

# RELATIONSHIP STRATEGY AND VALUE CREATION: A Theoretical Framework to Improve Competitive Advantage and Marketing Performance

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## Abstract

The purpose of this study is to find ways to improve performance marketing in construction service companies class B (medium) in West Java Province through relationship strategy, value creation, and competitive advantage. The method used is an explanatory and descriptive survey. Based on a review of several pieces of literature and previous research, it can be concluded that value creation is made by companies that can build creativity with a collaborative spirit, co-creation in innovation, knowledge, and decision making, creative processes, quality of interaction with technology; and learning process, it will increase competitive advantage. Increasing competitive advantage can improve marketing performance. A partnership strategy that is strengthened by value creation will result in share value consisting of collaboration and co-creation as an element that can increase competitive advantage because the competitive advantage is formed when the customer value provided by the company is better than competitors or superior customer value.

**Keywords:** Relationship Strategy, Value Creation, Kcompetitive advantage, Marketing Performance.

## I. INTRODUCTION

The development of the construction world globally has increased significantly along with the advancement of construction technology in the era of the industrial revolution 4.0. One is that the United States construction industry can create approximately \$1 trillion in structures and infrastructure annually. That spending adds about \$3.4 billion to the Gross Domestic Product (GDP) and puts a lot of money into the nation's economy. (Alaloul, Liew, Zawawi, & Kennedy, 2020). Literature review states that large construction companies grow to be great through hard work, excellent service in design and construction, strategic management of performance, resource management, and highly skilled employees with impressive construction achievements.(Perera, Nanayakkara, Rodrigo,

Senaratne, & Weinand, 2020), (Maskuriy, Congratulations, Maresova, Krejcar, & David, 2019), (Bello et al., 2021). Thus, it is hoped that the construction industry will be able to emerge from the recession and overcome future challenges by focusing on changing their environment and behavior(Benachio, Freitas, & Tavares, 2020), (You & Feng, 2020).

The role of construction companies greatly contributes to the economy where living standards are built by every level of society, especially in terms of the potential for increasing employment, material needs, income distribution, and the impact on other important sectors. Recent studies related to the role that construction companies have in the development of a country explained that increasing construction capacity and capability

is important, including increasing cost efficiency, time, and quality of construction work. (Gunduz & Yahya, 2018). Therefore, problems that occur or are likely to hamper the performance of construction service companies need to be considered, especially about technology transfer (Babalola, Ibem, & Ezema, 2019). The study states that the benchmark for a company's success can be seen from the company's performance. Theoretically, the higher the company's performance, the higher the success that the company can achieve.

In 2020 ago, there were at least 18 of the largest construction companies in the world that we're able to compete and progress, which is clear evidence of the great role of the construction sector for the wider community. Seven of them have employed more than 100,000 people. Vinci and Boygue Company is based in France. Vinci employs more than 185,000 people worldwide and had revenues last year of over \$44 billion USD. Meanwhile, Boygue has employed more than 118,000 people and earned nearly \$37 billion USD. The company Actividades de Construccion y Servicios (ACS) has more than 200,000 employees and revenues of \$40 billion USD. Their major projects include the Natural Resources Agency and Quellon Hospital. The Bechtel company has more than 50,000 employees and revenues of about \$32, 8 billion. They regularly work on large projects in the United States and abroad. China Communications Construction Company (CCCC) and PowerChina. CCCC employs approximately 100,000 people and has projected annual revenues of US\$54.4 billion. While Powerchina employs more than 135.00 people and has annual revenues of \$45.5 billion US dollars. Larsen and Tourbo (L&T Construction) is India's largest construction company employing more than 104,000 people with annual revenues of \$17 billion While Powerchina employs more than 135.00 people and has annual revenues of \$45.5 billion US dollars. Larsen and Tourbo (L&T Construction) is India's largest construction company employing more than 104,000 people with annual revenues of \$17 billion While Powerchina employs more than 135.00 people

and has annual revenues of \$45.5 billion US dollars. Larsen and Tourbo (L&T Construction) is India's largest construction company employing more than 104,000 people with annual revenues of \$17 billion (Chin Yee, Ismail, & Terh Jing, 2020).

Many challenges in the digitalization era of construction must be faced as a result of the industrial revolution 4.0. The challenge is certainly different from before the occurrence of World War II where the construction of construction projects is very dependent on exports, nowadays technology is also an important part of the progress of the company. In the end, a thought arose to develop new strategies for corporate sustainability.

Achieving success is a very important issue for companies to survive in a competitive business environment. The construction industry is also an area where there is a competitive force due to a large number of construction contractors. There are many factors such as quality employees, quality workmanship, and financial management that can lead to a successful company in the construction sector (Jing, Ismail, Yee, Shafiei, & Wai, 2019). In this context, several findings indicate that business management, business environment, financial condition, and owner/manager characteristics are determined as the most important factors for the company's success. (Yee, Ismail, Jing, Riazi, & Nawi, 2020).

according to (Newman et al., 2020), along with the development of IR 4.0, the transformation has narrowed the global infrastructure gap and boosted economic development. However, the industrial sector is not sure to embrace new technological opportunities on the financial performance of contractor companies. Whereas the introduction of new technologies and materials is very important to improve methods for assessing competitiveness and making management decisions to ensure, maintain and develop competitiveness in strategic and tactical periods. (Ibrahim, Esa, & Rahman, 2021). The results of this study indicate that technological innovation expenditure and income generated from technological innovation are negatively related to the

financial performance of contractors. indicates that technological innovation may not drive higher revenue but improvements in business performance are still being observed. Instead of blindly increasing revenue, these results show that technological innovation can improve project management and procedures, enrich the quality and increase contractor productivity leading to better financial performance.

Before the monetary crisis, Indonesia was one of the countries that experienced high growth in the construction services sector, so it was called the driving force of the main economic sector. In its development, especially after the Covid-19 pandemic phenomenon, this sector experienced many difficulties to compete with foreign contractors. Foreign companies earn low-interest rates from their countries, while local contractors experience a credit crunch dilemma, making it difficult to compete with these foreign companies. Empirical studies indicate that there are several weaknesses of local construction companies, including; financial problems, organizational management, lack of experience going abroad, materials, and manpower. The effectiveness of the company is very dependent on the efficient use of labor. Large construction companies need a planning system that can ensure that policies within the company support the goals of the company. It is very important to prepare human resources who can master technology, even though the literacy level of digital technology is still low. This is an actual problem that occurs in local construction companies in Indonesia. On the one hand, they have to face the challenge of a high level of competitiveness, on the other hand, they face internal problems due to the low performance of the company. This is an actual problem that occurs in local construction companies in Indonesia. On the one hand, they have to face the challenge of a high level of competitiveness, on the other hand, they face internal problems due to the low performance of the company. This is an actual problem that occurs in local construction companies in Indonesia. On the one hand, they have to face the challenge of a high level of competitiveness, on the other hand, they face

internal problems due to the low performance of the company.

From the available literature, it is understood that previous research has focused on strategic management that offers corporate sustainability. For example, research conducted by (Gamil, A. Abdullah, Abd Rahman, & Asad, 2020). Research suggests that modern market economies impose fundamentally different requirements for construction quality. Currently, the stable position of construction companies in the contractor market is determined by the level of competitiveness. In turn, competitiveness in construction is associated with three indicators - duration, cost, and quality of construction. And the quality is gradually coming to the first place. The concept of government policy in the field of product and service quality emphasizes that the main task of the domestic economy is to increase competitiveness due to quality growth. The novelty of this research is shown from the model of the influence of relationship strategy and value creation on competitive advantage and investigates in-depth their impact on marketing performance in construction service companies. (Kamal et al., 2021), proof from Malaysian construction companies (Azmi, Sukadarin, & Aziz, 2020). Companies can make progress by creating new customer value (Buhamdan, Alwisy, Bouferguene, & Al-Hussein, 2020). In addition, to develop a more specific understanding of international business in emerging markets, it is important to consider how decision-makers define value and how they can capture that value. (Alshehri, 2020). Companies need to rethink the way they create value and grow their business to thrive in the volatile and uncertain business environment of the future (Liu, Pypłacz, Ermakova, & Konev, 2020). Companies in nearly every industry are impacted by disruptive new social trends, such as climate change, energy transitions, and social inequality. At the same time, companies are increasingly being evaluated for their sustainability performance. However, few companies are starting to find new strategic directions, pioneering strategies that focus on creating long-term value, not only for shareholders but also for all stakeholders. In

this case, sustainability is a driver of value creation.

## II. Literature Review

### 2.1 Company Competitive Advantage

Competitive advantage is an attribute that enables an organization to outperform competitors. Competitive advantages may include access to natural resources, such as high-grade ore or low-cost resources, highly skilled workforce, geographic location, high barriers to entry, and access to new technologies and must innovate across all company functions (Martin, Javalgi, & Cavusgil, 2017a).

To build a competitive advantage, companies must be able to detail the benefits they provide to their target market in a way that other competitors cannot. There are three strategies for building competitive advantage: Cost Leadership, Differentiation, and Focus (Cost-Focus and Differentiation-Focus) (Amini & Vaezmousavi, 2020).

The term competitive advantage refers to the ability gained through attributes and resources to perform at a higher level than others in the same industry or market. (Distanont & Khongmalai, 2020). This profit study has attracted in-depth research interest due to contemporary issues regarding the level of the prior performance of companies in today's competitive market. "A company is said to have a competitive advantage when it implements a value creation strategy that is not simultaneously applied by current or potential players" (Yasa, Ketut Giantari, Setini, & Rahmayanti, 2020).

Competitive advantage is the leverage a business has over its competitors. This can be obtained by offering clients better and greater value. Advertising a product or service at a lower price or higher quality will attract consumer interest. The target market recognizes this unique product or service. This is the reason behind brand loyalty, or why customers prefer one particular product or service over another.

according to (Udriyah, Tham, & Ferdous Azam, 2019) Competitive advantage is the ability of a company to create value that is not owned and cannot be imitated by existing competitors. according to (Radomska, Wołczek, & Szpulak, 2021), competitive advantage has several indicators in its measurement:

a. **Price (Price).** Explaining that the company can compete with competitors by reducing expenses as low as possible so that it can produce lower prices compared to competitors. Because it is often costs that influence customers to choose a product. So setting a low price can be a good strategy for the company.

b. **Quality (Quality).** The quality aspect talks about the added value provided by the company as a product that has a better performance compared to competitors.

c. **Delivery dependability**

A company is said to have this aspect if it can meet consumer demand quickly, both in quantity, type of product, and time. In this aspect, the company is expected to always be able to fulfill customer desires with the right time, the best products, and satisfactory service.

d. **Product innovation**

Seeing the changing market conditions, companies are required to be able to create new ideas, new ideas, and offer innovative products.

e. **Time to market**

This aspect is a strategy carried out by the company in introducing and marketing new products owned by the company faster than its competitors. Where companies must be able to know the right time to launch new products and be able to develop products according to consumer desires to maintain products in the eyes of customers compared to competitors.

### 2.2 Value Creation

As noted in the previous section, the business realities of companies in almost every industry are changing. To win in this new reality, companies need to aim for LTVC: the ability to create economic and social value

simultaneously.(Freudenreich, Lüdeke-Freund, & Schaltegger, 2020)shows that successful companies do not target profit directly, but are driven by goals – the desire to serve the needs of society. By serving the wider community, these companies achieve sustainable performance as well as long-term financial performance. The company is struggling to define a strategy for LTVC. The purpose of the model presented in this section is to provide companies with the tools to create long-term value by helping them develop their transition path and define the company's transition readiness goals. (Nair & Blomquist, 2020) follow the back-casting technique to model the transition (Costa Climent & Haftor, 2021). Furthermore, the model provides input for the company's strategic planning. It highlights which capabilities companies need to develop to achieve the long-term value potential in their sector. The model shows the difference in importance in the case of a shortage to anticipate societal trends (strategy setting) and/or to build capacity to meet these trends (strategy execution). This deficiency is a red flag for management to follow up and can ultimately threaten the long-term viability of the company.

The research conducted (Hein et al., 2019)said that the lack of conceptual clarity in Value Co-creation, with this report, aims to unravel some of the nodes in value co-creation. These values are important because they emphasize the value of co-creation. 1. Collaborative creativity, initiated by the company to enable innovation, not just for customers; 2. Co-creation related to innovation, knowledge, and decision making; 3. The creative process; 4. Quality of interaction with technology; and 5. The learning process.

### 2.3. Relationship Strategy

Relationship Strategy business cooperation is a strategy commonly used to cover the gap or gaps owned by a company. This gap or gap can be in the form of abilities (skills) and resources (resources). These skills and resources can be in the form of financial aspects, skilled labor, technology, access to information(Adomah-Afari & Maloreh-Nyamekye, 2018). There are

several possible forms of cooperation, such as joint operations, strategic alliances. Each of these collaborations has a different basis and purpose, according to the vision and mission of the collaboration. Joint Operations are usually used to work on certain projects with a time that is not too long while alliances allow for strategic and longer-term cooperation. As stated above, the relationship strategy can be done in several ways, but I will discuss joint operations for contracting companies. This collaboration is usually carried out to complement each other from two or several contracting companies, both from the aspect of the financing, technical work, as well as the need for leverage or even just sharing information.(França Versiani, Loureiro Rezende, Novaes Magalhães, & Lófti Vaz, 2018).

Recent studies conducted(Guerola-Navarro, Gil-Gomez, Oltra-Badenes, & Sendra-García, 2021), explained that the changing business environment and increasing competition have made organizations highly focused on improving their organizational performance to achieve sustainable competitive advantage by relying on keeping up with these changes and developing their innovation capabilities to meet the desires of their customers. Furthermore, CRM capabilities play a mediating role in improving organizational performance relationships. Therefore, a series of recommendations are given to senior managers of the company to support organizational activities that lead to the creation of new products and services that suit the general context of developing customer desires, recognizing the importance of companies obtaining flexible resources that can be reallocated to meet changing business environments,

Relationship strategy refers to the membership program offered by the Company to customers to establish relationships with customers and be able to meet the needs and retain customers, the following are the indicators(Kumar & Misra, 2021):

1. Continuity Marketing is a program to increase and maintain customer loyalty through

the services provided by the Company. Here are the indicators:

- a. Customers have the convenience of choosing a personal trainer.
  - b. Customers are welcomed by name.
  - c. Customers get discounts for extending membership. - Customers get a discount if they buy supplements on Tivoli.
2. One to One Marketing is the utilization of customer information used by the Company to provide services that are by the needs of each customer. Here are the indicators:

- a. Approaching customers from start to finish to find customer needs.
  - b. Companies know the advantages and disadvantages of customers because of direct and individual interactions.
3. Marketing Partners is a program carried out by the Company to other companies to meet the final needs of each customer. Here are the indicators:
- a. The need to get supplements can be met.

Table 1 *Relevant Past Research*

Title	Method	Finding
<b>The Effect of Relationship Strategy (X1) on Competitive Advantage (Y) in Companies</b>		
Indah, DP (2013). Analysis of the Influence of Customer Relationship Management on Competitive Advantage and Company Performance. Business Accounting Review, 1(2), 50-60.  (Beautiful & Devie, 2013)	The sample used in this study found 98 respondents who are managers who work in service companies that implement CRM and have at least 1 year of experience. The hypothesis in this study will be tested using Partial Least Square	The competitive advantage variable is measured from five indicators, namely price, quality, delivery dependability, product innovation, and time to market. While the company's performance variable will be measured from two indicators, namely financial performance and operational performance. The results show that CRM has a significant effect on competitive advantage and company performance.
Moravcikova, D., Krizanova, A., Kliestikova, J., & Rypakova, M. (2017). Green Marketing as the Source of the Competitive Advantage of the Business. Sustainability, 9(12), 2218.  (Moravcikova, Krizanova, Kliestikova, & Rypakova, 2017)	The researcher used the multiple regression method to reveal the relationship, although many variables by taking from a survey conducted by PwC (Bratislava, Slovakia), the Association of Automotive Industry, and the Slovak Automotive Institute.	The relationship between the application of green marketing principles and the company's position that has a sustainable competitive advantage in the market. The researcher concludes that there is no comprehensive green marketing implementation model that links environmental consumer behavior with a link to the company's marketing strategy. The contribution can help the Automotive Industry Union to submit requirements to the government and help create incentives for the alternative vehicle market and corporate strategy creation.
Pohludka, M., &	The case study approach is	The best practices for implementing CRM suitable

<p>tverková, H. (2019). The best practice of CRM implementation for small and medium-sized enterprises. <i>Administrative Sciences</i>, 9(1), 22.</p> <p>(Pohludka &amp; tverková, 2019)</p>	<p>one way that is often used in conducting social science research</p>	<p>for SMEs are clarified using a special case from a global company. A fully functional CRM system can be considered a competitive advantage, and this applies not only to global companies but also to small and medium-sized enterprises. Using a functional CRM that is interconnected with an ERP system, companies can manage the business and direct marketing activities, as well as overall company profits. This functional system leads to an integrated system called channel management, which improves customer relationship management and leads to sustainable business.</p>
<p>Prabowo, A., &amp; Sukarno, G. (2019). Contribution of Customer Relationship Management in Improving Marketing Performance Through the Role of Competitive Advantage. <i>MEBIS Journal (Management and Business)</i>, 4(1), 27-35.</p> <p>(Prabowo &amp; Sukarno, 2019)</p>	<p>The analysis technique in this study uses Partial Least Square (PLS).</p>	<p>The results of the data produce findings that Customer Relationship Management (CRM) can provide a very meaningful contribution to Competitive Advantage. And Customer Relationship Management (CRM) can make a very meaningful contribution to Marketing Performance, while the competitive advantage can make a very meaningful contribution to Marketing Performance.</p>
<p>Amer, RS, &amp; Abdulwahhab, FL (2020). Achieving the competitive advantage by using Customer Relationships Management (CRM). <i>Polish Journal of Management Studies</i>, 21.</p> <p>(Amer &amp; Abdulwahhab, 2020)</p>	<p>This study used a questionnaire method to collect data while PLS-SEM was used to test hypotheses.</p>	<p>This study finds that customer satisfaction and customer value have a significant positive relationship with competitive advantage strategies such as cost leadership strategies, differentiation strategies, and concentration strategies. These results indicate that the increasing interest in removing Customer Relationships Management (CRM) will increase the competitive advantage of telecommunications companies.</p>
<p>Daulay, R., &amp; Saputra, R. (2020).</p>	<p>Data analysis technique using</p>	<p>F test results show the influence of CRM and</p>

<p>Analysis Of Customer Relationship Management And Marketing Strategies Against Competitive Advantage On The Company's Distributor In Medan City.</p> <p>(Daulay &amp; Saputra, 2020)</p>	<p>multiple regression correlation coefficients. Customer Relationship Management (X 1), marketing strategy (X 2), and competitive advantage (Y) with 100 respondents</p>	<p>marketing strategy on competitiveness profit on distributor companies in the city of Medan. CRM and marketing strategy are two parts that must be maintained and improved so that the company can compete for competitive advantage in seizing the market can be controlled.</p>
<p>ALQERSHI, N., ISMAIL, AI, ABUALREJAL, H., &amp; SALAHUDIN, SN (2020). Competitive Advantage Achievement through Customer Relationship Management Dimensions. The Journal of Distribution Science, 18(11), 61-67.</p> <p>(Alqershi, Ismail, Abualrejal, &amp; Salahudin, 2020)</p>	<p>This study applies a quantitative approach in dealing with the interaction effect of CRM dimensions and the competitive advantage of SMEs in Yemen. This study uses a sample of 247 manufacturing SMEs surveyed in Yemen.</p>	<p>The results showed that only three dimensions of CRM, namely (TCM), (KM), and (CRMO), had a significant effect on the competitive advantage of SMEs, but did not significantly affect the competitive advantage between (KCF) and the competitive advantage of SMEs. The findings of this study offer important insights for SME owners and managers, researchers, and policymakers to better understand the effects of CRM on the competitive advantage of SMEs. SMEs should also be encouraged to develop their CRM to increase their competitive advantage.</p>
<p><a href="#">Farhikhteh, S., Kazemi, A., Shahin, A. and Mohammad Shafiee, M. (2020), "How competitiveness factors propel SMEs to achieve competitive advantage?", <i>Competitiveness Review</i>, Vol. 30 No. 3, pp. 315-338. <a href="https://doi.org/10.1108/CR-12-2018-0090">https://doi.org/10.1108/CR-12-2018-0090</a></a></p> <p>(Farhikhteh, Kazemi, Shahin, &amp;</p>	<p>The method used is qualitative and quantitative where grounded theory and exploratory factor analysis (EFA) are applied. The initial survey involved 36 in-depth semi-structured interviews with several top managers from each of the three selected industries and a questionnaire distributed among 158 individuals with 46 structured questions.</p>	<p>The findings show that micro competitiveness factors contribute more to achieving CA than macro factors as follows: in knowledge-based companies, customer relationship management (CRM), goods/services features, and knowledge management are the most important variables. For the disposable medical device production industry, salesforce, sales promotion, and CRM are the most effective factors. Regarding the construction stone cutting industry, stone quality, sales promotion, and advertising play the same role. The EFA results show that three impressive factors, including company capabilities, company strategy, and macro factors, are extracted factors.</p>



Mohammad Shafiee, 2020)		
Persada, DG, & Kusumawardhani, A. (2021). Analysis of Intellectual Capital, Customer Relationship, and Product Innovation on Competitive Advantage to Improve Company Performance in the Photography Service Business. Syntax Literate; Indonesian Scientific Journal, 6(6), 2736-2747.  (Persada & Kusumawardhani, 2021)	This research uses Partial Least Square (PLS) with SMART PLS . computer program	The results of this study state that competitive advantage has no significant effect on business performance, intellectual capital has a significant effect on competitive advantage and performance, the relationship has a significant effect on competitive advantage and business performance and product innovation has a significant effect on competitive advantage and business performance.
Guerola-Navarro, V., Oltra-Badenes, R., Gil-Gomez, H., & Gil-Gomez, JA (2021). A research model for measuring the impact of customer relationship management (CRM) on performance indicators. Economic Research- Ekonomiska Istraživanja, 34(1), 2669-2691.  (Guerola-Navarro, Oltra-Badenes, Gil-Gomez, & Gil-Gomez, 2021)	This paper establishes a research model to study the effective impact of using CRM. The starting point of this model is the establishment of a unified measurement of the level of introduction of CRM technology solutions in the enterprise, also known as CRM practices, which are expected to be related to the results obtained by the model.	After reviewing existing research models in the area of measuring the impact of CRM use on organizational performance, three variables were identified, which we deem most appropriate to build a general model that can be applied to any sectoral and geographic context. : <ul style="list-style-type: none"> <li>• <b>CRM Practice</b>(or "equivalent level of CRM recognition and use in the enterprise)</li> <li>• <b>Innovation Ability</b></li> <li>• <b>Company performance</b>(or equivalent "organizational performance")</li> </ul>
<b>The Influence of Value Creation (X2) on Competitive Advantage (Y) in Companies</b>		
Zhang, M., Guo, L., Hu, M., & Liu, W. (2017). Influence of customer engagement with company social networks on	Based on theories such as customer engagement, shared value creation, and relationship marketing, this paper presents a model of the influence of customer engagement on stickiness.	Empirical results show that customer engagement has a direct and positive effect on customer stickiness and an indirect effect through customer value creation. Customer engagement in CSN consists of three dimensions: conscious participation, enthusiasm, social interaction. <ul style="list-style-type: none"> <li>• Customer engagement has a direct and significant</li> </ul>

<p>stickiness: Mediating effect of customer value creation. <i>International Journal of Information Management</i>, 37(3), 229-240.</p> <p>(Zhang, Guo, Hu, &amp; Liu, 2017)</p>	<p>Data collected from 260 valid questionnaires from users of the Sina company microblog were analyzed by structural equation modeling.</p>	<p>effect on stickiness.</p> <ul style="list-style-type: none"> <li>• Customer value co-creation mediates the relationship between customer engagement and stickiness.</li> <li>• CSN managers should take action to strengthen customer engagement for better business promotion.</li> </ul>
<p>Kuncoro, W., &amp; Suriani, WO (2018). Achieving sustainable competitive advantage through product innovation and market driving. <i>Asia pacific management review</i>, 23(3), 186-192.</p> <p>(Kuncoro &amp; Suriani, 2018)</p>	<p>Data collection techniques are carried out by distributing questionnaires to respondents and making documentation or recording of the required data sources. The analysis used in this study is to use the concept of Structural Equation Model (SEM) with Partial Least Square (PLS) program.</p>	<p>The results showed that the Effect of Product Innovation (PI) on sustainable competitive advantage (SCA) was significantly positive, the Effect of Product Innovation (PI) on Market Drivers (MD) was significantly positive, Market Drivers' Effect (MD) on sustainable competitive advantage (SCA) is positively significant. The implication of this research is that product innovation, a market driver has a significant effect on sustainable competitive advantage.</p>
<p>Freudenreich, B., Lüdeke-Freund, F., &amp; Schaltegger, S. (2020). A stakeholder theory perspective on business models: Value creation for sustainability. <i>Journal of Business Ethics</i>, 166(1), 3-18.</p> <p>(Freudenreich et al., 2020)</p>	<p>This article highlights the stakeholder interrelationship where stakeholders are the recipients and (co-)creators of value in the shared value creation process.</p>	<p>Key findings include that the concept and analysis of value creation through business models needs to be broadened by taking into account (i) the different types of value created with and for different stakeholders and (ii) the portfolio of value generated, i.e., the different types of value exchanged between firms and its stakeholders.</p>
<p>Munawar, AFM, &amp; Widiyanesti, S. (2021). The Effect of Value Chain on Consumer Satisfaction by Using Competitive Advantage Mediation on the Gojek Application. <i>Journal of Management Partners</i>, 5(2), 57-68.</p> <p>(Munawar &amp;</p>	<p>This research is quantitative research with causal data analysis. Data collection is done by distributing questionnaires. Sampling in the study used a random sampling technique. Data processing is carried out with SEM-PLS and using Smart PLS software version 3.0</p>	<p>The results show that the value chain has a positive influence on competitive advantage, and competitive advantage has a positive influence on consumer satisfaction. The results also show that the value chain has a positive influence on consumer satisfaction and also in this study competitive advantage has become a good intervention variable in mediating the value chain relationship with consumer satisfaction.</p>

Widiyanesti, 2021)		
<b>The Effect of Relationship Strategy (X1) and Value Creation (X2) on Competitive Advantage (Y) and their Impact on Marketing Performance (Z) in Companies</b>		
Papadas, KK, Avlonitis, GJ, Carrigan, M., & Piha, L. (2019). The interplay of strategic and internal green marketing orientation on competitive advantage. <i>Journal of Business Research</i> , 104, 632-643.  (Papadas, Avlonitis, Carrigan, & Piha, 2019)	This study uses an updated multiple regression method approaches to build on the current literature on the drivers and outcomes of strategic green marketing.	Competitive advantage mediates the relationship between SGMO and financial performance. Strategic green marketing orientation (SGMO) has a positive effect on competitiveness. The findings also reveal the moderate role of internal green marketing actions towards the development of a sustainable competitive advantage. In particular, the findings building on the contemporary green marketing literature suggests that there are significant interactions between strategies and people that enhance the creation of competitive advantage. This in turn improves financial performance.
Liao, SH, Hu, DC, & Ding, LW (2017). Assessing the influence of supply chain collaboration value innovation, supply chain capability, and competitive advantage in Taiwan's networking communication industry. <i>International Journal of Production Economics</i> , 191, 143-153.  (Liao, Hu, & Ding, 2017)	To examine the relationship between supply chain collaboration value innovation, supply chain capability, and competitive advantage, this study selected 74 companies and 465 questionnaires from the upstream, middle, and downstream manufacturing of Taiwan's network communications industry for research subjects, and used structural equation modeling (SEM) to verify the model. theoretical.	The results show that the relationship between supply chain collaboration value innovation, supply chain capacity, and competitive advantage can have a positive impact, and supply chain capability is a full mediator. In addition, supply chain echelons (upper, middle, and downstream) have some moderating effects in this relationship.
Kaleka, A., & Morgan, NA (2017). Which competitive advantage(s)? Competitive advantage–market performance relationships in international markets. <i>Journal of International Marketing</i> , 25(4), 25-49.  (Kaleka & Morgan,	This article discusses the contribution of price advantage, products, and services to market performance in international businesses using a literature review	The authors argue that the symmetrical achievement of all pairs of advantages leads to an increase in market performance. The findings confirm this conjecture, whereas, for the product-service advantage pair, even the asymmetry in attainment has a positive market performance effect when the asymmetry is towards service.

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### III. DISCUSSION

The main theory in this research is Theory of The Firm, supporting theory: Resource-Based View Theory Relationship strategy (França Versiani et al., 2018; Martin, Javalgi, & Cavusgil, 2017b; Parayitam & Papenhausen, 2018); Customer Relationship Management (CRM) Theory (Amer & Abdulwahhab, 2020; Guerola-Navarro, Oltra-Badenes, et al., 2021; Pohludka & tverková, 2019; Thakur & Workman, 2016).

Empirical studies in this study are guided by previous studies that have been carried out by: (Chandrasekhar, Gupta, & Nanda, 2019; Galpin, 2019; Kaleka & Morgan, 2017; Martin et al., 2017b; Zhou & Cui, 2019), where previous research explains the relationship between the variables of partnership strategy and value creation on competitive advantage and has implications for marketing performance.

A well-formulated partnership strategy can increase a company's competitive advantage because the partnership that is built will minimize the capability gap of the company with the help of company partners who have certain capabilities needed by the company, as well as the company will provide resources to help partners business, so that good collaboration and co-creation are formed, finally the company's competitive advantage is increasing (Molinillo, Japutra, Nguyen, & Chen, 2017; Radoska et al., 2021).

Likewise, value creation made by companies that can build creativity with a collaborative spirit, co-creation in innovation, knowledge, and decision making, creative processes, quality of interaction with technology; and learning process, will increase competitive advantage (Frías Jamilena, Polo Peña, & Rodríguez Molina, 2017; Teece, 2010). Increasing competitive advantage can improve marketing performance.

A partnership strategy that is strengthened by value creation will result in share value

consisting of collaboration and co-creation as an element that can increase competitive advantage because the competitive advantage is formed when the customer value provided by the company is better than competitors or superior customer value. Therefore, partnership and value creation strategies can increase competitive advantage (Cabiddu, Lui, & Piccoli, 2013; O'Cass & Ngo, 2012), so that the combination of partnership strategy and value creation either directly or indirectly through competitive advantage can improve marketing performance (Kaleka & Morgan, 2017; Limakrisna & Yoserizal, 2016).

### IV. CONCLUSION

Marketing performance will increase if the competitive advantage of the company is increased. Efforts to increase competitive advantage are companies must do value creation well and build a good partnership strategy. A well-formulated partnership strategy can increase a company's competitive advantage, because the partnership that is built will minimize the capability gap of the company with the help of company partners who have certain capabilities needed by the company, as well as the company will provide resources to help partners business, so that good collaboration and co-creation are formed, eventually the company's competitive advantage increases.

Likewise, value creation made by companies that can build creativity with a collaborative spirit, co-creation in innovation, knowledge, and decision making, creative processes, quality of interaction with technology; and learning process, will increase competitive advantage. Increasing competitive advantage can improve marketing performance. A partnership strategy that is strengthened by value creation will result in share value consisting of collaboration and co-creation as an element that can increase competitive advantage because the competitive advantage is formed when the customer value provided by

the company is better than competitors or superior customer value.

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