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The Influence of Customer Orientation and Marketing Digitalization on Educational Service Performance In The Era of Technological Disruption

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Abstract: The development of digital technology in the era of technological disruption requires educational institutions to continue to adapt and innovate. This development triggers the need for adjustments in the performance of educational services, so it is important to understand the factors that influence this performance. This study aims to examine the effect of customer orientation and marketing digitalization on the performance of educational services in the era of technological disruption. This study applies a quantitative method by collecting data from a questionnaire. The population consists of all formal educational institutions that provide primary and secondary education, with a sample of 109 respondents taken randomly. The data was then analyzed using path analysis with the help of SPSS. The results of the study indicate that customer orientation and marketing digitalization have a positive and significant effect on the performance of educational services. The implementation of effective digital marketing strategies and efforts to meet customer needs and expectations can improve customer satisfaction and the image of the institution. Ultimately, this contributes to improving the performance of educational services. These findings conclude that educational institutions need to adopt a more customer-focused approach and make maximum use of digital technology in order to remain relevant and competitive in this increasingly developing era.

Keywords: Customer Orientation, Marketing Digitalization, Educational Service Performance, Era Of Technological Disruption.

INTRODUCTION

The era of technological disruption emerged due to the rapid development of digital technology, its presence triggering various innovations in various business and industrial sectors. This change also has a significant impact on the education sector, presenting new challenges and opportunities for educational institutions. Digital transformation changes the way educational institutions interact with students and other stakeholders, thus encouraging the need to improve the performance of educational services to remain relevant in this dynamic era.

In the world of business or enterprise, success is certainly the main goal. To achieve this success, good performance is needed, where managers must have the ability to plan, organize, and control efforts in order to achieve the expected goals (Azeem et al., 2020). This also applies in the world of education, where effective performance must be maintained and improved so that the services provided are in accordance with expectations. Service performance is the result of work that can be achieved by individuals or groups in an organization. This achievement is carried out in accordance with the authority and responsibility of each, and aims to achieve organizational goals legally, without violating the law, and in accordance with moral and ethical principles (Alkraihi & Ameen, 2021).

In an effort to improve the performance of educational services, customer orientation and marketing digitalization are two important factors that can have an influence. Customer orientation is an approach that places customer needs and expectations as the main priority. This reflects how an organization, including educational institutions, deeply understands the characteristics and needs of its target consumers, so that it is able to continuously create superior value for the institution. As explained by Yeo et al. (2019), the current market environment is increasingly shifting its focus from product orientation to customer orientation. Thus emphasizing the importance of customer-centered management through the creation of positive value, where in educational institutions, the main customers are students.

In the education sector, customer orientation refers to how educational institutions can understand and respond to the needs of students as primary consumers. Educational institutions that are customer-oriented can provide quality educational services and also pay attention to the entire student experience from the registration process to learning support to provide higher satisfaction.

On the other hand, marketing digitalization plays an important role in expanding reach and maximizing efficiency in delivering information and promotions. According to Kotler & Keller (2009) quoted in the research of Kilay et al., (2022), marketing digitalization is a company's effort to utilize the internet to communicate, promote, and sell products or services to buyers or potential buyers. In educational institutions, marketing digitalization involves the use of digital technology to introduce educational services to a wider audience and to improve the student experience.

The application of digital technology in educational marketing includes various strategies, such as the use of social media, online learning platforms, and interactive websites. The application of marketing digitalization can help educational institutions reach a wider audience, provide relevant information in real-time, and build closer relationships with students (Seow & Hussain, 2024). Therefore, factors from customer orientation and marketing digitalization are assumed to be able to make a significant contribution to improving the performance of educational services, thus making educational institutions more competitive in the era of technological disruption.

Previous research conducted by Fan et al., (2021) showed that customer orientation and social media usage have an influence on the performance of culinary sector MSMEs during the Covid-19 pandemic. Azeem et al., (2020) also found that customer orientation has a positive and significant effect on the performance of MSMEs in Padang City. On the other hand, research on the influence of marketing digitalization conducted by Wang et al., (2024) showed that digital marketing has a positive and significant effect on the financial performance of MSMEs. However, research conducted by Kilay et al., (2022) revealed that digital marketing did not have a significant effect on improving MSME performance during the Covid-19 pandemic.

Based on previous research findings, researchers are interested in examining the influence of customer orientation and marketing digitalization on the performance of educational services in the era of technological disruption. The novelty of this study lies in the

application of both variables to the education sector which is facing rapid technological change. This study is important because it can provide an understanding of how customer orientation and marketing digitalization can contribute to improving the quality and success of educational services. The results of this study are expected to be a guideline for stakeholders in the education sector to develop strategies that can improve the quality of service and the competitiveness of educational institutions amidst challenges and technological changes. The main objective of this study is to examine how customer orientation and marketing digitalization affect the performance of educational services in facing the era of increasingly advanced technological disruption.

RESEARCH METHODS

The research method uses a quantitative approach, which can be interpreted as a way of collecting data or information that can be measured objectively through research instruments. This scientific method uses numbers to answer research questions and test hypotheses, based on positivistic principles that emphasize concrete data (Phakiti, 2015). Data collection was carried out through questionnaires, with the population studied consisting of all formal educational institutions that provide primary and secondary education. The research sample was taken using a random sampling technique, with a total of 100 respondents. The sample criteria include formal educational institutions, such as elementary schools (SD), junior high schools (SMP), and senior high schools (SMA). In addition, the institution must be accredited by a recognized accreditation body to ensure the quality of education provided. Institutions are also required to have implemented technology in the learning and marketing process as part of digitalization. The data collected was analyzed using SPSS, which was chosen because of its ability to test the relationship between research variables. The following is the conceptual framework of this study:

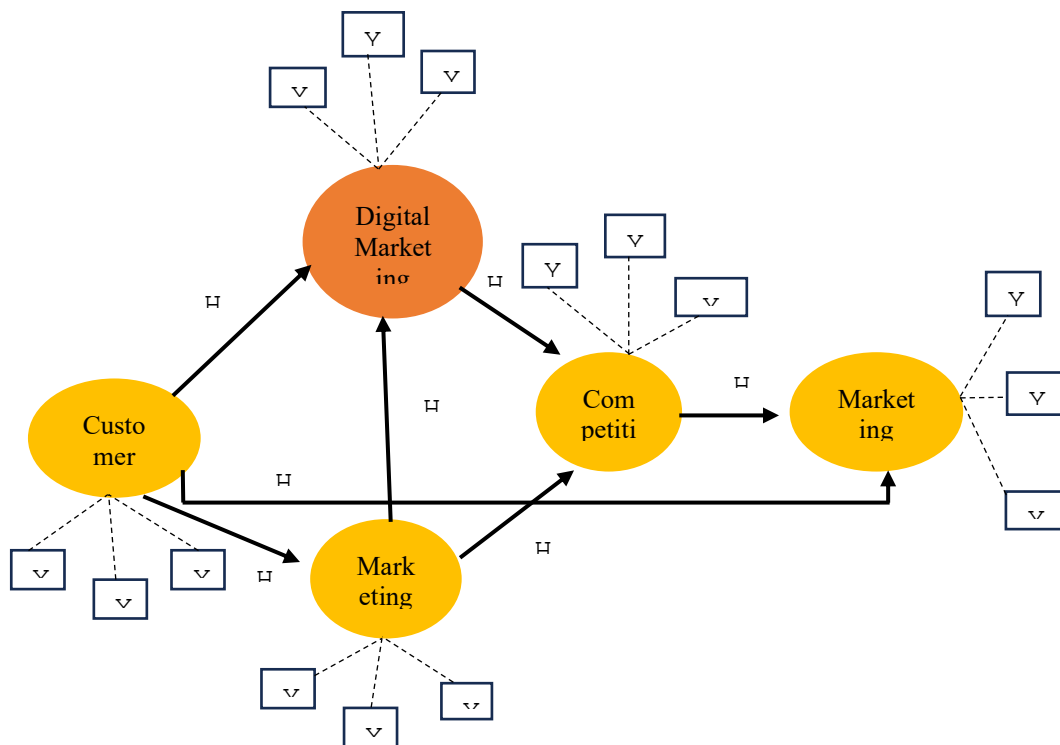


Figure 1. Conceptual Framework

Based on the description above, the hypothesis formulation can be formulated as follows:

H1: Customer Orientation has a positive influence on Educational Service Performance in the Era of Technological Disruption.

H2: Marketing Digitalization has a positive influence on Educational Service Performance in the Era of Technological Disruption.

RESULTS AND DISCUSSION

Results

Validity Test

Validity testing is a step in assessing a variable used. to accurately measure the construct or variable in question.

Table 1. Validity Test

		Correlations				
		X1	Y1	Y2	Y3	Y4
X1	Pearson Correlation	1	.595**	.510**	.470**	.244*
	Sig. (2-tailed)		<.001	<.001	<.001	.011
	N	109	109	109	109	109
Y1	Pearson Correlation	.595**	1	.643**	.640**	.470**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	109	109	109	109	109
Y2	Pearson Correlation	.510**	.643**	1	.584**	.423**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	109	109	109	109	109
Y3	Pearson Correlation	.470**	.640**	.584**	1	.325**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	109	109	109	109	109
Y4	Pearson Correlation	.244*	.470**	.423**	.325**	1
	Sig. (2-tailed)	.011	<.001	<.001	<.001	
	N	109	109	109	109	109

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Based on the results in table 1, it can be seen that each measuring instrument shows all significance values (2-tailed) correlation for all items smaller than the significance limit value of 0.05. Thus, all statements in the question items have strong validity, so that the questionnaire as a whole is considered valid for use in research.

Reliability Test

Reliability testing is a test used to evaluate an instrument to provide consistent and stable results over time.

Table 2. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.810	5

The results of the reliability test in table 2 show that the Cronbach Alpha value reaches 0.697 which exceeds the minimum limit of 0.600. This shows that the questionnaire has high consistency so that it can be used in further research.

Normality Test

The normality test is a statistical method used to determine whether the distribution of data in a sample follows a normal distribution or not.

Table 3. Normality Test Results

	Kolmogorov-Smirnova			Shapiro Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
X1	.188	109	<.001	.885	109	<.001
Y1	.134	109	<.001	.945	109	<.001
Y2	.131	109	<.001	.939	109	<.001
Y3	.171	109	<.001	.908	109	<.001
Y4	.132	109	<.001	.932	109	<.001

a. Lilliefors Significance Correction

The results of the normality test in table 3 show a sig. value < 0.05 so that the questionnaire is normally distributed.

Regression Test

Test regression is a test carried out to evaluate the relationship between several variables.

Table 4. Regression Test Regression Test

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error		Beta		
1	(Constant)	2.333	3,038		.768	.444
	X1	.842	.110	.595	7,664	<.001

a. Dependent Variable: Y1

In table 4 it can be concluded that the coefficient for the independent variable (X1) is 0.842 with a t value of 7.664 and significance (Sig.) less than 0.001, which indicates that variable X1 (Customer Service) has a significant positive influence on the dependent variable (Y1), namely Marketing Innovation. The coefficient value B for Customer Service shows that every one unit increase in Customer Service will increase Marketing Innovation by 0.842. These results indicate that improving customer service can significantly drive marketing innovation.

Table 5 Regression Test Regression Test

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error		Beta		
1	(Constant)	2,842	2.316		1.227	.222
	X1	.514	.084	.510	6.132	<.001

a. Dependent Variable: Y2

Table 5 shows that the coefficient for the independent variable (X1) is 0.514 with a t value of 6.132 and a significance (Sig.) of less than 0.001, indicating that variable X1 (Customer Service) has a significant positive effect on the dependent variable (Y2), namely Digital Marketing Transformation. The coefficient value B for Customer Service shows that every one unit increase in Customer Service will increase Digital Marketing Transformation

by 0.514. These results indicate that improving customer service can significantly drive digital marketing transformation.

Table 6. Regression Test Regression Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	5.303	1,356		3.912
	Y1	.458	.053	.643	8,686

a. Dependent Variable: Y2

Table 6 shows that the coefficient for the independent variable (Y1) is 0.458 with a t value of 8.686 and a significance (Sig.) of less than 0.001, indicating that the variable Y1 (Marketing Innovation) has a significant positive effect on the dependent variable (Y2), namely Digital Marketing Transformation. The coefficient value B for Marketing Innovation shows that every one unit increase in Marketing Innovation will increase Digital Marketing Transformation by 0.458. These results indicate that marketing innovation can significantly drive digital marketing transformation.

Table 7. Regression Test Regression Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2,664	3.223		.826
	X1	.303	.117	.244	2.602

a. Dependent Variable: Y4

Table 7 above shows that the coefficient for the independent variable (X1) is 0.303 with a t value of 2.602 and a significance (Sig.) of 0.011, which indicates that variable X1 (Customer Orientation) has a significant positive effect on the dependent variable (Y4), namely Marketing Performance. The coefficient value B for Customer Orientation shows that every one unit increase in customer orientation will increase marketing performance by 0.303. These results indicate that customer orientation has a positive effect on increasing marketing performance significantly.

Table 8. Regression Test Regression Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	5.414	.915		5.916
	Y1	.306	.036	.640	8,609

a. Dependent Variable: Y3

In Table 8 it can be concluded that the coefficient for the independent variable (Y1) is 0.306 with a t value of 8.609 and a significance (Sig.) of less than 0.001, which indicates that the variable Y1 (Marketing Innovation) has a significant positive effect on the dependent variable (Y3), namely Competitive Advantage. The coefficient value B for Marketing Innovation shows that every one unit increase in marketing innovation will increase competitive advantage by 0.306. These results indicate that marketing innovation has a significant positive effect in increasing competitive advantage.

Table 9. Regression Test Regression Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	6,557	.904		7,256
	Y2	.393	.053	.584	7,449

a. Dependent Variable: Y3

The results of the study in table 9 show that the coefficient for the independent variable (Y2) is 0.393 with a t value of 7.449 and a significance (Sig.) of less than 0.001, which indicates that the variable Y2 (Digital Marketing Transformation) has a significant positive effect on the dependent variable (Y3), namely Competitive Advantage. The coefficient value B for Digital Marketing Transformation shows that every one unit increase in digital marketing transformation will increase competitive advantage by 0.393. These results indicate that digital marketing transformation has a significant positive effect in increasing competitive advantage.

Table 10. Regression Test Regression Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.120	2.235		1,396
	Y3	.597	.168	.325	3,559

a. Dependent Variable: Y4

The results of the study in table 10 show that the coefficient for the independent variable (Y3) is 0.597 with a t value of 3.559 and a significance (Sig.) of less than 0.001, which indicates that the variable Y3 (Competitive Advantage) has a significant positive effect on the dependent variable (Y4), namely Marketing Performance. The coefficient value B for competitive advantage shows that every one unit increase in competitive advantage will increase marketing performance by 0.597. These results indicate that competitive advantage has a significant positive effect on improving marketing performance.

DISCUSSION

Customer Service has a positive influence on Marketing Innovation

Based on the research results, customer service has a positive influence on marketing innovation. Customer service plays an important role in supporting marketing innovation. Direct interaction with customers allows customer service to gather valuable insights into customer needs, preferences, and problems. This information can be used by the marketing team to create or adjust more relevant and innovative marketing strategies (Sanjaya et al., 2023). Likewise, customer feedback collected by customer service can inspire the development of new products or services that are more in line with market trends. Thus, the role of customer service is not only to provide solutions to customer problems but also to be a source of ideas for innovation in marketing (Rayasa et al., 2019).

In addition, high-quality customer service can increase customer satisfaction and loyalty, which in turn affects the effectiveness of marketing innovation. When customers feel valued through responsive and solution-oriented service, they are more likely to support new products or innovative marketing campaigns (Umatin et al., 2024). This positive relationship creates a continuous feedback cycle between customer experience and marketing strategy, so that companies can continue to innovate according to market needs. As a result, marketing innovation can be more easily accepted and have a greater impact on the market (Lubis, 2024).

On the other hand, the role of customer service in marketing innovation can also be enhanced through the use of technology. By integrating data from customer service into marketing analytics systems, companies can identify previously unseen trends (Garbo & Latifah, 2024). AI-based customer service can help collect large amounts of data that can be used to support strategic decisions in marketing innovation. This shows that the synergy between customer service and marketing innovation can increase the overall competitiveness of the company (Pramesti, 2023).

Thus, customer service has a positive influence on marketing innovation because effective interaction with customers can generate valuable insights into market needs and preferences. Responsive and quality service can increase customer satisfaction, build loyalty, and create opportunities for product innovation and more relevant marketing strategies. By understanding customer experience, companies can create creative and adaptive marketing approaches, thereby increasing business competitiveness and sustainability.

Customer Service has a positive influence on Digital Marketing Transformation

Based on the research results, it was found that customer service has a positive influence on digital marketing transformation. Customer service has a significant contribution in supporting digital marketing transformation. With direct interaction between companies and customers through digital platforms such as email, social media, and chatbots, customer service becomes the main bridge in understanding customer needs and preferences (Galib et al., 2024). Data collected from these interactions can be used to design more relevant and personalized digital marketing strategies. For example, input from customer service can help optimize digital content, improve user experience, or adjust product offerings in digital campaigns (Hasibuan, 2024).

In addition, effective customer service in the digital space strengthens the relationship between customers and brands, which is key in digital marketing transformation. Fast response and satisfactory service through digital platforms create positive customer experiences, increase loyalty, and build brand reputation in cyberspace. These positive interactions provide a strong foundation for digital marketing strategies to thrive, as customers tend to be more responsive to digital campaigns from companies they trust (Fadlila et al., 2024).

Technology also expands the role of customer service in digital marketing transformation. With tools such as data analytics, automation, and artificial intelligence, customer service can provide real-time insights that help dynamically direct digital marketing campaigns (Putra et al., 2024). For example, chatbots can identify patterns of frequently asked questions or issues that customers frequently encounter, which are then used to refine digital marketing messages or strategies. With this integration, customer service not only supports digital marketing transformation but also spurs innovation in more effective and efficient digital approaches.

Thus, customer service has a positive influence on digital marketing transformation because fast and responsive interactions through digital platforms improve customer experience, strengthen loyalty, and build a better brand image. Effective customer service on digital channels, such as social media and instant messaging applications, allows companies to understand consumer needs in real-time, so they can design more personalized and relevant digital marketing strategies. This drives the acceleration of digital transformation in marketing to achieve higher efficiency and effectiveness.

Marketing Innovation has a positive influence on Digital Marketing Transformation

The results of the study showed that marketing innovation has an effect on digital marketing transformation. Marketing innovation plays an important role in digital marketing transformation because it is able to create new approaches that are more effective and efficient in marketing products and services. Marketing innovation includes the development of ideas, methods, and tools that enable businesses to reach a wider audience through digital platforms.

By adopting new technologies such as big data, AI, and machine learning, companies can adjust their marketing strategies to be more targeted and relevant to the needs of modern consumers. Marketing innovation allows companies to not only adapt to digital developments but also to lead in changing market trends (Syamsi & Riofita, 2024).

Digital marketing transformation driven by marketing innovation also opens up opportunities for higher personalization. By leveraging customer data, companies can offer more targeted and tailored experiences to individual preferences, increasing conversion rates and customer satisfaction (Anggraeni & Sekti, 2024). For example, the use of chatbots and AI in customer communications provides faster and more accurate responses, while social media allows companies to interact directly with customers in real time. These innovations increase the effectiveness of marketing campaigns by providing more relevant and responsive solutions to dynamic market demands (Ahmadi, 2023).

Innovations in digital marketing also help companies expand their reach and strengthen their position in the global market. By integrating various digital channels such as e-commerce, social media, and mobile applications, companies can reach international audiences without geographical barriers (Robul et al., 2020). Digital marketing allows companies to build stronger relationships with customers through engaging and relevant content, and data-driven marketing strategies that can be measured more accurately. Innovations in marketing content, such as the use of interactive videos and augmented reality, also increase customer engagement in more innovative ways (Kumar & Singh, 2022).

Finally, marketing innovation facilitates digital marketing transformation by increasing the efficiency and productivity of companies. The use of digital technology in managing marketing campaigns reduces operational costs and the time required to execute traditional marketing strategies (Masrianto et al., 2022). Digital analytics tools help companies track campaign performance in real-time, allowing them to make necessary adjustments quickly. This innovation creates more value for companies, allowing them to adapt more quickly to market changes and provide a better customer experience (Adwan et al., 2023).

Marketing innovation plays a vital role in digital marketing transformation by adopting new technologies and strategies to improve customer experience and operational efficiency. Through the use of digital platforms, such as social media, data analytics, and marketing automation, this innovation enables businesses to reach a wider audience, personalize offers, and enhance real-time customer interactions. Thus, marketing innovation not only introduces new ways of communicating and transacting, but also supports a major shift in the way companies conduct marketing in the digital era, ultimately increasing business competitiveness and sustainability.

Customer Orientation has a positive influence on Marketing Performance

The results of the study show that customer orientation has a positive effect on marketing performance. Customer orientation has a significant effect on marketing performance. Companies that have a strong customer orientation will focus more on understanding customer needs, preferences, and expectations. This allows them to design products, services, and marketing strategies that are more in line with market desires (Aburayya et al., 2020). With a customer-centric approach, companies can increase the relevance of their offerings, which in turn can increase levels of customer satisfaction and loyalty. High customer satisfaction tends to be directly related to improved marketing performance, such as increased sales, market share, and customer retention (Bansal, 2023).

In addition, a strong customer orientation encourages companies to adapt to changing market trends and evolving customer preferences. Companies that are responsive to customer feedback can make quick adjustments in their marketing strategies, keep products relevant, and introduce innovations that consumers prefer (Kopalle et al., 2020). By putting customers first, companies can also create long-term, profitable relationships, which have a positive impact on

overall marketing performance. This allows companies to create added value for customers, which strengthens their position in the market (Raji et al., 2024).

Effective customer orientation also contributes to the effectiveness of communication and interaction with customers, which is very important in marketing. A marketing strategy that focuses on customer needs ensures that the message delivered is right on target and attracts the attention of the relevant audience (Nurpratama et al., 2024). With a customer-focused approach, companies can maximize the potential of the marketing channels they use, both digital and traditional, and create a more positive customer experience. This all contributes to improved marketing performance, both in terms of brand recognition, sales conversion, and customer loyalty (Madhani, 2020).

Thus, customer orientation has a positive influence on marketing performance because this approach focuses on understanding and fulfilling customer needs and desires. By prioritizing customer satisfaction, companies can develop more relevant products and services, increase customer loyalty, and strengthen long-term relationships. This leads to increased sales, marketing efficiency, and overall company performance. A customer-focused approach also allows companies to respond to market changes more quickly, increase competitiveness, and achieve marketing goals more effectively.

Marketing Innovation has a positive influence on Competitive Advantage

Based on the research results, it was found that marketing innovation has a positive influence on competitive advantage. Innovation in marketing allows companies to create unique and different marketing strategies from competitors, which can attract consumers' attention and meet their needs in a more effective way (Seran et al., 2023). By developing new products, introducing more creative marketing approaches, or utilizing the latest technology, companies can increase their brand appeal in the market. This provides a competitive advantage that sets them apart from competitors, both in terms of product differentiation, customer experience, and marketing communications (Sudirjo, 2023).

Marketing innovation enables companies to adapt more quickly to market changes and consumer trends. In an increasingly dynamic world, companies that innovate their marketing strategies will be better prepared to face market challenges and benefit from new opportunities (Purchase & Volery, 2020). The use of digital technology in marketing or the development of new distribution channels can help companies reach a wider audience and strengthen their position in the market. In this way, marketing innovation helps companies not only survive the competition but also excel in a changing market (Peter & Vecchia, 2020).

Marketing innovation also allows companies to increase efficiency in marketing processes and brand management. By leveraging customer data and analytics, companies can identify opportunities and areas of improvement in their marketing strategies. This allows them to optimize resource allocation and improve marketing results (Suryahanjaya et al., 2024). Innovation in marketing that focuses on improving customer experience or creating greater value for consumers can strengthen customer loyalty and brand reputation, which directly increases the company's competitive advantage in the long term (Keiningham et al., 2020).

Thus, marketing innovation has a positive influence on competitive advantage because it allows companies to create different and more effective marketing strategies than their competitors. By adopting new technologies, creative marketing methods, or innovative business models, companies can offer more attractive products or services, improve customer experience, and increase operational efficiency. These innovations help companies differentiate themselves in the market, strengthen brand positioning, and build stronger relationships with customers. As a result, companies can achieve sustainable competitive advantage, which in turn increases their competitiveness and growth in the market.

Digital Marketing Transformation has a positive influence on Competitive Advantage

Digital marketing transformation has a significant impact on a company's competitiveness in an increasingly competitive market. By utilizing digital technology and online platforms, companies can optimize their marketing strategies more effectively. This transformation allows companies to reach a wider audience and personalize communications with consumers, which increases engagement and builds long-term relationships. This process also allows for the collection of more accurate data on consumer preferences, which can be used to develop products and services that better suit market needs (Rahman et al., 2024).

In addition, digital transformation in marketing allows companies to integrate various marketing channels into one connected platform. The use of various tools such as social media, SEO, digital advertising, and email marketing that are well coordinated helps create a more consistent and seamless consumer experience. This not only increases brand visibility but also facilitates higher conversions, providing a clear competitive advantage over competitors who still rely on traditional marketing methods (Caliskan et al., 2020).

The speed and efficiency offered by digital transformation also play a significant role in creating competitive advantage. Companies can respond to market changes and consumer demands more quickly, thanks to real-time analytics and marketing automation tools (Wahyudi et al., 2023). This allows them to make rapid adjustments to their strategies, whether in terms of content, products, or advertising, to stay relevant in a dynamic market. This speed of response gives companies the ability to compete more effectively with their competitors who may be slower to adapt to market changes (Sulistyawati & Munawir, 2024).

Digital transformation also provides opportunities for greater innovation in marketing strategies, which in turn can strengthen a company's competitive position. With technologies such as artificial intelligence (AI) and machine learning, companies can create smarter and more adaptive marketing campaigns, and improve the overall user experience. This gives them an edge in terms of product and service differentiation, which is a critical factor in creating a sustainable competitive advantage. As a result, companies that successfully implement digital transformation in marketing can not only survive the competition but also lead in their markets.

Competitive Advantage has a positive influence on Marketing Performance

Competitive advantage has a significant positive effect on a company's marketing performance. Competitive advantage allows companies to differentiate themselves from their competitors, either in terms of products, services, or brand image, which in turn increases consumer appeal and preference (Aripin et al., 2023). By having a stronger position in the market, companies can attract more customers and maintain their loyalty longer. This has a direct positive impact on marketing performance, as more and more loyal customers increase the results of marketing efforts made.

Competitive advantage also allows companies to utilize internal resources and capacities more efficiently in marketing activities. For example, companies with cost advantages can offer more competitive prices or be more flexible in conducting promotions, which can increase sales volume and expand market share (Varadarajan, 2020). In addition, companies with differentiation advantages can highlight the unique qualities of their products or services, which strengthens their position in marketing campaigns and increases sales conversions. Competitive advantage gives companies confidence in managing and optimizing their marketing strategies. By leveraging a strong market position, companies can innovate more in their marketing campaigns, using bolder and more creative approaches to reach a wider audience (Ramadhan, 2024). This leads to higher effectiveness in marketing, because companies can focus more on achieving long-term goals, rather than just on short-term tactics that are reactive to competitors.

In addition, a strong competitive advantage allows companies to more easily adapt to changing market trends or new consumer needs. This advantage gives companies the flexibility to design more relevant and up-to-date marketing campaigns, and to utilize new, more effective

marketing channels. Therefore, by having a competitive advantage, companies can design more targeted, efficient, and productive marketing strategies, which ultimately have a positive impact on overall marketing performance.

CONCLUSION

Based on the results and discussion, it shows that the customer orientation and digitalization of marketing variables have a positive and significant influence on the performance of educational services in the era of technological disruption. The results of the study show that the higher the focus of education on customer orientation and the application of digitalization in marketing, the better the service performance that can be provided by educational institutions. So with the implementation of an effective digital marketing strategy, educational institutions can more easily reach and meet the needs and expectations of customers, namely students and parents. So that the impact can increase customer satisfaction and improve the image of the institution in the eyes of the public, with a good image and high customer satisfaction, the performance of educational services will increase. These findings underscore the importance for educational institutions to adopt a more customer-oriented approach and make maximum use of digital technology in order to remain relevant and competitive in this increasingly developing era.

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