



Strategy of Green Polycentric Product Advantage on Marketing Performance of Indonesian MSMEs

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ABSTRACT

This research aimed to analyze the mediating effect of green polycentric product advantage on the relationship between product development capabilities and marketing performance of micro, small, and medium enterprises. Green polycentric product advantage is a product advantage strategy that positions environmentally friendly MSME products in the minds of consumers who are oriented toward local products, emphasizing the primary role of local products, local standards, and focusing on environmentally friendly local goals. The method used is a quantitative technique. The sample size comprised 302 salted egg MSMEs in Brebes Regency, Central Java Province. The results of this study confirm the full mediating effect of green polycentric product advantage on the relationship between product development capabilities and marketing performance of MSMEs.

INTRODUCTION

The dynamic business landscape necessitates continuous adaptation and a keen awareness of potential negative impacts from change (Hanfan et al., 2023; Pätäri et al., 2016). Micro, small, and medium enterprises (MSMEs) must capitalize on local opportunities, developing agility and responsiveness to gain a competitive edge (Hanfan, 2021). Green marketing strategies are increasingly crucial for maintaining this competitive advantage (Papadas et al., 2019; Tzanidis et al., 2024).

This research underscores the critical role of environmentally friendly, locally focused product strategies in enhancing the marketing performance of Brebes salted egg MSMEs, contributing to their sustainability and growth (Rahayu, 2017). Brebes salted eggs, a regional specialty from Central Java, Indonesia, are produced with minimal environmental impact throughout their lifecycle, resulting in unique characteristics of appearance, texture, and flavor. Brebes salted egg MSMEs have demonstrated strong product development capabilities, including healthier formulations (reduced salt), extended shelf life (lower moisture content), diverse flavors, and product variations (Hanfan & Setiawan, 2018).

While strong product development capabilities are often linked to improved marketing performance (Dutta et al., 1999; Baker & Sinkula, 2005; Helm et al., 2020; Ata et al., 2018; Mahmud et al., 2017; Mulyana et al., 2020), present studies gives conflicting evidence. Some studies suggest no significant impact or even a negative impact of product innovation on marketing performance (Ramaswami et al., 2009; Liu et al., 2014; Kusuma et al., 2022; Borsatto et al., 2020; Campo et al., 2014; Löfsten, 2014). This inconsistency highlights a vital studies gap.

The research aimed to: (1) examine the relationship between product development capabilities and regiocentric product advantage; (2) examine the relationship between customer sensing quality and regiocentric product advantage; (3) examine the relationship between customer sensing quality and regiocentric product advantage; (4) examine the relationship between regiocentric product advantage and marketing performance; (5) examine the relationship between customer sensing quality and marketing performance; and (6) examine the relationship between regional product imaging capabilities and marketing performance. The research's novelty lies in its introduction and empirical testing of this mediating variable, specifically within the context of Brebes salted egg MSMEs and their unique production and marketing characteristics. The findings will provide valuable insights for both MSMEs and policymakers seeking to promote sustainable and locally focused business growth.

LITERATURE REVIEW

Green Competitive Advantage (GCA)

The concept of green competitive advantage was first introduced by Yu-Shan Chen in 2011, who explored competitive advantage through environmentally friendly product innovation capabilities (De Resende Ribeiro

& Neto, 2021). Green competitive advantage is a situation where a company occupies a superior position regarding environmentally friendly management. In this context, competitors are often unable to replicate the adopted environmental strategies, leading to the achievement of sustainable goals and benefits. Green competitive advantage is crucial for companies to achieve through various resources they possess to enhance performance better than competitors (Al-Abdallah & Al-Salim, 2021).

Environmentally friendly competitive advantage is a situation where a company occupies a superior position regarding environmental protection or green innovation, and competitors are unable to replicate its successful environmental strategies, rendering them powerless to gain sustainable benefits from these environmental strategies (Chen & Chang, 2013). Companies pioneering environmental innovation can gain competitive advantage, enhancing company image and creating new markets (Chen et al., 2006). There is a tendency for today's consumers to switch to environmentally friendly products (Bonisoli et al., 2024).

Ethnocentric, Polycentric and Geocentric (EPG)

Company strategy is characterized by three product orientation factors: ethnocentric, polycentric, and geocentric (EPG). The EPG model was first introduced by Perlmutter (1969). All three impact the locus of power, control standards, incentive systems, information flow, entrepreneur attitude towards employee recruitment policies, and marketing performance evaluation (Diab, 2022). This model aims to identify a company's product orientation. Product orientation strategies can vary, leading to different costs and profits generated depending on the type of orientation. Therefore, identifying the right product orientation is crucial, allowing organizations to operate efficiently in the market. Polycentric orientation is an orientation that prioritizes the primary role of local products, local standards, focuses on local goals, identifies local products, and elevates local products (Drachal, 2014). Polycentrically oriented companies focus on their local distinctiveness. This orientation is based on the philosophy that it is better to use local methods than to impose foreign ones (Thunder & Paniagua, 2024). According to Gil & Pinto (2018), polycentrism is where a company strives to do things locally.

As competition intensifies, entrepreneurs tend to gravitate towards local product markets in search of alternative markets to advance their business interests (Kiuna, 2013). Westney & Zaheer (2009) suggest that local product responsiveness is a force of external environmental selection, consisting of markets defined by cultural characteristics such as customer needs, tastes, and preferences. Management adhering to a polycentric orientation believes that each company is unique, with its uniqueness being the prioritization of local products (Geetha, 2016). Polycentrism can also be explained through a normative approach to spatial planning on a smaller scale, namely the local scale (Chang et al., 2021). Polycentric governance contributes to the understanding of collective action for sustainable company management capabilities (Patala et al., 2022). Based on these descriptions, the polycentric product orientation concept in company marketing is relevant for this research,

particularly in explaining marketing orientation, which is a company strategy based on considerations of the local product advantages of MSMEs.

Micro, Small, and Medium Enterprises (MSMEs) in Brebes Salted Egg

Micro, small, and medium enterprises (MSMEs) are businesses run by individuals, households, or business entities of micro, small, and medium size (Undang-Undang Republik Indonesia Nomor 20 Tahun, 2008). Law Number 11 of 2020 on Job Creation amends several provisions regarding MSME criteria, including business capital, turnover, net worth indicators, annual sales, and investment value (Indonesia, 2020). Brebes salted eggs are a processed food product made from duck eggs processed in a way that produces A exclusive appearance, texture, and flavor. This typical Brebes food has become an icon of Brebes Regency. This is proven, by the fact that in 2020, Brebes salted eggs were officially designated as an intangible cultural heritage of Indonesia by the Ministry of Education and Culture, which was implemented at a session held from. October 6 to 9, 2020 (Romadhoni, 2020).

The packaging method of Brebes salted eggs, which still maintains the use of environmentally friendly bamboo woven containers, has become a unique attraction for consumers (Aftani et al., 2022). Brebes Regency, established on January 18, 1678, cannot be separated from salted eggs. The presence of salted eggs is immortalized in the regional emblem. The image of salted eggs is visualized with an oval-shaped chain encircling the red onion. Regional Emblem Regulation of Brebes Regency Number 8 of 1986, Chapter IV, Article 4, Paragraph 2, Point c, states that the oval shape symbolizes that salted eggs are a specific product of Brebes (Brebes, 1986).

Green Polycentric Product Advantage (GPPA)

Product superiority is a higher level of superiority and differentiation compared to competitor products (Henard & Szymanski, 2001). The elements of product superiority offered by a company, such as uniqueness and product value, must be viewed from the customer's perspective, based on an understanding of customer needs and wants, as well as their subjective factors. Buyers tend to form favorable perceptions of a product with superior characteristics, and they choose that product in terms of purchase preferences and actual behavior when these product advantages outweigh its price (Carpenter & Nakamoto, 1994; Alpert & Kamins, 1995). Michael & Mark (1997), who conducted a new product development program, reported that a new product development program is more likely to be successful if the product has a strong competitive advantage, gains greater market share, has higher profits, and sales targets are easier to achieve (Cooper, 1994). The basic characteristic of polycentric product orientation is a greater emphasis on the quality of local products (Wach, 2014). Polycentric thinking is a way of thinking for company management in a local way (Sherry, 2021; Wang, 2021).

Local food products can be applied to a territorial level. Territoriality is defined as the ecological and cultural relationships that food systems have contextually in a territorial manner (Sonnino, 2007; Sanz-Cañada et al., 2023). From the typology proposed by Meulen (2007) and Kalenjuk Pivarski et al. (2022), it turns out that traditionality and territoriality are the most important

characteristics of local food products. The tradition and authenticity of traditional food are social constructions that can attract consumers. Traditional food is food that is frequently consumed, passed down from one generation to the next, produced in a specific way in accordance with culinary heritage, processed in a limited way, differentiated and recognized for its distinctive flavor characteristics, and linked to a specific area (Guerrero et al., 2009). The greatest authenticity perceived in traditional food products, such as natural flavor, local labeling, product quality, and being sold in their area of origin. The most important determinants of local food include traditional recipes, taste, and product uniqueness. Local food products are usually available in fewer distribution channels, often produced using traditional methods, produced in a specific region, and have higher prices and quality. Currently, research on local food products is scarce, making research on local food products worthwhile (Bryła, 2015).

This research explains the relationship between the concept of green product superiority and the EPG model by proposing the proposition of green polycentric product superiority. This is a product superiority strategy that places environmentally friendly SME products in the minds of consumers who are oriented towards local products, prioritizing the primary role of local products, local standards, and focusing on environmentally friendly local goals.
Development of Hypotheses and Theoretical Framework

This research proposes five original hypotheses and one hypothesis based on previous research.

The relationship between the PDCs and the GPPA

The primary goal of the PDC approach is to explain a company's competitive advantage over time (Teece & Pisano, 1994). Companies must develop strong PDCs in order to successfully implement strategic decisions (Bauer et al., 2020). The ability to develop new products can be demonstrated through organizational routines that shape the innovation process, aimed at reconfiguring the company's product portfolio while maintaining the sustainability of the company's competitive advantage (Nik Abdullah, 2019). MSMEs can significantly strengthen their sustainable competitive advantage through their product development innovation practices (Thi et al., 2023). Therefore, the primary speculation proposed is as follows:

H1: PDCs have a positive influence on GPPA.

The Relationship Between PPICs and GPPA

Good product imaging capabilities are one of the factors that influence a company's competitive advantage (Smith & Barclay, 1999). Product image is one way for customers to differentiate a product from others (Cretu & Brodie, 2007). The attractiveness of customers' continued purchase intentions is enhanced by the quality of the product image (Gong et al., 2023). Product imaging capabilities can realize the competitive advantage of SME products (Nurudin et al., 2021). Therefore, the second one speculation proposed is:

H2: PPICs have a positive influence on GPPA.

The Relationship Between the CSQ and GPPA

Sensing is a set of organizational mechanisms for continuously acquiring, communicating, and acting on trends and events in the company's environment (Weick et al., 2005). Implementing customer sensing is a good solution because it will provide a company with a competitive advantage (Folinas & Rabi, 2012). The ability of SMEs to sense customers plays an important role in creating a competitive advantage for these SMEs (Sulaeman & Kusnandar, 2020; Khristianto et al., 2021). Therefore, the 0.33 speculation proposed is:

H3: The CSQ has a positive influence on GPPA.

The relationship between the GPPA and MSMEsMP

Companies with a good competitive advantage will also produce good marketing performance (Aaker, 1989). Competitive advantage in environmentally friendly products leads to higher market performance (Leonidou et al., 2013). Efforts by SMEs to develop green product competitive capabilities have an impact on the green marketing performance of these SMEs (Nuryakin & Maryati, 2022). Along with the changing paradigm of consumers who are increasingly concerned about environmentally friendly products, it turns out that green marketing activities are widely carried out by MSMEs (Samad et al., 2018). Therefore, the fourth hypothesis proposed is:

H4: GPPA has a positive influence on MSMEsMP.

The relationship between the CSQ and MSMEsMP

Sensing is information to customers and competitors (Day, 2002). Customer sensing consists of the ability to scan, interpret, and respond to customers to improve performance (Thomas et al., 1993; Krush et al., 2013). CSQ provides strong evidence for the critical role in transforming more innovative product potential faster to market (Zhang & Wu, 2013). Chen, Ho, Chao, & Spillan (2010) show that there is a significant positive relationship between SME responsiveness and SME marketing performance. Tatiek & Hendar (2021) offer a unique relationship between customer sensing and its impact on specific marketing capabilities and SME business performance. SMEs must be able to identify customers well through mastery of market sensing (Agusdin et al., 2019; Mulyana & Azka, 2022). Therefore, the fifth hypothesis proposed is:

H5: The CSQ has a positive influence on MSMEsMP.

The relationship between the PPICs and MSMEsMP

Resnick (2001) states that the commitment and credibility built to shape a product's image can support a company's marketing performance. The image of SME products has a positive influence on the MP of MSMEs (Propheto et al., 2020; Basuki & Husni, 2022). With the increasing competition of SME businesses, making product imaging capabilities an option that can increase profitability, thus increasing MSMEsMP (Suryani et al., 2021). Further, the sixth hypothesis proposed is:

H6: The PPICs have a positive influence on MSMEsMP.

Figure 1 shows the proposed empirical research model in this study, where GPAA mediates PDCs the with MSMEsM

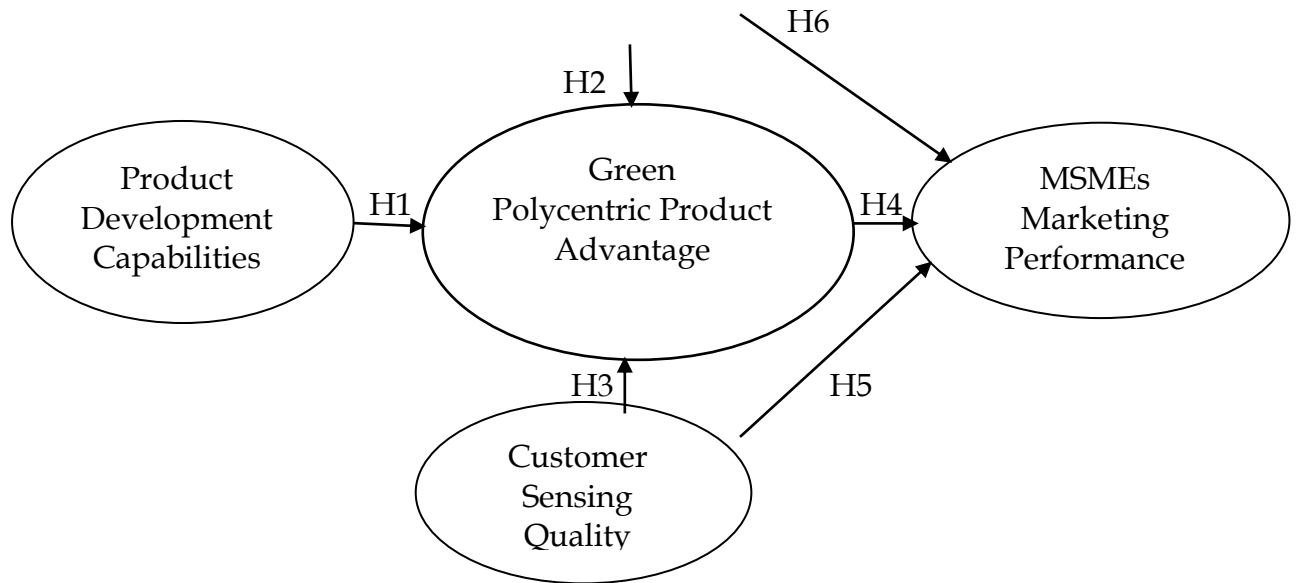


Figure 1. Empirical Models

METHODOLOGY

Data Type and Sources

This study utilizes primary data obtained from interviews with a selected group of respondents, specifically owners of salted duck egg MSMEs in Brebes. Secondary data for this research is sourced from the Brebes Regency Government and the Central Java Provincial Government, specifically agencies related to MSMEs in the food sector. The chosen methodology is quantitative, employing descriptive statistical analysis. The questionnaires are processed and analyzed through structural equation modeling using the AMOS version 22 and IBM SPSS version 22 analysis tools. The testing process involves data quality assessment, model fit evaluation, partial influence testing, and Sobel test. Data collection is conducted through a survey method using structured questionnaires with a ten-point rating scale.

A sample of 302 MSMEs was used, selected from a population of 18,428 MSMEs in Brebes Regency (BPS, 2022). This sample size meets the minimum sample size criteria suggested by Hair et al. (2010), which recommends a minimal pattern length of 5 instances the variety of indicators. This study uses 24 indicators; therefore, a sample size of $5 \times 24 = 120$ would suffice. Using a sample of 302 respondents exceeds this requirement.

Operational Measurement and Indicators

This study examines five construct variables, comprising three exogenous variables: product development capability, polycentric product imaging capability, and customer sensing quality, and two endogenous variables: green polycentric product advantage and marketing performance. These construct variables are measured by indicator variables. The measurement of indicator variables utilizes an interval scale to align with the principles of parametric statistics for Correlation and a couple of linear regression models. Table 1 presents an overview of the variables, outlining their operational definitions and indicator variables.

Table 1. Operational Measurement and Indicator Variables

Construct variables.	Operational measurement	Indicator variables
Product Development Capabilities (PDCs)	A company's ability to develop original products for the company and market, improve existing products, modify products, and create new brands through the company's product development efforts (Zahra & Das, 1993; Ulrich & Eppinger, 2012; P. T. Kotler & Armstrong, 2020; Hanfan et al., 2023).	<p>X1: Ability to create a variety of local salted duck egg flavors.</p> <p>X2: Ability to enhance the nutritional content of locally salted duck eggs.</p> <p>X3: Ability to create hygienic local salted duck eggs.</p> <p>X4: Ability to eliminate the fishy odor in local salted duck eggs.</p> <p>X5: Ability to minimize environmental pollution in the production of local salted duck eggs.</p>
Polycentric product imaging capabilities (PPICs)	A company's ability to build an impression among consumers for a local product that aligns with the company's expectations (Andreassen & Lindestad, 1998; P. Kotler et al., 2022; Gong et al., 2023).	<p>X6: Ability to guarantee the quality of local salted duck eggs.</p> <p>X7: Ability to create a less salty flavor in locally salted duck eggs.</p> <p>X8: Ability to enhance the appeal of local salted duck eggs.</p> <p>X9: Ability to elevate the image of the taste of local salted duck eggs.</p> <p>X10: Ability to</p>

		promote local salted duck eggs.
Customer sensing quality (CSQ)	The degree to which a company effectively interacts with customers in a two-way manner, responding to their information searches, assumptions, and actions (Thomas et al., 1993; S. Day, 1994; Li & Calantone, 1998; Tatiek & Hendar, 2021).	<p>X11: Monitoring fluctuations in market demand.</p> <p>X12: Ability to adapt to changes in market preferences.</p> <p>X13: Utilization of information from customers.</p> <p>X14: Observation of the constantly evolving market environment.</p> <p>X15: Ability to share past experiences with customers.</p>
Green polycentric product advantage (GPPA)	A strategy that focuses on creating a product advantage that is distinctive, unique, and different from competitors' products. This strategy positions the company's product in the minds of consumers who are oriented towards local products, emphasizing the primary role of local products, local standards, and a focus on environmentally friendly local goals (Aaker, 1989; Bharadwaj et al., 1993; Hanfan & Setiawan, 2018; Hanfan et al., 2023).	<p>Z1: The advantage of local salted duck eggs as an environmentally friendly icon.</p> <p>Z2: A variety of unique flavors of local salted duck eggs that are environmentally friendly.</p> <p>Z3: The distinct flavors of local salted duck eggs, which are environmentally friendly.</p> <p>Z4: Types of local salted duck eggs that are difficult to imitate and environmentally friendly.</p> <p>Z5: The irreplaceable color, texture, and</p>

		smell of local salted duck eggs are environmentally friendly.
MSME Marketing Performance (MSMEsMP)	A framework for measuring the market performance of MSMEs' products (Han et al., 1998; Voss & Voss, 2000; Agarwal et al., 2003; Hanfan, 2021).	Y1: Sales growth. Y2: Sales volume. Y3: Sales profit. Y4: Market reach.

1. Analysis of Data

Full Model Test Analysis

The full model test results presented in Figure 2 demonstrate a good model fit. The Chi-Square value of 224.666 falls below the table value of 226.290 (df = 200; significance level = 0.05), meeting the requirement for a good fit, where the calculated Chi-Square should be smaller than the table value. A smaller Chi-Square value indicates a higher probability that there is no significant difference between the tested model and the observed data. Other goodness-of-fit statistics further support this conclusion: CMIN/DF = 1.123; probability = 0.111; RMSEA = 0.020; GFI = 0.932; AGFI = 0.914; TLI = 0.936; CFI = 0.945. Finally, the critical N statistic, developed by Hoelter (1983), was used to estimate the minimum sample size required For a terrific version fit. A model is considered to have a good fit if the sample size is below Hoelter's critical N value. The analysis yielded a Hoelter's critical N of 0.05 = 314. The current sample size of 302 falls below this value, meeting the fit criteria as recommended by Hair et al. (2010).

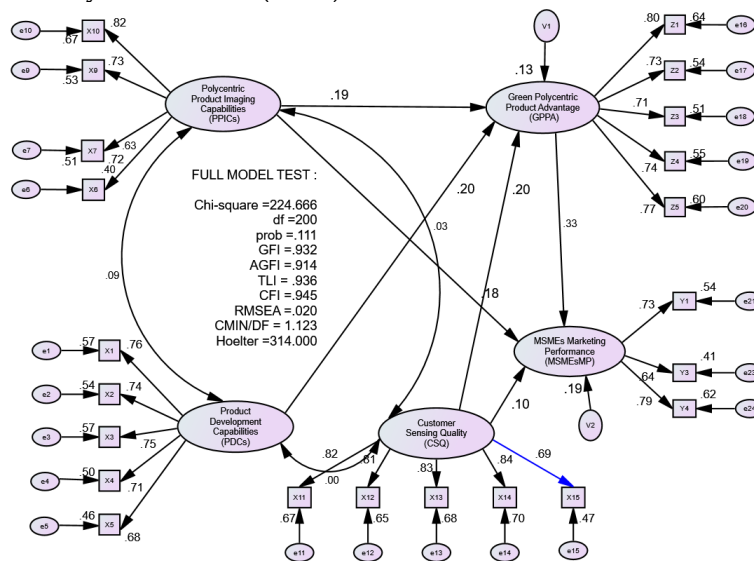


Figure 2. Full Model Test Of Research

Therefore, the results in Table 2 indicate that the model fit test yields a good level of acceptance.

Table 2. Goodness Results for the Full Model

Goodness Index	Cutoff Value	Analysis Result	Model Evaluation
Chi-Square	Expected Low Chi-Square Table	224.666	Good
CMIN/DF	≤2.00	1.123	Good
Probability	≥0.05	0.111	Good
RMSEA	≤0.08	0.020	Good
GFI	≥ 0.90	0.932	Good
AGFI	≥ 0.90	0.914	Good.
TLI	≥ 0.95	0.936	Marginal
CFI	≥0.95	0.945	Marginal
Hoelter's 0.05	≤ 314	302	Good.

Significance Test for Loading Factor

To confirm whether the indicators used can collectively explain a variable along with other indicators, a significance test of loading factors was conducted. The required loading factor value must exceed $\lambda \geq 0.50$ (Hair et al., 2010). Table 3 shows that all loading factor values are above 0.50, indicating that all criteria meet the requirements, making the model suitable for further testing.

Table 3. Significance Test of Loading Factors

Variable	Loading Factors Value
PDCs	X1 (Ability to create a variety of local salted duck egg flavors): 0.76. X2 (Ability to enhance the nutritional content of local salted duck eggs): 0.74. X3 (Ability to create hygienic local salted duck eggs): 0.75. X4 (Ability to eliminate the fishy odor in local salted duck eggs): 0.71. X5 (Ability to minimize environmental pollution in the production of local salted duck eggs): 0.68.
PPICs	X6 (Ability to guarantee the quality of local salted duck eggs): 0.72. X7 (Ability to create a less salty flavor in local salted duck eggs): 0.63. X9 (Ability to elevate the image of the taste of local salted duck eggs): 0.73. X10 (Ability to promote local salted duck eggs): 0.82.
CSQ	X11 (Monitoring fluctuations in market demand): 0.82.

	X12 (Ability to adapt to changes in market preferences): 0.81. X13 (Utilization of information from customers): 0.83. X14 (Observation of the constantly evolving market environment): 0.84. X15 (Ability to share past experiences with customers): 0.69.
GPPA	Z1 (The advantage of local salted duck eggs as an environmentally friendly icon): 0.80. Z2 (A variety of unique flavors of local salted duck eggs): 0.73. Z3 (The distinct flavors of local salted duck eggs): 0.71. Z4 (Types of local salted duck eggs that are difficult to imitate and environmentally friendly): 0.74. Z5 (The irreplaceable color, texture, and smell of local salted duck eggs that are environmentally friendly): 0.77.
MSME's MP	Y1 (Sales growth): 0.73. Y3 (Sales profit): 0.64. Y4 (Market reach): 0.79.

Validity and Reliability Testing

A high level of validity is required for an instrument to be accurate in research, while a high level of reliability is needed to ensure its dependability. The calculated validity and reliability values for the constructs presented in Table 4 demonstrate that the extracted constructs and variances have values above 0.50. This indicates that the indicators used in this research possess good validity and reliability for explaining the variables.

Table 4. Construct Reliability and Extracted Variance of The Full Model

Indicator	Estimate	Squared loading.	Error.	Construct reliability.	Variance Extract
X1	0.757	0.573049	0.426951		
X2	0.783	0.613089	0.386911		
X3	0.752	0.565504	0.434496		
X4	0.71	0.5041	0.4959		
X5	0.679	0.461041	0.538959		
Total	3.681	2.716783	2.283217	0.855793585	0.5433566
X6SQRT	0.633	0.400689	0.599311		
X7	0.716	0.512656	0.487344		
X8	0.727	0.528529	0.471471		
X9	0.818	0.669124	0.330876		
Total	2.894	2.110998	1.889002	0.815962763	0.5277495
X11SQRT	0.819	0.670761	0.329239		
X12	0.808	0.652864	0.347136		
X13	0.827	0.683929	0.316071		
X14SQRT	0.838	0.702244	0.297756		
X15	0.686	0.470596	0.529404		
Total	3.978	3.180394	1.819606	0.896871644	0.6360788
Z1	0.799	0.638401	0.361599		

Z2	0.732	0.535824	0.464176		
Z3	0.713	0.508369	0.491631		
Z4	0.742	0.550564	0.449436		
Z5	0.774	0.599076	0.400924		
Total	3.76	2.832234	2.167766	0.867051988	0.5664468
Y1SQRT	0.734	0.538756	0.461244		
Y3	0.641	0.410881	0.589119		
Y4	0.786	0.617796	0.382204		
Total	2.161	1.567433	1.567433	0.748702254	0.5

Hypothesis Testing

The proposed hypotheses were tested using AMOS analysis as follows:

Table 5. Hypothesis Test Results

Causal relationship	Estimated	S.E.	C.R.	P	Hypothesis Results
GPPA ← PDCs	0.230	0.099	2.326	.020	Accepted H1
GPPA ← PPICs	.176	.065	2.700	.007	Accepted H2
GPPA ← CSQ	0.129	0.052	2.483	0.013	Accepted H3
MSMEsMP ← GPPA	0.331	.088	3.768	***	Accepted: H4
MSMEsMP ← CSQ	0.064	0.051	1.240	0.215	Rejected H5
MSMEsMP ← PPICs	.168	.075	2.244	.025	Accepted H6

RESULT AND DISCUSSION

Theoretical Implications

This research contributes theoretically by introducing a new variable: green polycentric product advantage. This variable is derived from the green competitive advantage concept and the ethnocentric, polycentric, and geocentric models. Green polycentric product advantage is a concept that explains how to create product advantages for SMEs, particularly in the food industry, by positioning them as environmentally friendly icons of local products. This involves creating a variety of unique local food flavors that are environmentally friendly, developing distinct flavors that differentiate them from other regional food products, creating difficult-to-imitate local food types, and establishing irreplaceable color, texture, and aroma profiles for local food, all while maintaining environmental friendliness. These techniques intention to make bigger marketplace reach, in the long run main to multiplied income increase and profitability.

Managerial Implications

Managerially, this research provides guidance for SMEs producing local food to continuously innovate by creating a wide range of distinctive flavors, producing nutritious and hygienic food, minimizing environmental pollution, and ensuring that products are free from chemical ingredients, taking initial

steps towards healthy food production. SMEs must also constantly enhance their ability to maintain a positive brand image, making customers proud to purchase their products. Additionally, SMEs need to continuously develop their promotional capabilities to increase consumer awareness of their products. This will help them become top-of-mind, firmly established in consumers' minds as environmentally friendly local products. This is crucial because the ability of local food SMEs to understand their customers is not inherently linked to improved marketing performance.

While the findings of this research indicate an increase in marketing performance, it is crucial for relevant institutions such as the Brebes Regency Industry and Trade Office, the Brebes Regency Cooperative and SME Office, the Brebes Regency Health Office, and the Brebes Regency Integrated Licensing Service Office to support the local salted duck egg food industry. This can be achieved through activities such as mapping industry growth, ensuring environmentally friendly production processes, disseminating regulations related to SMEs, and encouraging the formation of more industry clusters. This research also recommends that these institutions facilitate local salted duck egg companies, for example, by organizing more exhibitions showcasing local flagship products, both at regional and national levels.

This research also recommends that the Brebes Regency Government establish marketing channels for local salted duck eggs. This can be done by opening local salted duck egg sales centers in Brebes Regency itself, such as at the Pejagan-Brebes toll road rest area, with affordable outlet rental fees. Additionally, sales centers could be established outside of Brebes Regency, such as in major cities across Indonesia, making it easier for consumers to purchase Brebes salted duck eggs without having to travel far. The hope is that these sales centers will expand the market reach of Brebes salted duck eggs, ultimately main to multiplied income increase and profitability.

CONCLUSION AND RECOMMEDATIONS

This study concludes that Green Polycentric Product Advantage (GPPA) plays a crucial mediating role in strengthening the relationship between product development capabilities and the marketing performance of Brebes salted egg MSMEs. Product innovation, strong local product imaging, and environmentally friendly uniqueness significantly enhance market reach, sales growth, and profitability. While polycentric product imaging and customer sensing improve GPPA, only imaging capability directly supports marketing performance, indicating that customer insight must be translated into differentiated, eco-friendly value to become impactful.

Based on these findings, MSMEs are encouraged to focus on sustainable product innovation, improve brand image, and intensify promotional efforts to strengthen their competitive position. Local government institutions should actively support MSMEs through training, regulatory guidance, and expanded market facilitation, including the establishment of sales centers in strategic locations. Strengthening environmentally friendly production practices and

leveraging the local identity of Brebes salted eggs will help MSMEs achieve superior and sustainable marketing performance.

FURTHER STUDY

This study still has limitations, so further research on this topic is needed "Strategy of Green Polycentric Product Advantage on Marketing Performance of Indonesian MSMEs"

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