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The Strength of a Business Strategy with Value Innovation for Rattan Handicraft Entrepreneurs in Central Kalimantan, Indonesia

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Abstract:

Research on rattan handicraft business actors in Central Kalimantan using interview and questionnaire methods aims to improve the performance of value innovation in business strategies that adopt independent variables Market Orientation and Knowledge Sharing results can positively affect the performance of value innovation. Research with a sample of 100 business people, has research implications for the development of a craft business in a competitive business environment with novelty the higher ability of business actors in identifying market orientation and the ability to obtain information and being able to share information for value innovation performance that prioritizes the process in marketing can increase business for small businesses and as a research reference for other researchers in the development of marketing management science.

Keywords: *Value innovation performance, market orientation, knowledge sharing, craft business actors*

1. Introduction

Rapid changes are felt in the handicraft business in the business environment in the era of digitization, demanding rattan handicraft businesses in Central Kalimantan. Building a strong business strategy and by business objectives, must be managed both from the business unit and market needs with the support of methods to perform value innovation performance (Acar & ÖZŞAHİN, 2017). Management in business is a management method that has a one-way focus such as innovation performance with the ability to identify markets, the ability to get information and share innovation (Albort-Morant, Leal-Millán, & Cepeda-Carrión, 2016).

The needs of customers and the desire to use products from rattan constitute a specific (not general) market segment (Açıkgöz, Günsel, Kuzey, & Seçgin, 2016). Some customers and competitors in the market orientation on typical products, many innovate as a value of customer loyalty, because customers feel the ease in getting products, the suitability of product benefits in product marketing innovation and the ease of making transactions due to payment and delivery options (Aarikka-Stenroos & Lehtimäki, 2014). But many business competitors now with fashion, bags, shoes adopting fashions from well-known brands are becoming a good strategy from competitors as form innovations (Ahmadi & O'Cass, 2018). In product innovation also concerns the performance of value innovation (Alessandro & Rosario, 2015). This is a concern in research as a basis in the selection of literature from significant and positive research results, that innovation can be influenced by Market Orientation, Knowledge Sharing as a variable that can improve the performance of value innovation so that businesses can effectively and efficiently reach markets and meet needs consumer (Alford & Duan, 2018; Bejinaru, 2017).

Rattan handicraft business actors in Central Kalimantan from 2017 until now, have tried to do a process of value innovation in marketing with sales utilizing online facilities (Facebook and Instagram) in increasing project value in communication (Hendar, Ferdinand, & Nurhayati, 2017). Based on the research of Alessandro and Rosario (2015) business development in an uncertain environment requires businesses to apply business strategies not only to business units but to identify and analyze market share and business objectives by studying the business environment from information and knowledge sharing become an environmental point of view now and in the future (Albert & Jenny, 2015).

Research that focuses on market orientation according to Ngo and O'Cass (2012) is a business strategy in reaching market share better in meeting the needs of consumers supported by innovation performance, but the results of research into market orientation variables are not significant as marketing capabilities for performance in innovation. According to Boso, Adeola, Danso, and Assadina (2017) marketing performance with significant influence from market orientation and marketing performance with significant influence from market orientation and knowledge orientation (García-Villaverde, Rodrigo-Alarcón, Ruiz-Ortega, & Parra-Requena, 2018). Marketing performance research is now heavily influenced by social media as an effective and efficient tool and media in marketing existing and new products

as consumer stimuli in conducting transactions and as a business survival strategy as innovations in marketing projects (Ho, Nguyen, Adhikari, Miles, & Bonney, 2017).

The theory of Dynamic Capability (DC) in this study is a dynamic in competition that requires business actors as business actors to improve performance in creating innovations (Chien & Tsai, 2012). That can attract consumers in buying products, so that innovation can be a valuable innovation in market share as a marketing process, the process of producing product innovation, innovation in building networks for marketing as well as innovation in building a network of cooperation with stakeholders (Alford & Duan, 2018).

Knowledge Sharing by measurement (sharing information, sharing knowledge and opening up to improve marketing skills with social media), according Alsharo, Gregg, and Ramirez (2016) means that the ability of business actors to quickly read situations now and will come as value innovation performance of three measures (process innovation, product innovation and product marketing innovation), with marketing dynamics supported by business expertise in information and knowledge (Chang, Jiang, Klein, & Wang, 2018). A good market orientation in performance is the basis of business actors in identifying target markets, market segments and product positions in the market, and as a measure of indicators are customer orientation, competitor orientation and performance coordination (Amin, Thursamy, Aldakhil, & Kaswuri, 2016).

Based on phenomena and gaps, the study focused on respondents of 100 rattan handicraft entrepreneurs to be able to produce results, from the problem formulation of the study: (1) whether market orientation can affect the performance of value innovation, rattan handicraft business actors and (2) whether sharing knowledge can improve the value innovation performance. Research implications to improve the performance of value innovation in unique products with abundant raw resources in Central Kalimantan and to expand knowledge about value innovation in marketing.

2. Literature Review

2.1. Value Innovation Performance

Berghman, Matthyssens, and Vandenbempt (2012) stated that the innovation ability of companies belonging to the creative industry is able to positively and significantly influence the success of a product produced by the company and by increasing performance in innovation through management strategies on the value of the process of improving communication in marketing, increasing value in the main functional organizations of the customer needs (Christiane & Bodo, 2016). In a business developed with traditional capabilities, both entrepreneurs who have run their businesses and newly established businesses, of course, require innovation as an important tool in improving the performance of business products in an integrated process to increase market share by reducing costs in marketing through value innovation as a process in a business solution (Dimitrios & Evangelos, 2015).

Business actors who have learned to improve their innovation capabilities can actively increase their business growth with value innovation performance which is a production process to be able to quickly and easily reach consumers and be better than competitors in terms of processes and the ability of businesses to do better marketing (De Silva, Howells, & Meyer, 2018). A product will increase if a business unit involves innovation in the value of marketing and has information and knowledge in it.

This is because business actors who apply innovation that is not limited to products and can develop in the process are believed to extend the product life cycle and become a business strategy in the performance of small businesses that will succeed (Chahal, Dangwal, & Raina, 2016). Furthermore, the results of the study also stated that a business with greater innovation ability when combining existing resources will be more successful in responding to changes that occur in the business environment.

2.2. Market Orientation

Market orientation is important for companies in line with increasing global competition and changes in customer needs where companies realize that they must always be close to their markets (Beneke, Blampied, Dewar, & Soriano, 2016). Market orientation is a business culture where the organization commits to continue to be creative in creating superior value for customers (Bhattarai, Kwong, & Tasavori, 2019). Market orientation can be a process and activity related to the creation and satisfaction of customers by continuously assessing the needs and desires of customers (Abdulai Mahmoud & Yusif, 2012).

The application of market orientation will bring increased performance to consist of three behavioral components namely customer orientation, competitor orientation, and inter-functional coordination (Beneke et al., 2016). Customer orientation and competitor orientation including all activities involved in obtaining information about buyers and competitors in the target market and disseminating through business, while inter-functional functions are based on customer and competitor information and consist of coordinated business ventures (Chalmers & Balan-Vnuk, 2012). It was further explained that customer orientation was defined as an adequate understanding of target consumers to create continuous superior value for consumers. Understanding here includes an understanding of the entire value chain of buyers, both at the latest and at the time of its development in the future (Assiouras, Skourtis, Giannopoulos, Buhalis, & Koniordos, 2019). This effort can be achieved through the process of finding information about customers in the presence of this information so that it will understand who the potential customers are, both now and in the future and what they want for now and in the future. Based on a literature review, the hypotheses tested are:

Hypothesis 1: Good Market Orientation will have an impact posit if on Value Innovation Performance.

2.3. Knowledge Sharing

Sharing information is the key to producing successful relationships (Hwang, Lin, & Shin, 2018). When employees commit to sharing information, internal employee relations between departments is also good. This is in line with the theory put forward by (Teece, 2017) that close and quality relationships can be built through information sharing when companies want to share common goals and build active employees (good collaborative relationships). So to establish relationships between employees needed open communication, where open communication is caused by the right flow of information in the organization (Teece, 2010).

Knowledge sharing according to Cheng and Coyte (2014) is an activity that facilitates the exchange of knowledge, helps people work together, increases the ability to achieve organizational goals, and others. Meanwhile, according to (Carvalho & Gomes, 2017) stated that knowledge sharing is a process in which individuals involved exchange knowledge in tacit and explicit form and are used to create new knowledge. Knowledge sharing is more than just sharing, and is also "working together". Information sharing (information sharing) is a continuous flow of communication between partners both formal and informal and contributes to better planning and supervision in a series (Chang-Wook, Hea Jun, & Myungweon, 2017).

According to Hu and Randel (2014) that cultural factors play a very important role in supporting the process of creating organizational knowledge and the success of knowledge sharing in organizations. Sharing knowledge is a method for a group to share their knowledge, techniques, experiences, and ideas with other members. According to Chiu and Chen (2016) knowledge sharing is one method or one step in knowledge management that is used to provide opportunities for members of a group, organization, agency, or company to share their knowledge, techniques, experiences, and ideas with other members. Knowledge sharing can only be done if each member has ample opportunity to express opinions, ideas, criticisms, and comments to other members and can share information for business set goals (Dong, Hung, & Cheng, 2016).

From some explanations about research on knowledge sharing, it can be concluded that culture in small organizations can be measured through indicators: (1) embraced knowledge (2) embodied knowledge (3) encultured knowledge (4) embedded knowledge (5) encoded knowledge (Corgnet, Gómez-Miñambres, & Hernán-González, 2018).

Based on the literature review of the hypotheses tested in the study are:

Hypothesis 2: Good Knowledge Sharing will have an impact positively on value innovation performance.

3. Conceptual Framework

The conceptual framework is the foundation in the framework for conducting research based on the literature review with indicators on several studies and adjusted to the contextual direction, objectives and demographic and geographical description of the study site (Alan, William, & Prati, 2011). So, this research makes conceptual based on theory and previous research, the research framework is as follows:

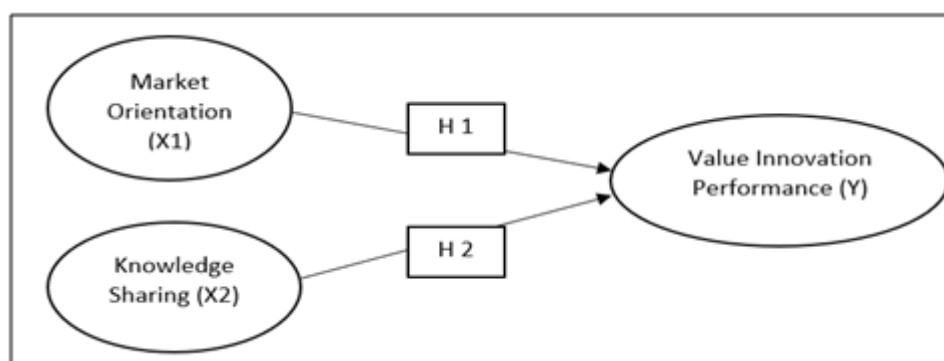


Figure 1: Research Framework

4. Methodology

This type of research is qualitative research which is a causal descriptive study (Angelo, Enrico, & Luca, 2016). Design research with a census in the Central Kalimantan region with the largest rattan producers and carried out on 100 people rattan handicraft entrepreneurs with questionnaires, interviews made with tables, so that the data can be valid and reliable for hypothesis measurement aimed at knowing the effect of X1, X2 on Y.

The analytical method used in this study is direct research in the field to find out how much influence is occurring between the independent variable and the dependent variable with the aim of providing a way to be able to improve sustainable businesses (Alan et al., 2011). In the period of digitalization not only by product innovation but how identification of orientation the market can provide value innovation and knowledge sharing can increase the value of innovation which has an indicator value on the functional business units for consumer needs, value communication in improving business networks and the value of effectiveness and effectiveness with business solutions in increasing market share by implementing marketing supported by technology (following market trends).

5. Research Result

The first test is a questionnaire test in this study to identify data on craft business actors towards market orientation (consumer orientation, competitor orientation, and internal work coordination) can improve innovation performance significantly and positively based on the table:

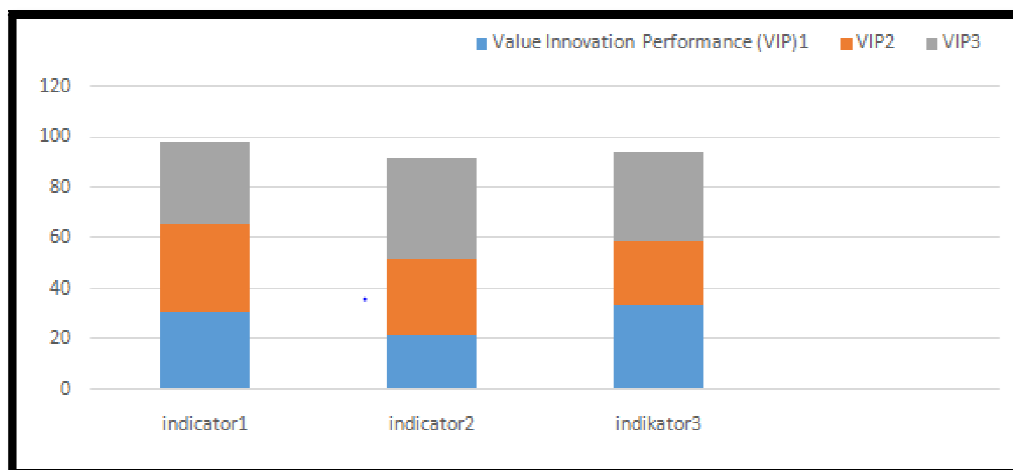


Table 1: Market Orientation to Value Innovation Performance

Based on the results of the data in the presentation of the table, indicator 1 (customer orientation) of 100 respondents, 28 states it is important to identify the orientation of consumers to improve business functional, 32 states identification of consumer orientation can improve communication in business, 35 states identification of consumer orientation can improve business solutions. Indicator 2 (competitor orientation) of 100 respondents, 21 stated that competitor orientation can improve business functional, 37 states can improve communication in business and 35 by identifying competitor orientation, it is important to improve the business solution.

Indicator 3 (inter-firm coordination) of 100 respondents, 34 stated it was important to improve business functionalities by increasing interfirm coordination, 29 stated it was important to improve business communication with interfirm coordination, 32 stated it was important to improve business solutions with interfirm coordination. From the results of 94.3% market orientation with indicators: (1) customer orientation, (2) competitor orientation, (3) interfirm coordination can increase the value of performance innovation in the rattan handicraft business in Central Kalimantan.

2. The second test is the questionnaire test and interview in the knowledge sharing variable with testing indicators (1) sharing information, (2) sharing knowledge and (3) opening up in learning marketing with social media, the results are significantly positive for improving the value innovation performance, based on table:

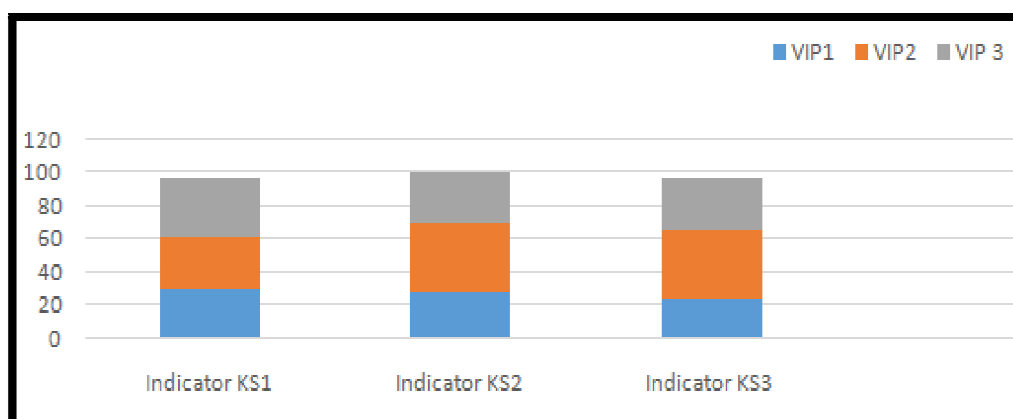


Table 2: Knowledge Sharing to Value Innovation Performance

Based on the results of the data presented in the table, indicator 1 of knowledge sharing (information sharing) of 100 respondents, 28 stated the importance for functional business and 30 to improve business communication and 39 the importance of information sharing to improve business solutions. Indicator 2 of the knowledge sharing of 100 respondents, 25 stated the importance for functional businesses, 39 stated the importance for communication in business, and 36 stated the sharing of knowledge was important to improve business solutions. Indicator 3 of knowledge sharing (new marketing by sharing information using social media) of 100 respondents, 23 stated important in improving business functional, 39 stated important to improve business communication and 36 important to improve business solutions. From the knowledge sharing variable, it is stated that 98.3% is significant and positive can increase Value Innovation Performance in the rattan handicraft business in Central Kalimantan.

6. Conclusion

Based on the results of research above innovation performance that underlies the adoption of independent variables with business objectives, along with the identification of innovation performance on the value built in small businesses (Acar & ÖZŞAHİN, 2017). A value innovation strategy to survive the rapid development and the number of competitors with an analysis of market capabilities, learning abilities and technological capabilities to support marketing

is very large for local product development (Rahman, Osman-Gani, Momen, & Islam, 2015). Openness of business actors to apply innovation to the value innovation performance by identifying market share, competitors, internal coordination of businesses, sharing information about marketing, sharing knowledge about methods to innovate and opening minds to mix modern and traditional fashions in rattan handicraft products can build a trusted with convenience and consumer loyalty to environmentally friendly local products.

The performance of value innovation in small businesses with market orientation based on the relationship of customer needs, identification of competitor capabilities and coordination of functions in organizations strongly supports the improvement of value innovation (Alford & Duan, 2018; Kristinae, 2019). Value innovation performance is a strategy in marketing theory based on dynamic capability theory, with the process approach prioritizing customers as the main point of innovation so that, the value felt by customers is the main concern on the performance of value innovation through market-oriented processes, to expand market share.

The performance of value innovation in small businesses with knowledge sharing is a tangible form of collaboration in getting information (Pitchayadol, Hoonsopon, Chandrachai, & Triukose, 2018). Then it is applied as a team's ability to share and apply to increase value in the minds of customers regarding product superiority and make customers the basis for innovation that processes significant changes in the value advantage of products through communication that customers get during transactions, functional systems in the delivery of diverse products, is the trusted value between the product being promoted and the reality of the product purchased to maintain the fabric of customer loyalty.

7. Acknowledgements

- Rattan handicraft business actors in Central Kalimantan need to apply the importance of customer orientation, competition, team coordination, and knowledge sharing by sharing information, sharing knowledge and new marketing methods with technology (social media) with the aim of being a business strategy in marketing that is more effective and efficient to innovate in the performance of value innovation in the process of enhancing the functionality of each field in the business, increasing communication more effectively and efficiently in business with customers / stakeholders, as well as value innovation in business solutions in enhancing product development and expanding markets, so that the products produced can focus on the needs and desires of consumers and can survive in a changing business environment (Farrukh, Ying, & Mansori, 2016).
- This study is simple with sufficient respondents and has limited results only in qualitative analysis, so the research probability is not measured. Further research, to be able to pay attention to better complement the results of research with explorative and quantitative as well as marketing performance variables as research output. So that further research will be very useful for the advancement of marketing science and sustainable small business.

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