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The Effect of Market Orientation to Achieve Competitive Advantage

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Abstract: The purpose of this study is to find out the market orientation to achieve competitive advantage. Business people continue to find ways and strategies to be able to withstand the changes in the business environment, by always trying to understand and understand the needs and desires of consumers. Along with the development of the business world, directly or indirectly greatly affect the performance of the company so that competition between companies also increases. The unit of analysis in this research is hotels and deposits in Palembang-Indonesia City. The results of the study show that the market orientation to achieve membership is significantly different. Furthermore, it was found that in order to achieve competitive advantage, one must understand the competitive procedures for competing surveys in hotels and restaurants in the city of Palembag.

Keywords: Market Orientation, Competitive Competency.

I. Introduction

At present, business competition occurs in various business sectors, and it is undeniable that it also occurs in industrial companies. Today business competition is increasingly high and unavoidable for business people Milohnic et al (2010). Business people continue to find ways and strategies to be able to withstand the changes that exist in the business environment, by always trying to understand and understand the needs and desires of consumers Chang (2011). Along with the development of the business world, directly or indirectly greatly affect the performance of the company so that competition between companies is also increasing Crema et al (2014). Therefore, every company is required to manage its business as best as possible to be able to create excellence in competition and can grow and survive so that it can win the competition and earn profits. This means that the company must establish the right competitive strategy for the company. To deal with such high business competition, companies are required to have competitive advantage Sari et al (2014), considering this has an impact on the company's endurance in business competition. Competitive advantage in an organization can be obtained by paying attention to the superior value for Macfarlane customers (2014), culture and climate to bring improvements to efficiency and effectiveness in various business sectors. The growing business sector due to globalization is the service sectorGreenwood (2013).

This is, among others, marked by changes in sectoral contributions to national output as a result of a shift in the national workforce from the agricultural sector to the industrial sector and then to the service sector. The service sector itself is considered as the highest stage in the process of economic development in a country and one of the fastest growing is the tourism service sector Lovelock (2002). In the tourism sector, one of the impacts is activities in the hospitality industry. Considering that this industry plays an important role in the tourism industry, this is also a concern for current research. Where indirectly the hospitality industry becomes an important role in improving the economy of a country, one of them is in Indonesia.

When examined more deeply, the tourism industry is one of the world's largest industries. This industry has become the biggest contributor in international trade from the service sector, approximately 37% of the main source of foreign exchange in the world. In Southeast Asia tourism can contribute 10-12% of Gross Gross Domestic Product (GDP) and 7-8% of total employement (Leksono et al., 2014). Reviewing this, it appears the importance of the tourism industry in business competition both in the world and in Indonesia. Therefore, with the development of the tourism industry, the tourism support sector has also experienced very rapid progress. The growth of the tourism industry indirectly cannot be separated from the aspects that support it, and one of the sectors supporting the tourism industry is the hospitality industry. At present, the hospitality industry as a lodging service is indispensable in order to stimulate and encourage the tourism industry in the future, because the need for the hospitality industry for accommodation is indispensable and is a market opportunity that must be managed effectively Zaei (2013).

The hospitality industry is a form of trade that provides lodging, meeting, food and beverage services and other services that are managed commercially. Tourism is a trip for recreation, leisure or business purposes. While the World Tourism Organization conveys tourists as people who travel and live outside the environment that they normally live for more than 24 hours but less than a year in a row with the aim of vacationing, business, and destinations Other and not related to the implementation of activities that are compensated in the place visited by Rifai (2011). Speaking about hospitality in Indonesia, the development of the hospitality industry in Indonesia continues to increase from year to year. This can be assessed from the number of room occupants from hotel guests, where the number of guests of star hotels in Indonesia as a whole has increased starting in 2003 and continues to increase until 2014. Of course, it indicates that the hotel industry is an attractive industry in Indonesia, given the increasing number of occupants. However, there was a problem for Riau Province, where in 2003 the occupancy rate was high but continued to decline until 2014, with a percentage of more than 100% (Table 1.1). The decline in occupancy rates indicates that, the decreasing interest of consumers to visit the area, for one reason or another, one of them is the offer and service from the hotel. Indirectly, if examined further there is a problem with star hotels in Riau Province. Where it is alleged that the competitive advantage of Starry Hotels in Riau Province is lower than other Provinces in Indonesia. Considering only Riau Province with its city, Pekanbaru, which has decreased hotel occupancy rates.

If indeed the competitive advantage of star-rated hotels in Riau Province is lower than other provinces, then the tourism industry in the province will certainly also decline. Where the reduction of consumer interest in staying overnight also has an indirect impact on the reduced interest of consumers visiting Riau Province.Whereas Riau Province is one of the provinces in Indonesia which has local wisdom which is certainly interesting to visit by the Central Bureau of Statistics (2015). However, it is undeniable, consumers who visit Riau Province are not interested in tourism but business affairs, considering that this area is also one of the potential areas to conduct the Central Statistics Agency (2015). Responding to the exposure of the phenomenon in Riau Province, the focus of the study in this study indirectly leads to the performance of starred hotels in Riau Province, through studies on competitive advantage.

II. Market Orientation

Market orientation, which generally can be grouped into two: cultural perspectives and behavioral perspectives. According to a cultural perspective, market orientation is seen as a cognitive process that includes cultural dimensions such as the values and norms adopted by the company. While the behavioral perspective views market orientation as a process of gathering information. Market orientation has three management characteristics that make it unique Best (2004), these characteristics include: 1. Customer focus, an obsession with understanding customer needs and satisfying them2. Competitor orientation, continually recognizes the competitive advantage of competitors, and continuously competing marketing strategies. 3. Team approach, a cross-functional group dedicated to developing and providing solutions for customers.

Companies with low market orientation only have a superficial understanding of competition and customer needs. That way, customers are more easily attracted to competitors who offer better or even equal customer value. For the world of hospitality, this has led to an unfocused competitive position. In this case if it is associated with the hospitality industry, if human resources in the hotel do not know the customer's perspective, then they will lose the competition to win the hearts of customers. Discussing this, it can be concluded that the importance of market orientation for the world of hospitality.

Market orientation has an important role in maintaining customers and taking a competitive position. Surviving customers and new customers who are successfully withdrawn will affect the market share of the hospitality industry. In addition, real benefits will be obtained with a strong market orientation and a high level of customer satisfaction. Businesses with strong market orientation are in the best position to develop responsive marketing strategies. Kohli&Jaworski (1990), deliver Market Orientation (MO) as three marketing activities that are mutually sustainable with one another: (1) the company's business to obtain market information related to current and future customer needs, (2) the process of disseminating information about market intelligence to all departments, (3) business response by each department to the information. Kohli&Jaworski. (1990) says "Market orientation is the organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments and organizations-wide responsiveness to it". From the explanation above it can be concluded that market orientation is the generation of the organization from market intelligence related to future consumer needs, the spread of intelligence throughout departments and the reach of the organization can reach it.

Market orientation consists of market intelligence, consumer desires, and information dissemination. The theory emphasizes the importance of information and management sensitivity to consumer desires. The impact of market orientation is the creation of products or services according to market desires, so that the value of a product offered is higher in the eyes of its consumers. Another opinion from Slater &Narver (2000a), which says "market orientation consists of three behavioral components - customer orientation, competitor orientation, and interfuctional coordination, and two decision criteria - long term focus and profitability". The theory can mean that market orientation is consistent in the 3 components of behavior - consumer orientation, competitor orientation and coordination between functions, and 2 decision criteria - long-term focus and profitability. Examining from the second theory appears the development of a theory, where the orientation to competitors and focus on long-term benefits become other main points in market orientation. In an empirical study, market orientation can be applied to the hospitality industry Sari et al (2014). Where hotels need to see the wishes of consumers, to improve service. See competitors to measure strategies that have been created and are oriented to long-term profits.

Kumar et al (2011) concluded that "market orientation's primary objective is to deliver superior customer value, which is based on knowledge derived from customer and competitor analysis and the process by which this knowledge is gained and disseminated throughout the organization". From this opinion in principle the same that the market orientation is intended to find out the main desires of the market. The theory is intended for all companies in order to achieve competitive advantage and corporate performance. Market orientation as a process and activity related to customer creation and satisfaction by continuing to assess customer needs and desires Fowdar et al (2010). Implementation of market orientation will bring increased performance for the company. Customer orientation and competitor orientation including all of its activities are involved in obtaining information about buyers and competitors in the target market and disseminating through business, while interfunctional coordination is based on customer information and competitors and consists of coordinated business ventures.

Market orientation is a corporate organizational culture that sees the market as a stakeholder, with management through efforts to always seek information about customer needs so that products and services are produced to improve Ferdinand (2006) customer satisfaction. Besides that, the market approaches by exploring and developing information about customers, so that market anticipation can be carried out proportionally. Moreover, the market can be served well, if the company as a whole is responsive to demands from customer and competitor responses in the market. Based on previous theoretical studies it can be concluded that market orientation is seen as a dimensionless corporate culture, developing customer information, developing competitor information, inter- or cross-functional coordination of all customer and competitor information, to produce the best in order to present "superior value" to its customers.The concept of customer orientation can also be interpreted as an adequate understanding of the target of buying customers with the aim of creating superior value for buyers continuously. Understanding here includes an understanding of the entire value chain of the buyer, both at the time of the current and at the time of its development in the future. This effort can be achieved through the process of finding information about Mark's (2000) customers.

With this information, the sales company will understand who the potential customers are, both now and in the future and what they want for now and in the future. From this explanation, it can be understood that the application of market orientation requires the company's ability to search for various market information so that it can be used as a basis for the company to take the next step or strategy. Lesi Hertati (2015) while competitor orientation means that the company understands the short-term strengths, weaknesses, long-term capabilities and strategies of its potential competitors Maryam et al (2014). Competitor-oriented companies are often seen as companies that have strategies and understand how to obtain and share information about competitors, how to respond to competitors 'actions and also how top management responds to competitors' strategies. Orientation to competitors can be assumed that salespeople will attempt to gather information about competitors and share that information with other functions within the company, for example to the research and product development division or discuss with company leaders how competitor strengths and strategies developed by Ferdinand (2006)Interfunctional coordination is the use of coordinated company resources in creating superior value for targeted customers Fowdar et al (2010). Interfunctional coordination refers to specific aspects of the organizational structure that facilitate communication between different organizational functions. Interfunctional coordination is based on customer and competitor information and consists of business alignment efforts, typically involving more than the marketing department, to create superior value for customers. Interfunctional coordination can enhance communication and exchange between all organizational functions that pay attention to customers and competitors, and inform current market trends. This helps the development of both trust and independence between separate functional units, which in turn leads to a company environment that is more willing to accept a truly new product based on customer needs. Of course with coordination between functions that aredirectly in the corporate culture. According to Robbins & Martin (2011), there are 7 (seven) primary characteristics that collectively capture the nature of organizational culture, namely:

1. Innovation and risk taking.

2. Attention to details.
The extent to which employees are expected to show accuracy, analysis and attention to details.

3. Result orientation.
The extent to which management focuses on results, both on the techniques and processes used to obtain those results.

4. Person orientation.
The extent to which management decisions take into account the effects of results on people within the organization.

5. Team Orientation.
The extent to which work activities are organized in work teams, not individuals.

6. Aggressiveness.
How far people are aggressive and competitive, not relax.

7. Stability.
The extent to which organizational activities emphasize maintaining the status quo as opposed to growth or innovation.Market-oriented companies are companies that develop better understanding throughout the organization about consumer needs, so that customer value is created Kumar et al (2011).

In this study the dimensions of market orientation used refer to Slater &Narver's (2000a) research, namely:

1. Customer orientation,
2. Competitor orientation, and
3. Coordination between functions.

Referring to the previous concepts that have been studied, so that they are suitable for use in research studies on current research. Customer orientation by researchers is placed as the highest priority in terms of purchasing superior values for customers. Customer orientation is an analysis of customer focus, which has several key indicators, namely customer satisfaction, consumer benefits, marketing efforts, creating value for consumers, and recording information from consumers. While competitor 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. Lesi Hertati (2015) competitor orientation is another important factor in making a customer's value. Some key activities that can be presented by indicators for competitor orientation include competitor information, information on environmental changes, and competitor strategies. In interfunction coordination describes the utilization of all available resources within the company to create superior value for consumers Slater &Narver (2000).

The results of research conducted by Ramayah et al (2011) prove that market orientation has a positive relationship to competitive advantage. Companies that apply market orientation have advantages in terms of customer knowledge and these advantages can be used as a source for creating products that are in line with customer desires and needs. Market orientation has been characterized as an organizational culture that requires customer satisfaction to be placed in Lee et's business operations center

III. Competitive Advantage

Competitive advantage is an attractive concept in various levels of study, including at the level of individual companies, microeconomic levels for industrial policy and macroeconomic levels to determine the superior position of the national economy. A business organization, whether a business organization engaged in the type of goods or services, in its efforts to win the market is in need of a strategy Agyapong&Boamah (2013). The effort to win the market means how to win competition in the market, in conditions like this, it means that this business organization will definitely need and use competing strategies for competitive advantage.

Heizer et al., (2005) said that in building competitive advantage the company is advised to form a unique system and has advantages compared to competitors whose point is to provide good value for consumers efficiently and sustainablyLesiHertati (2016). Good value in the eyes of consumers is when the company can meet the needs of consumers well. Competitive advantage is a profit strategy from companies that collaborate to compete more effectively in the market. Strategies designed to achieve continuous competitive advantage so that companies can continue to be market leaders Prakosa (2005). Companies experience competitive advantage when actions in an industry or market create economic value and when several competing companies are involved in similar actions.

Competitive advantage is expected to be able to achieve profits according to plan, increase market share, increase customer satisfaction, and continue the survival of a business. According to Kotler (2005) competitive advantage is regarded as an advantage over competitors obtained by offering more value to consumers than competitors' offers. Competitive advantage basically develops from a value that can be created by a company for its buyers that exceeds the company's costs in creating it. Competitive advantage can be formed through the creation of superior customer value, and competitive advantage from the competitor's side. From the customer side, competitive advantage is stated by Longenecker et al (2003) "a benefit that exists when a firm has a product of service that is seen by its target market as better than those of competitors". The meaning of this opinion is that an advantage is obtained when the company has a service product that is seen by the target market better than the competitor. This indicates that competitive advantage is the advantage of consumers for the products or services they receive better than their competitors. In addition, Gordon (2009) reviewed the competitive advantage of competitors and consumers, competing not only as a thought but also a strategy and process. According to him the company competes from five resources, namely: human, time, money, technology and knowledge. So that in order to realize superiority, the company needs to improve its superior customer value.

Competitive advantage is the result of strategy implementation that utilizes various resources owned by Jelcic's company (2014). Unique expertise and assets are seen as a source of competitive advantage. Unique expertise is the company's ability to make its employees an important part in achieving competitive advantage(Lesi Hertati 2015). The company's ability to develop the skills of its employees well will make the company superior and the application of strategies based on human resources will be difficult to imitate by its competitors. While unique assets or resources are real resources needed by the company to carry out its competitive strategy. Both of these resources must be directed to support the creation of low-cost and differentiated company performance with other companies.

According to Li et al (2008) competitive advantage as a company's ability to create value that is not owned and cannot be replicated by competitors. Competitive advantage as a benefit strategy from companies that collaborate to compete more effectively in the market place Porter (2008. According to Lambing &Kuehl (2000), the company's competitive advantage lies in market orientation, relating to efforts to create competitive advantage output, and determining dimensions. research, that the dimension of competitive advantage in this study refers to a generic strategy, expressed by Michael Porter.The researcher establishes these dimensions, based on the problems found and will be explained by using these dimensions.Competitive advantages are inseparable from the strategies used and the strategy used has been stated by Michael Porter, called "Generic Strategy." The following generic strategy consists of four types of Porter (1985), namely:

1. Cost advantage strategy (Overall cost leadership)

It is a strategy where each business unit strives to achieve the lowest possible production and distribution costs, so that the prices set are able to compete, and ultimately can gain a large share when compared to its competitors. Cost advantages are the most obvious among generic strategies. So in a company wants to be ready to be a low-cost producer. The size of the company is very important for varying cost advantages and depends on the industrial sector. These sources may include the pursuit of economies of scale and technology. The company will become an above-average company in the industry if the company can master prices or close to the industry average. Some indicators that can be used include efficiency in securing raw materials, finding ways to reduce costs, level of operational efficiency, usefulness of production capacity and price competition in Parnell (2011).

IV. Differentiation

It is a company effort to have superior differences (attributes of product characteristics) compared to its competitors. For example Using new methods and technology to create superior products, building new products, speeding new product introductions to the market, number of new product offerings to the market, advertising and marketing intensity, building and utilizing seller speed, and building image strength identity Parnell (2011). In the differentiation strategy the company becomes unique in its industry along several dimensions that are generally valued by buyers. The logic of this strategy is differentiation which requires companies to choose attributes to differentiate themselves that are different from its competitors' attributes.

3. Low cost strategy (Lower cost strategy)It is an attempt to combine a low-cost approach with differences to maintain competitive advantage. The company is able to provide its consumers with differentiated products at relatively low costs and can earn high profits.4. Focus Strategy

It is an attempt to concentrate on one or more narrow market segments rather than serving the entire market segment but truly mature and profitable. The focus strategy is different from other strategies, because it emphasizes the choice of narrow competitive coverage in an industry. Adherents of the focus strategy strive to achieve competitive advantage by competing in the target segment even though they do not have overall competitive advantage.

In the implementation of the focus strategy has two variants, in the focus of costs the company seeks cost advantages in its target segment. While in the focus of differentiation the company strives for differentiation in its target segment. Thus adherents to the focus strategy can achieve competitive advantage by adjusting to the segment exclusively. If a company can achieve competitive advantage by achieving a cost advantage that can be maintained (focus of costs) or differentiation (focus of differentiation) in its segment and the segment is structurally attractive, adherents of focus strategy can become above-average companies in the industry. Some indicators that can be used include product uniqueness from function or design, targeting clear segment identification, offering products that are appropriate for high price segments, and offering products specifically tailored to specific consumer groups Parnell (2011). The generic strategy revealed by Porter was used in this study. In line with previous research in the same field, namely the hospitality industry in the research of Agyapong et al (2013) and Milohnic et al (2010). And in this study only 3 (three) dimensions are used namely cost advantages, differentiation and focus strategies. What Michael Porter said related to Generic Strategy, as stated above, is then used as a dimension in the variable of competitive advantage.

From the above explanation about competitive advantage, it can be concluded that, Extracting Advantages Competing in the hospitality industry is an advantage over the service creation strategy of Hotels that competitors cannot replicate in winning the market according to the Hotel objectives. The concept is used as a construct for the current research for the hospitality industry, by paying attention to several aspects assessed by its customers, namely cost advantage strategy, differentiation and focus strategy of star hotels.

V. The Effect of competitive advantage on company performance

The competitive advantages of Brown & Blackmon (2005) say that competitive advantage is created not by prevailing end product market position, but by distinctive, valuable firm-level resources that competitors are disability to make a same. The theory can be interpreted that competitive advantage is created not through the final product specific market position, but through the uniqueness, value of organizational level resources where competitors cannot imitate. This opinion can be intrigued that competitive advantage not only makes products that have a market position and excels from competitors but excels from competitors without being replicable. The hospitality industry is the same as other industries must have competitive advantages which must have a unique, superior resource value that is not easily replicated by its competitors.

The next theory from Gordon (2009) simplifies the previous theory that argues that "competitive advantage is the goal of strategic role and the primary focus of successful entrepreneurial action". Which means that competitive advantage is the goal of strategic thinking and the main focus of successful entrepreneurial action. From this theory, it can be interpreted that competitive advantage is the goal of strategic thinking and the main focus in achieving the success of an entrepreneurial activity. The theory has little difference in explanation from previous theories by Brown. & Blackmon, (2005), which in Gordon's theory (2009) emphasizes strategic thinking patterns to win market competition according to company goals. In hospitality services companyMilohnic&Grzinic (2010) asserted that "Competitive advantages are formed by such activities, features and qualities of a hotel organization that is better than their competition". This opinion confirms that competitive advantage is obtained from a series of activities, features and quality of a hotel that is better than its competitors. In this opinion confirms the previous opinion of Brown & Blackmon (2005) and Gordon (2009).

By meeting market orientation, the company is able to meet the needs of its customers, in the hospitality industry one of the needs of consumers is excellent service. The culture of a hotel employee greatly influences the quality of service provided to his guests. Ford et al (2000) stated that "key to service success in excellent hospitality organizations is to build a strong service culture". Which means that the key to success in service in the hospitality industry is to build a strong service culture. From the statement above, it can be explained that there is a relationship between market orientation and human capital from the hospitality industry. Where human capital is demanded to have good service quality. Based on several concept studies from the previous market orientation, the understanding of market orientation in this case is the company's efforts to fulfill more value to its customers by obtaining market information related to consumers, customer-oriented (customer orientation), competitors (competitor orientation), and coordination between functions in the company (interfunctional coordination). The theory is used in the hospitality industry, where hotels as service companies need to see the orientation of consumers, competitors and coordination between functions.

VI. Thought Framework

This study has a focus on service companies, especially in the hospitality industry in the city of Pekanbaru, Riau Province, where the phenomenon of problems that occur in star hotels in Pekanbaru. With research variables used include market orientation, human capital, service quality and competitive advantage. Market orientation is a company effort to get market information related to customers and competitors, customer-oriented (customer orientation), competitors (competitor orientation), and interfunctional coordination. Market orientation is the company's effort to fulfill more value to its customers by obtaining market information and market needs that must be met. In market orientation several dimensions can be measured, including Slater &Narver (2000a): Customer orientation, Competitor orientation, Coordination between functions.

Customer orientation means that the company understands its buyers so as to create superior value for consumers in a sustainable manner. Competitor orientation is the company's understanding of the strengths, weaknesses and also long-term capabilities and key competitor strategies. While coordination between functions is the company's ability to involve every element in the company to create superior value for its customers. In previous studies, it has been studied that market orientation has a relationship with human capital. Regarding human capital, it was stated that human capital is a human resource in hotels that has the skills and skills that need to be empowered to support the performance of hotels. Human capital is a human capital resource in a hotel that has the skills and skills that need to be empowered in supporting hotel performance. Human capital in hotels is employees and managers, and they are very decisive in the service to consumers or customers. Human capital itself can be measured through several dimensions, including intelligence, creativity, talent, knowledge, skills and abilities. This dimension is a measure that is often used in previous studies that focus on services. Competitive advantage is the superiority of service creation strategies from hotels that competitors cannot imitate in winning the market according to the purpose of the hotel. In competitive advantage there are several dimensions that can be measured including Porter (1985), namely:

1.Cost advantage strategy (Overall cost leadership)

It is a strategy in which each business unit strives to achieve the lowest possible production and distribution costs, so that the prices set are able to compete, and ultimately can gain a large share compared to its competitors. Some indicators that can be used include efficiency in securing raw materials, finding ways to reduce costs, level of operational efficiency, usefulness of production capacity and price competition in Parnell (2011).

2. Differentiation

It is a company effort to have superior differences (attributes of product characteristics) compared to its competitors. For example Using new methods and technology to create superior products, building new products, speeding new product introductions to the market, number of new product offerings to the market, advertising and marketing intensity, building and utilizing seller speed, and building image strength identity Parnell (2011).

3. Focus Strategy

It is an attempt to concentrate on one or more narrow market segments rather than serving the entire market segment but truly mature and profitable. Some indicators that can be used include product uniqueness from function or design, targeting clear segment identification, offering products that are appropriate for high price segments, and offering products specifically tailored to specific consumer groups Parnell (2011). In principle, this study examines the relationship between research variables namely market orientation, human capital, service quality with competitive advantage. And in the opinion of the previous researchers, these variables have a relationship with each other. So that the framework of thinking will be examined in this study with a focus on the hospitality industry, especially Star Hotels in Pekanbaru, Riau City in the hospitality industry. The goal of market orientation in the hospitality industry certainly understands the desires of consumers by providing more value to their customers. Reviewing the study related to the market orientation, the Market Orientation Constructions in this study is conveyed by the company's efforts to fulfill more value to consumers by obtaining market information and market needs from consumers that must be met. Relating to companies that are oriented to consumers, competitors and coordination between functions within the company.

VII. Conclusion

Strategies must be designed to realize continuous competitive advantage, so companies can dominate the old market and new markets. The most important thing in achieving the success of the strategy implemented is by identifying the actual assets of the company, in this case the tangible and intangible resources that make the organization unique. Service quality is an important thing considering competitive advantage. it can be said that an industry will remain superior to its competitors when it has a competitive advantage. Where competitive advantage is defined as an advantage over the strategy of creating products or services that competitors cannot emulate in entering market share for longer profits.

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