

Effects of Market-Sensing Capability on Marketing Performance: Roles of Pious Product Innovativeness and the Speed to Market Strategy

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Abstract. *This paper examines the effects of pious product innovativeness (PPI) and the speed to market strategy (SMS) as mediating variables between market-sensing capability (MSC) and marketing performance (MP). The respondents were 237 leaders or owners of small and medium Muslim fashion enterprises in Central Java. The data analysis technique used in this study was structural equation modeling (SEM). The results of the study indicate that although MSC does not affect MP, it affects both the SMS and PPI. Moreover, the SMS and PPI affect MP. Furthermore, the SMS and innovative products mediate the relationship between MSC and market performance. Likewise, PPI mediates the relationship between the SMS and market performance.*

Keywords: *Market-Sensing Capability, Speed to Market Strategy, Pious Product Innovativeness, Marketing Performance.*

Abstrak. *Makalah ini meneliti efek dari pious product innovativeness (PPI) dan speed to market strategy (SMS) sebagai variabel mediasi antara market-sensing capability (MSC) dan marketing performance (MP). Respondennya adalah 237 pemimpin atau pemilik usaha fashion muslim kecil dan menengah di Jawa Tengah. Teknik analisis data yang digunakan dalam penelitian ini adalah structural equation modeling (SEM). Hasil penelitian menunjukkan bahwa meskipun MSC tidak mempengaruhi MP, namun mempengaruhi SMS dan PPI. Selain itu, SMS dan PPI mempengaruhi MP. Selain itu, SMS dan produk inovatif memediasi hubungan antara MSC dan kinerja pasar. Demikian juga, PPI memediasi hubungan antara SMS dan kinerja pasar.*

Kata kunci: *Market-Sensing Capability, Speed to Market Strategy, Pious Product Innovativeness, Marketing Performance*

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Received: January 19th, 2020; Revision: November 2nd, 2021; Accepted: November 12th, 2021

Print ISSN: 1412-1700; Online ISSN: 2089-7928. DOI: <http://dx.doi.org/10.12695/jmt.2021.20.3.4>

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Introduction

Previous research has given much attention to the relationship between market-sensing capability (MSC) and marketing performance (MP) (Atuahene-Gima & Ko, 2001; Weerawardena, 2003; Vorhies & Morgan, 2005; Foley & Fahy, 2009). Notably, MSC is seen as being able to improve MP (Foley & Osakwe, Chovancova & Ogbonna, 2016; Tseng & Lee, 2014; Ahmed & Hasaballah, 2017).

According to Teece (2012), MSC is one way to improve performance that includes the ability to perceive and capture opportunities as well as reconfigure company resources. According to Vorhies & Morgan (2005), MSC relates to the ability of organizations to learn about the market environment and appropriately use information to guide their actions as the main drivers of MP. Day (2014) stated that the owners of organizations with MSC will gain a competitive advantage and achieve superior business performance. Through the use of MSC, companies can precisely identify markets by monitoring needs and identifying earlier market trends in comparison to their competitors. This capability is needed to anticipate changes in opportunities and environmental threats that competitors have not yet obtained (Rasmussen & Wright, 2011). MSC is also a way to gain new insights through customer tracking (Foley & Fahy, 2009) and the detection of market changes (Vorhies & Morgan, 2005; Harmsen & Jensen, 2002).

The Muslim fashion industry has a rapidly-changing fashion model cycle. The speed to market strategy (SMS) refers to rapidly bringing products from the concept of ideas to market launch (Barczak et al., 2007). In this regard, a company's speed will distinguish it from its competitors through faster learning to the market. Pious product innovativeness (PPI) is the level of product innovation novelty that also reflects the embedding of Islamic values in products (Calantone et al., 2003; Mahmood, 2006). Although fashion trends are evolving over time, Muslim fashion products

cannot follow all the trends because there are limits to Islamic values that should not be violated. Companies rely on product innovativeness as a business strategy to achieve growth and competitive advantage (Damanpour, 2010; Wilden & Gudergan, 2014). Product innovativeness is always oriented to product novelty or specificity (Yusof et al., 2016). Thus, customer demand for product innovativeness becomes a potential force when penetrating new markets (Bamgbade & Nawi, 2017; Hilmi, 2010; Wang & Ahmed, 2004). Additionally, company excellence can be achieved if it has dynamic capabilities that are supported by specific business strategies and difficult to imitate by competitors (Day, 2006).

The results of some previous studies have shown that MSC has a significant effect on improving MP (Ahmed & Hasaballah, 2017; Atuahene & Ko, 2001; Bailey, 2013; Day, 2002; Foley & Fahy, 2009; Osakwe et al., 2016; Tseng & Lee, 2014; Vorhies & Morgan, 2005; Weerawardena, 2003). Moreover, MSC can improve company profitability (Osakwe et al., 2016). However, several studies have shown that MSC does not affect MP (Lindbolm et al., 2008; Olavarrieta & Friedmann, 2008; Morgan et al., 2009; Fang, 2012) and market sensing cannot improve profitability and sales (Ardyan, 2016).

Notably, the results of previous research have shown contradictions in the form of inconsistent results. In the present study, the authors offer a solution for MSC to play a role in increasing MP, which would be more beneficial if supported by a SMS and PPI as a way to bridge the gap. The structure of the paper is as follows. The results of this study are expected to serve as a solution to the differences in the results of previous studies, which showed that product innovativeness is expected to mediate the relationship between MSC and MP. Additionally, it is also expected to be able to contribute to the development of science especially marketing management and the development of Muslim fashion SMEs.

Hypothesis Development

Pious product innovativeness

Pious means 'shale,' which lies within the individual and is related to beliefs about sharia and religion (Husein & Slama, 2018; Pepinsky, 2010). According to Mahmood (2006), piousness is the cultivation of the virtues of Islamic norms that are embedded in a person. Muslim clothing that reflects piety itself has been codified as a fashion by entrepreneurs to respond to the needs and desires of Muslim customers for pious products. This phenomenon has resulted in the growth of Muslim clothing with pious attributes, which is expected to continue in the future (Hassan et al., 2015). Innovativeness is defined as a cultural tendency to innovate. This allows companies to renew their existing markets, enter new markets, and consider new market opportunities (Kyrgidou & Spyropoulou, 2013). Products that contain novelty allow companies to create a differentiation advantage over their competitors (Tellis & Chandy, 2009).

According to Jordan & Segelod (2006), product innovativeness indicates the level of novelty in product development, changes in product design, and the use of new materials or components in product manufacturing. Calantone et al. (2003) stated that product innovativeness is the capacity of innovations to influence marketing resources, technology resources, skills, knowledge, abilities, and strategies. Product innovativeness is considered the novelty and originality of a product identified through attributes and features (Millson, 2013). The concept of PPI was established with reference to product innovation in the context of Muslim fashion. The definition of PPI in this study is product innovation that shows a level of novelty and uniqueness through product attributes and features based on Islamic norms.

Market-sensing capability and marketing performance

Previous studies have suggested that MSC influences MP (Ahmed & Hasaballah 2017; Foley & Fahy, 2009; Osakwe et al., 2016; Tseng & Lee, 2014; Vorhies & Morgan, 2005).

If a company recognizes its market, it will be easier for entrepreneurs to market their products and reach broader market segments before their competitors. Companies that have a high income will build MSC to adapt to markets and overcome existing obstacles (Bailey, 2013). Likewise, MSC can improve the profitability of a company (Osakwe et al., 2016). Thus, MSC can be used as a driver for entrepreneurs to maximize their resources to improve MP.

H1: MSC has a significant effect on MP.

Market-sensing capability and the speed to market strategy

Previous studies have shown that MSC has a positive influence on the SMS (Arduyan, 2016; Yi & Wei, 2014). A company that has MSC with a strong focus on customer orientation will be able to produce clear product targets. However, companies that conduct a sensing process with a learning orientation toward competitors will increase their company's competitive intelligence to determine competitors' actions so that entrepreneurs can predict and anticipate them (Lam, 2017). This will encourage companies to build a SMS to deal with competitors who have not yet launched their products to the market so that the company can launch products to the market earlier.

H2: MSC has a significant effect on the SMS.

Market-sensing capability and pious product innovativeness

Since MSC can affect product innovativeness (Arduyan, 2016; Zhang & Wu, 2013), entrepreneurs with market sense are willing to study the market so that they have a strong knowledge of the needs and desires of potential customers. This knowledge serves as the basis for exploring self-innovation to develop product innovativeness. Creativity arises from a good learning process and captures the right opportunities; thus, creativity is beneficial for entrepreneurs in product innovation (Bao et al., 2012). Product innovativeness in SMEs can be improved through sensing capability (Zhang & Wu, 2013).

Moreover, companies that are always learning about environmental changes will be more innovative (Keskin, 2006). Thus, skills from MSC can encourage entrepreneurs to gather market information in the process of creating the appropriate PPI.

H3: MSC has a significant effect on PPI.

Speed to market strategy and pious product innovativeness

Entrepreneurs address rapidly changing technological challenges and market changes by using the SMS to immediately launch products to the market (Chen et al., 2012). When entrepreneurs have the right product target, they need the SMS to develop PPI in the market to overtake competitors who have not yet launched their products. Entrepreneurs decide on when to launch a new product by considering external factors, such as competitors or customers (Moreno & Munuera, 2016). When innovativeness in a company is high, it will have a faster speed to market and offer new products that are of greater quality (Stanko et al., 2012). Therefore, the development of PPI encourages entrepreneurs to use the SMS to gain a competitive advantage over their competitors.

H4: The speed to market strategy has a significant effect on PPI.

Speed to market strategy and marketing performance

The speed to market strategy has a significant effect on MP Maryam & Tayyab, 2017 (Shan et al., 2015; Sheng et al., 2013; Yi et al., 2014;). This time-based competition emphasizes the importance of the SMS in increasing product excellence, margins, and market share so that a company can become a first-mover in the market (Shan et al., 2015). Companies that first enter the market with good product performance will drive sales growth (Bayus, 1997). Likewise, speed to market can increase profitability (McNally et al., 2011). Thus, launching products on the market using the SMS can provide benefits since the sale of these products can improve MP.

H5: The SMS has a significant effect on MP.

Pious product innovativeness and marketing performance

Some studies have explained that product innovativeness has a positive influence on company performance, including MP (Hill & Rothaermel, 2003; Makkonen & Koponen, 2014; Sandvik, 2003; Szymanski et al., 2007). This positive relationship occurs because product innovativeness comes from the process of achieving strong sales success (Akgün et al., 2007). PPI becomes a greater opportunity for product differentiation because products contain novelty, uniqueness, and reflect the piety of applying Islamic norms on products. Therefore, PPI can increase market share and sales volume, which has an impact on increasing MP.

H6: PPI has a significant effect on MP.

Speed to market strategy, market-sensing capability, and marketing performance

Before entering the market, entrepreneurs have used MSC to collect, understand, interpret, and develop these acquired insights into the market (Bailey, 2013). The ability to monitor customers and competitors by allocating resources to marketing activities can result in rapid responses to market changes (Wang & Ahmed, 2007). Thus, the results of MSC are used to create products according to customer needs and desires. The results of previous studies by Leonidou et al. (2002) and Olavarrieta & Friedmann (2008) showed that opportunities to improve MP can be achieved by moving in front of competitors to develop and interpret market information and capture market insights.

To strengthen the impact of MSC on MP, the correct strategy is required to drive this relationship. A marketing strategy is a solution that aims to integrate the capabilities and resources of entrepreneurs to maximize MP. Rodríguez-Pinto et al. (2011) explained that the SMS is important to the process of creating a rapid response for eager customers who constantly demand something new. Entrepreneurs who use MSC appropriately can gain market opportunities before their competitors. To maximize this opportunity, entrepreneurs are encouraged to use speed as a

strategy to enter the market earlier than their competitors so that they can gain a broad market share and increase their sales volume. Therefore, the SMS can help to realize the ideas, concepts, and product launches obtained through MSC to encourage increased MP.

H7: The SMS mediates the relationship between MSC and Market Performance.

Pious product innovativeness, market-sensing capability, and marketing performance

The creation of PPI is one of the focus points of entrepreneurs seeking to attract the attention of customers who are always looking for the latest products to meet their needs. Product innovativeness refers to the novelty or distinctiveness of products derived from knowledge-based capabilities that are in line with the implementation of MSC (Racela, 2014). Through MSC, valuable market information is adopted and then used to stimulate product creativity. All market information helps entrepreneurs to exploit product innovativeness so they can create superior products compared to competitors (Lockrey, 2015).

Salomo et al. (2008) and Zhou et al. (2005) highlighted the relationship between MSC and MP based on entrepreneurial sincerity in finding market information and being proactive in market opportunities related to product creation. The development of product innovativeness is performed by entrepreneurs to influence demand for their products (Sandvik, 2003). Moreover, information and market opportunities obtained by entrepreneurs from the use of MSC are used to create PPI. Muslim customers who are committed to wearing pious clothing are so numerous that they can increase MP by achieving market share and increasing sales volume. Thus, MSC is used for the development of PPI that can encourage increased MP.

H8: PPI mediates the relationship between MSC and MP.

Pious product innovativeness, speed to market strategy, and marketing performance

A time-based strategy is one key to gaining a competitive advantage in today's business environment (Moreno et al., 2016). Entering the market using a time-based strategy is the main determinant of gaining profits and becoming a market pioneer by launching typical products to the market to improve company profitability (Mueller et al., 2010; Ruiz-Ortega et al., 2018). Entrepreneurs who use the SMS are encouraged to launch precise and unique products to succeed in gaining customer attention and expanding their market share. PPI is offered by entrepreneurs who truly develop innovation by realizing that pious products become pioneers on the market. This PPI becomes a competitive advantage because pious products are not owned by competitors and are very distinctive.

Product innovativeness mediates the relationship between the SMS and MP (Langerak & Hultink, 2006; Stanko et al., 2012). Innovation affects the speed of entering the market and increases profitability because entrepreneurs act quickly in the product development process (Calantone et al., 2006). Thus, entrepreneurs who use the SMS to become pioneers in the market are driven to offer PPI, which results in pioneering products on the market that will improve MP.

H9: PPI mediates the relationship between MSC and MP.

Methodology Research

Sample and data collection

The object of this research was small and medium enterprises (SMEs) related to Muslim fashion in Central Java, Indonesia. The respondents involved were leaders or owners of Muslim fashion SMEs who had at least 3 years of business management experience. According to researchers' observations, leaders or owners of Muslim fashion SMEs know about MSC, the SMS, PPI, and MP. Data were collected by distributing questionnaires and conducting in-depth interviews with leaders or

owners of Muslim fashion SMEs. The interviews were conducted to obtain accurate data and for respondents to easily understand the distributed questionnaire. The researchers distributed 355 questionnaires. Ultimately, 264 questionnaires were completed and returned. Of these 264 questionnaires, a selection process was conducted to obtain questionnaires that fulfilled the requirements. Only 237 respondents (66.7%) met the criteria. Respondents in this study were the leaders or owners of Muslim fashion SMEs. Overall, 66.5% were women and 33.5% were men. The respondents were aged 22 to 53 years. Moreover, the respondents had between 4 and 20 years of business experience.

Measures

The construct measurements in this study used a scale of 1 to 10 (a score of 1 for strongly disagree and a score of 10 for strongly agree). MSC was measured using the five indicators adopted by Day (2002) and Teece (2012): the ability to gather information from the market; the ability to use market information; the ability to predict customer demand; the ability to build a customer database; the ability to integrate market changes. The speed to market strategy was measured using four indicators developed by Akgün & Lynn (2002) and Zhang & Wu (2013): designing product launch times; product launch on time or before the planned schedule; becoming the first product launched on the market; products were launched much faster than those of competitors. PPI was measured through five indicators developed by Wang & Ahmed (2004) and Mahmood (2006): becoming a pioneer of pious products on the market; introducing the benefits of pious products; pious products being considered new by customers; pious products having a high success rate; products being in accordance with Islamic religious norms. MP was measured through five indicators adopted from Healy et al. (2014) and Osakwe et al. (2016): increased sales volume; increased revenue; increased market share; increased sales to new customers; increased profit.

Data Analysis and Measurement Model

The data obtained were processed using the structural equation model (SEM) approach to make the hypothesis easier to test. Relationship analysis through the SEM made it easier for the researchers to test the relationships between MSC, the SMS, innovative products, and MP. Two types of variables were analyzed using the SEM: the latent variable and the manifest variable. Measurement of the latent variable was performed through indicators that are useful as a reflection of the developed constructs, while manifest variables were known directly. Model suitability evaluation in the SEM can be performed based on several goodness-of-fit criteria that must be met: normal fit index (NFI); comparative comparison index (CFI); Tucker-Lewis Index (TLI); root mean square error of approximation (RMSEA); chi-square statistic.

The data presented in Table 1 show that all indicators have a loading factor value > 0.5 and a p -value < 0.05 . Thus, all indicators were considered valid. The data presented in Table 2 shows that all constructs were reliable or had internal consistency among all measured indicators (Hair, 2010). Tests on all measured indicators followed two internal consistency standards: construct reliability (CR) > 0.6 and average variance extracted (AVE) > 0.5 . Furthermore, MSC, the SMS, PPI, and MP had AVE values > 0.5 and CR > 0.7 .

Table 1.
Confirmatory Factor Analysis Results for the Measurement Models

Variable and Indicator	Loading Factor
Market-sensing capability	
We can learn about customer needs and desires and how to fulfill them.	0.752
We can use market information to develop strategies and tactics for the company's main competitors in the market.	0.792
We can get information about channel members both in distribution and communication to predict customer demand.	0.723
We can build customer databases to identify and understand market trends.	0.802
We can understand the changing market environment.	0.719
Speed to market strategy	0.760
I chose the right time for the product launch.	0.792
The product launch was performed on time and according to plan.	0.669
The product I launched is not yet on the market.	0.743
The product I offered was launched earlier than those of my competitors.	0.658
Pious product innovativeness	0.745
I always attempt to offer pious products that are different from those of my competitors.	0.809
I provide an explanation to customers about the advantages of the pious products I offer.	0.779
The pious products that I produce have distinctive characteristics from other pious products.	0.733
The pious product that I produce is better than that of my competitor and is in greater demand by customers.	0.691
The pious products that I offer are appropriate under Islamic religious norms.	0.754
	0.752
	0.689
	0.669
Marketing Performance	
Over the last three years, the sales figure (in rupiah) of our company has continued to increase.	
Over the past three years, the number of products we sell (in units) has continued to increase.	
Over the past three years, our number of customers has continued to grow.	
Over the past three years, the sales area of our company has continued to expand.	
Over the past three years, our company's profits have continued to increase.	
$X^2 = 157.183$; $df = 146$; $Prob = 0.249$; $GFI = 0.936$; $AGFI = 0.917$; $TLI = 0.993$; $CFI = 0.994$; $RMSEA = 0.018$; $CMIN/DF: 1.077$	

Table 2.
Construct Reliabilities and Average Variance Extracted

N = 237	1	2	3	4
Market-sensing capability	0.871			
Speed to market strategy	0.238	0.830		
Pious product innovativeness	0.309	0.423	0.862	
Marketing performance	0.278	0.483	0.432	0.833
Average variance extracted	0.575	0.551	0.557	0.501

Results and Discussion

Results

Based on full model testing using the SEM approach, several recommendations had to be met. The result of the goodness-of-fit index was good and followed the criteria recommended by the SEM.

The value of X^2 (157.183) was declared non-significant (α : 0.05; GFI index: 0.936; AGFI: 0.919; TLI: 0.993; CFI: 0.994). All values met the recommended conditions (≥ 0.90), while the RMSEA value of 0.018 was smaller than 0.08 and CMIN/DF 1.077 was less than 2.00. Thus, a decent model was used to test the relationships among the research variables.

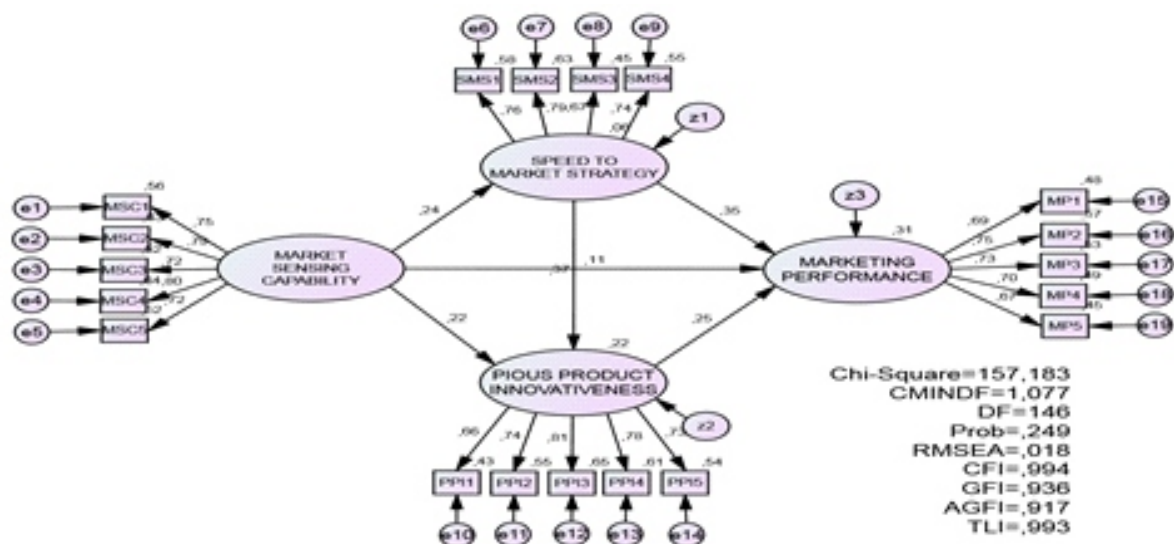


Figure 1.
Structural Model

Table 3.
Hypothesis Testing

Relationship specifications	Stand β	SE	C. R.	Status
H1: MSC -> MP	0.113	0.069	1.498	Rejected
H2: MSC -> SMS	0.244	0.072	3.108	Accepted
H3: MSC -> PPI	0.221	0.067	2.956	Accepted
H4: SMS -> PPI	0.371	0.072	4.585	Accepted
H5: PPI -> MP	0.252	0.087	3.013	Accepted
H6: SMS -> MP	0.357	0.079	4.134	Accepted

Table 3 and Figure 1 show that MSC did not have a significant effect on MP (Std $\beta = 0.113$, CR = 1.498, $p > 0.05$). Thus, H1 was rejected. Moreover, MSC had a significant effect on the SMS (Std $\beta = 0.224$, CR = 3.108 $p < 0.05$),

as did MSC on PPI (Std $\beta = 0.211$, CR = 2.956, $p < 0.05$), the SMS on PPI (Std $\beta = 0.371$, CR = 4.585, $p < 0.05$), PPI on MP (Std $\beta = 0.252$, CR = 3.013, $p < 0.05$), and the SMS on MP (Std $\beta = 0.357$, CR = 4.134, $p < 0.05$). Thus, H2, H3, H4, H5, and H6 were accepted.

Table 4.
Sobel Test Results

Relationship Specifications	Sobel Test Statistics	P-Value	Status
H7: MSC -> SMS ->MP	2.359	0.009	Accepted
H8: MSC-> PPI -> MP	2.098	0.017	Accepted
H9: SMS -> PPI -> MP	2.519	0.005	Accepted

Table 4 presents the effect of MSC on MP mediated by the SMS. The Sobel test results (Sobel test statistic 2.359, $p < 0.05$) show that the SMS mediates the relationship between MSC and MP. Regarding the effect of MSC on MP being mediated by PPI, the Sobel test statistic was 2.098 ($p < 0.05$), which indicates that PPI mediates the relationship between MSC and MP. Regarding the effect of the SMS on MP being mediated by PPI, the Sobel test statistic was 2.519 ($p < 0.05$), which indicates that PPI mediates the relationship between the SMS and MP.

Discussion

MSC related to companies capturing market opportunities, anticipating markets, and acting proactively on market changes has not been effective in increasing MP. The results of this study are in line with previous findings suggesting that MSC has not been able to increase MP "(Lindholm et al., 2008; Olavarrieta & Friedmann, 2008; Fang, 2012; Ardyan, 2016a). While information on market changes makes it easy to recognize the market, it has not been able to encourage an increase in MP. Companies that have MSC still need the correct marketing strategy to increase MP. Since MSC affects the SMS, the results of this study support previous studies suggesting that MSC has a significant effect on the SMS (Ardyan, 2016; Yi et al., 2014; Calantone et al., 2003). The MSC of leaders allows them to gather information and identify market opportunities as the basis for developing

strategies to enter the market earlier than their competitors. The higher the MSC, the higher the speed of product design and launch and the better timeliness of product launch when compared to competitors (i.e., offering the product to market first). Since MSC can increase PPI, companies that have MSC will gain market insights about customer needs and desires for products. A MSC that is integrated with Muslim fashion and commits to Islamic values will drive the appropriate PPI. The results of this study support previous research suggesting that MSC has a significant effect on product innovativeness (Ardyan, 2016). High MSC can encourage the creation of pious products and their benefits on the market.

The results of this study support the finding that the SMS has a significant effect on PPI (Henard & Szymanski, 2001; –Chen et al., 2012). Rapid market changes have prompted companies to act quickly to realize the concepts of product ideas for immediate entry into the market. The SMS can serve as a company's strategy for realizing PPI in the market earlier than its competitors. PPI can result in products that instill Islamic values and are in great demand by the majority of Muslim communities today. Companies that have a SMS will be able to increase the speed of product development to launch earlier than their competitors and thereby gain a competitive advantage. The results of this study support the finding that PPI has a significant effect on MP (Makkonen et al., 2014; Szymanski et., 2007).

PPI becomes a greater opportunity for product differentiation because it contains novelty, uniqueness, and reflects the piety of applying Islamic norms on products. The success of PPI provides high profitability and increases market share, which can have a positive impact on MP.

The SMS is a strategy whose main focus is to emphasize the speed and timeliness of marketing products to the market, which can increase MP. This strategy is necessary to gain market entry profits earlier than one's competitors. Companies that implement the SMS have the potential to increase their sales volume, revenue, market share, and product acceptance by customers. The results of this study support previous research suggesting that the SMS has a significant effect on MP (Shan et al., 2015; Yi et al., 2014; Sheng et al., 2013).

Notably, the SMS can mediate the relationship between MSC and MP. MSC helps companies collect and use information from the market more easily to predict customer demand and build a customer database. Companies that respond quickly to market changes will be able to implement a SMS. Moreover, companies that have a SMS will attempt to complete a product launch on time so that products can enter the market faster than their competitors to potentially increase MP. Notably, PPI can mediate the relationship between MSC and MP. Companies that have high MSC will be able to collect and use market information as well as predict customer demand to build a customer database. MSC encourages companies to explore their capabilities through PPI that produces unique and superior pious products with the novelty required by customers. The better the PPI, the more it can potentially increase MP. Furthermore, PPI can mediate the relationship between the SMS and MP. The SMS can set earlier product launches compared to those of competitors, resulting in products becoming the first of their kind (i.e., pioneers) on the market. PPI will encourage and enthusiasm for companies to produce pioneering products in the market.

Pious products that have renewal and are consistent with Islamic norms will be superior because they can attract the attention of Muslim customers. Ultimately, the success of PPI has an impact on increasing MP.

Conclusion

MSC can increase MP when a company can implement the SMS. Therefore, the ability to gain market insights regarding the needs and desires of customers is followed by resource coordination and marketing activities to move quickly to realize the product concept and product launch. Likewise, MSC can increase MP when a company has PPI. If company leaders can gather market information, use market information, predict customer demand, build a customer database, and integrate markets through information technology for Muslim market segments, it will make it easier for such companies to provide superior service. A company's ability to produce pious products for the Muslim market segment has the potential to increase MP. Furthermore, the SMS has the potential to increase MP when a company can develop PPI. The SMS is required to realize product concepts and faster market launches than competitors. Pious products that have novelty according to Islamic norms and are directed at Muslim market segments that are committed to pious products have the potential to improve MP.

A limitation of this research is that it only examined the effect of MSC on MP and the role of the SMS and PPI as mediating variables. As such, this study only focuses on fashion SMEs—especially Muslim fashion products in Central Java. Thus, the study results cannot be generalized to all fashion SMEs in Indonesia. Therefore, to obtain more comprehensive results, future research agendas can be directed at all SMEs without any restrictions.

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