitive advantage of some Mini Market in the city of Makassar, it is empirically found that the value of customers have a positive and significant impact on competitive advantage, from the results

5.2. Limitations of Research

Limitations in this study can be described as follows:

1. This research is focused on Alfamart and Indomaret mini market, so it still has limitations of this research.
2. In this study, researchers focused only on testing the effect of customer orientation, competitor orientation and organizational learning on customer value and competitive advantage.
3. This research is not focused in doing comparison of competitive advantage of mini market at Alfamart and Indomaret in Makassar city.

5.3. Suggestion

The suggestions that can be given in connection with the results of this study are as follows:

1. It is suggested to Mini market Alfamart and Indomaret in Makassar city that efforts in increasing customer satisfaction is by melalalui customer orientation to focus on customer satisfaction.
2. We recommend Alfamart and Indomaret that to improve the competitive advantage, should always provide promotions that can meet customer needs so as to improve customer satisfaction.
3. It is suggested to Alfamart and Indomaret in Makassar that in improving the orientation of organizational learning, should further improve the ability of employees in mastering the procedure of providing service oriented to the customer.
4. It is recommended that every mini market Alfamart and Indomaret in Makassar city should further increase the compactness of the working team in the management of the mini market business unit so it is expected to further increase the competitive advantage.
5. It is recommended that the need to keep attention to the cleanliness of Alfamart and Indomart so as to support customers to shop in mini markets.
6. Efforts in improving competitive advantage should Alfamart and Indomaret strategize in the company so that it can be superior in competing.
7. It is recommended that Alfamart and Indomaret in order to increase competitive advantage should better recognize competitors and always innovate in the development of mini market business in the city of Makassar.
8. Better efforts in improving competitive advantage should be management Alfamart and Indomaret to further improve the quality of mini market management so that it can be superior in competing.
9. Better to be able to increase competitive advantage with Mini market Alfamart and Indomaret hence the necessity of mini market employees always provide excellent service in satisfying the customer.
10. It is also advisable to future researchers to add other ariables that affect customer value and competitive advantage.

THANK-YOU NOTE

Writing of this scientific paper in order to meet one of the requirements in completing the study in Doctoral Program of Economics Faculty of Economics, University of 17 August 1945 Surabaya. With all humility, the researchers extend their gratitude, especially Mr. Prof. Dr. H. Ujanto, MS. As the promoter and father Dr. RiyadiNugroho, MM. as the Co-Promoter for his willingness to take the time to provide guidance and direction with high dedication to the researcher.

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Yusram Adil H"Effect Of Customer Orientation, Competitor Orientation And Organizational Learning Orientation To Customer Value And Excellence Competing On Mini Marke In Makassar City ." *International Journal of Business and Management Invention (IJBMI)* , vol. 07, no. 07, 2018, pp. 88-98.