

ABSTRACT

*This study aims to examine the effects of **Market Orientation, Entrepreneurial Orientation, and Product Innovation on Market Performance, with Competitive Advantage as an intervening variable**, among poultry slaughterhouse businesses in Semarang City. A quantitative explanatory approach was employed. Data were collected through a five-point Likert-scale questionnaire distributed to 100 respondents, consisting of business owners or persons in charge, managers, supervisors, and employees of poultry slaughterhouses. Respondents were selected using purposive sampling based on their involvement in and understanding of the companies' operational and marketing activities. The data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, partial hypothesis testing, and the Sobel test. The results show that Market Orientation has a positive and significant effect on both Competitive Advantage and Market Performance. Product Innovation has a positive and significant effect on Competitive Advantage, but a negative and significant effect on Market Performance. Entrepreneurial Orientation has a negative and significant effect on Competitive Advantage. Meanwhile, Competitive Advantage has a positive but insignificant effect on Market Performance. The Sobel test indicates that Competitive Advantage does not mediate the effect of Entrepreneurial Orientation on Market Performance. These findings suggest that the ability of poultry slaughterhouse businesses to understand customer needs, manage market information, and respond to market changes is the most consistent factor in strengthening competitiveness and improving marketing performance. Product innovation and entrepreneurial orientation may not produce optimal marketing outcomes unless they are supported by operational readiness, effective risk management, and alignment with market needs.*

Keywords: Market Orientation, Entrepreneurial Orientation, Product Innovation, Competitive Advantage, Market Performance, poultry slaughterhouse.