

OPEN INNOVATION: Overcome Challenges And Increase The Profitability Of Smes In The Era Of Globalization

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Abstract

Weaving Ikat is one of the traditional Indonesian fabrics where the manufacturing process is still done traditionally. One of the ikat producing areas in Indonesia is Jepara, which is located in Central Java Province. Since decades, ikat weaving has been known by the Indonesian people and even now it is known in foreign countries. However, challenges arise when there are many similar competitors so that ikat fabrics, especially in Jepara, have decreased. For this reason, it is necessary to review a new strategy to face competition both within and outside the country so that business remains competitive. This study aims to investigate the factors that can affect sales performance. The variables studied are open innovation and cooperation as independent variables that affect the dependent variable, namely sales performance. This type of research is quantitative using the explanatory method, where this method is to determine the effect of the relationship between variables. The sample was selected as many as 132 respondents. Data analysis was performed using multiple regression analysis using SPSS for windows software. The results show that the open innovation and cooperation variables simultaneously affect sales performance. The results included in the category have a strong relationship with the acquisition value of 71.2%. This study also emphasizes the importance of cooperation in building competitive forces apart from innovation, so that businesses can have competitiveness, especially in global competition.

Keywords: *Open innovation; Cooperation, Sales Performance; SME's*

Introduction

In a rapidly changing global world, innovation is very important for all lines of business, but the innovation process certainly carries risks and complex management (Holgerson, 2017), making it very difficult to promote innovation in the context of small and medium enterprises (SMEs) (Harel et al., 2019). Given the limited resources and relatively small size of the business, it can certainly hinder business people from carrying out their innovation processes (Zhu, 2017). In addition, difficulties such as capacity, lack of appropriate infrastructure, and limited funding are factors that are often faced by small business actors (Rupo, 2018). In Indonesia, the role of small and medium enterprises (SMEs) has an important role in advancing the national economy as well as for advancing the welfare of the community. According to Buwana & Nursyamsiah, (2018) most of the innovation studies in the context of small and medium enterprises are seen as one cohesive group, it focuses more on product innovation rather than exploring the type of innovation itself. This is because in exploring the types of innovation both from the aspect of marketing and organizational structure requires a lot of capital investment and resources. A previous study conducted by Yun, (2019) focused on businesses in technology and in the early stages of the business life cycle (Harel et al., 2019). In addition, this study distinguishes between four types of innovation: product, process, marketing, and organizational, and explores the promotion of innovation at different stages of business life in the context of SMEs.

In Indonesia, the number of SME players is increasing, but what is recorded in the global entrepreneurship monitor is still relatively small when compared to three Southeast Asian countries (Singapore, Malaysia and Thailand) (Bhegawati & Yuliasuti, 2019). This shows that the growth of SMEs in Indonesia is still relatively slow when compared to other countries. According to Abbate, (2019), one of the causes of the delay in the growth of small and medium enterprises is the innovation aspect, so that many SMEs are found unable to survive in the increasing competition, as well as the application of technology which can be said to be incomplete. One of the many types of creative industries that are still found not to be integrated into the technological aspect and still use traditional tools is the songket weaving industry (Ivana, 2015). In Indonesia, traditional tenet fabrics are produced by several regions and have their own characteristics. Figure 1 shows the types of woven fabrics in different regions:

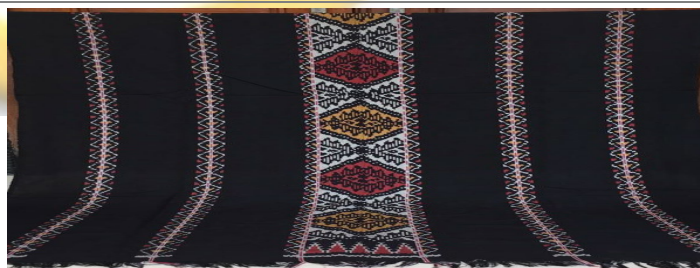
Tenun Bali.**Tenun Ikat Sumatera****Tenun Ikat Lombok****Tenun Ikat Tuban****Tenun Ikat Jepara**

Figure 1. Types of ikat fabrics

Sumber: Ivana, (2015)

Traditional cloth is a cultural heritage and pride of the nation both in terms of production techniques, patterns or decorations that must be maintained and preserved. In general, ikat fabrics are produced using traditional tools, but with the development of technology and competition, many of these ikat business people use the latest tools, so it is expected to increase production. but regardless of the quantity of production itself, many people outside the region do not even know about the ikat weaving, one of which is the jepara ikat weaving (Ivana, 2015). This is due to the lack of existing introduction and promotion media for the wider community. This certainly demands SMEs, especially ikat weaving, to be more aggressive in their promotions. In addition, problems arise not only in promotion, but how SMEs can work together to achieve the goal of mutual benefit. Given that the ikat business actors have a shared vision and mission in preserving cultural heritage, cooperation becomes an important factor, especially when one of the business actors has a deficiency.

According to Peruta, (2018) if a business has problems with its shortcomings, it can conduct cooperation to work together to gain profits. Bogers, (2019) states that the cooperation strategy is an innovative approach in overcoming environmental uncertainty and resource shortages. In addition, Kennedy, (2017) stated that cooperation can be used as a concept and solution for the rise of small and medium enterprises, especially during this pandemic. Therefore, based on this premise, this study tries to examine the factors that can affect product sales, especially to achieve sales performance. As for the formulation of the problem in this study, 1) how much influence does open innovation have on product sales performance? 2) how much influence does cooperation have on product sales performance? 3) how much influence open innovation and cooperation have on product sales performance. This research was conducted in Ikat weaving SMEs in Jepara, Indonesia, Central Java province.

Theory Study and Hypothesis Development

SME Characteristics

According to Harel et al., (2019) SMEs are defined as businesses with fewer than 50 employees. Small businesses are often characterized as limited regional activity and relatively small market share and usually have one owner, or a small group of shareholders managed by the main owner (Bhegawati & Yuliasuti, 2019). In addition, these businesses are characterized by autonomy, because they are not part of a group of companies. However, the characteristics of small and medium enterprises in each country will certainly be different. Management in small businesses is personal, because managers personally know each employee, are involved in every aspect of business management, and often do not involve other people in the decision-making process (Buwana & Nursyamsiah, 2018). Managers usually play multiple roles in the business and serve as a liaison for information transfer and decision making. Large segments of small businesses are family owned and operated by major shareholders. In another view, managers in SMEs often view business as a means to achieve personal goals and as a source of family income (Irawan, 2020).

Open Innovation

Innovation is defined as the introduction of new products or significant improvements through the application of new processes, marketing methods, or organizational methods in business practices (Peris-Ortiz, 2018). Most studies dealing with innovation refer to small and medium-sized enterprises as a group of businesses, although there are large differences in the size and definition of SMEs in different countries. According to Usman, (2018) innovation demands flexibility in which organizations must adapt products in accordance with developing trends. Randhawa, (2018) defines open innovation as the use of inflows and knowledge flows that aim to accelerate internal innovation, and to expand the market for external use of innovation. The three open innovation practices are usually mentioned in the literature as an inside-out process, an outside-in process, and a pairing process. Studies show that open innovation is a positive factor for SMEs to overcome their challenges and increase profitability, as SMEs generally lack the organizational and technical skills for their effectiveness (Hitchen, 2017). Studies show that large companies use open innovation more than small companies, although the latter has much to gain from this to compensate for limited resources and inadequate market research (Ramírez, 2018). Open innovation practices in SMEs appear to be more common at later stages of innovation, especially when preparing for the commercialization of new products or practices. Employee characteristics may be important for open innovation, due to a situation characterized by globalization, new business models, technological intensity, and turbulence (Radziwon, 2019).

Lambrechts, (2017) argues that medium-sized companies practice open innovation more than small companies and utilize open innovation for market-related motives or to compete with competitors. SMEs face unique challenges for innovation which include lack of resources, corporate structure, complications of the scientific field and access to the latest trend developments (Becker, 2018). SMEs are less active than large companies in open innovation because of their particular characteristics such as culture and strategy (Kratzer, 2017). Also, they face challenges related to external factors, such as customer participation, networking, and development, SMEs that are more open to external sources are more likely to succeed in innovation. Networking can be a useful way to facilitate open innovation among SMEs and to focus on formal and informal relationships with stakeholders. Previous research has shown that open innovation can increase the productivity and sales performance of an organization in obtaining profit growth (Harel et al., 2019).

H₁. Open innovation has a positive effect on the sales performance of SMEs

Coopetition

Trihudyatmanto, (2021) states that coopetition is a relationship consisting of two elements to build cooperation that can improve organizational performance. This logic implies that organizations operate for the same goal, namely profitability. Therefore, among many organizations prefer collaborative in pursuit of success. Njoo & Athanasius, (2019) defines coopetition as a cooperative relationship in several fields, but at different times they compete. According to Hameed, (2019) coopetition is an innovative way for companies, especially in the context of small and medium-sized enterprises to cope with low resources and environmental uncertainty. Coopetition strategy can even be described as a form of organizational innovation which is generally defined as an increase in the organizational structure of a company or a change in the relationship with other companies. Carvalho, (2020) mentions coopetition as a form of organizational innovation by developing cooperation. Näsholm, (2018) connects coopetition with organizational, strategic and stakeholder innovations that can be applied by small and medium enterprises. Trihudyatmanto., (2021) states that coopetition is a dynamic strategic process in which value is created through business-to-business collaboration to assist organizations in obtaining new resources and external information. This view means that by collaborating, businesses can obtain new resources and capabilities that were not previously possible by organizations so that they can meet customer needs which in turn generate more revenue (Granata, 2017).

H₂. Coopetition has a positive effect on sales performance.

Sales Performance

The term sales is part of a broader marketing activity (Inyang, 2020). Selling is tied to concentration on the need to turn the product into a profit. According to Fallah, (2018), selling is closely related to the tricks and techniques of getting people to exchange their money for the products offered. According to Yi, (2019) the meaning of selling is the science and art of personal influence carried out by the seller to invite others to be willing to buy the goods or services offered. Meanwhile, performance is the success of personnel, teams or organizations in realizing predetermined strategic goals with the expected behavior (Fang, 2020). Echchakoui, (2017) mentions sales performance criteria such as sales growth, workforce growth, revenue growth, and market share growth as a measurement of business organization performance. Sales performance is a variety of efforts to increase sales, increase consumer positive response, customer growth, and profit achievement. Thus, sales performance is an attempt to measure the level of performance which includes sales growth, consumer response to product sales and customer growth in the company itself. mentions that innovations made by organizations can improve sales performance, as well as coopetition carried out by organizations (Singh, 2020).

H₃. Sales performance is jointly influenced by open innovation and coopetition

Research methods

In this study, the chosen object of research is SMEs that produce ikat in Jepara to investigate factors that can improve product sales performance. The variables studied were open innovation and coopetition as independent variables and product sales performance as the dependent variable. This type of research is quantitative research using explanatory research methods. This method is used for reasons of knowing and explaining the position of independent variables that have a causal relationship between one variable and another. 150 questionnaires were distributed, but 132 were returned. Next, the researchers selected incidentally selected respondents who had met the criteria by using the slovin formula. On the open innovation variables (4 questions), Coopetition (4 questions) and Sales performance (3 questions) where each question is measured by a Likert scale of 1 (strongly disagree) to 5 (strongly agree). A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something to be measured. Data analysis was performed using multiple linear regression analysis with the equation $Y = a + b_1X_1 + b_2X_2 + e$ using SPSS 23 software

Results and Discussion

Respondent profile

The results obtained from the distribution of questionnaires that have been carried out show that the characteristics of the respondents are 62% male and female and 48%. This shows that in general business people are dominated by mostly women. wa fasion batik is generally often used by women. Then the age criteria, obtained that 34-44 years with a percentage of 69%. This shows that in the age range of 34 - 44 years, the respondents prefer to do business in the manufacture of ikat in Jepara. Furthermore, the researchers obtained results from the frequency of respondents' income, that the category of 5 to 10 million dominates

when compared to other frequencies. Thus, the authors obtain information that in this frequency range, small and medium-sized business actors earn their monthly income.

Table 1. Respondent Profile

		Percentage
Respondent Profile	Male	48%
	Female	62%
	< 23 Year	12%
	23 – 33 Year	19%
	34 – 44 Year	69%
	< Rp 5.000.000	20%
	Rp 5.000.000 s/d Rp 10.000.000	75%
	>Rp 10.000.000	5%

Source: Data processed by researchers 2021

Hasil analisis deskriptif yang diperoleh peneliti, rata-rata skor menunjukkan sebesar 4,3, skor ini memberikan arti respon tinggi terhadap variabel yang diuji dalam penelitian ini. Tabel 2 menunjukkan hasil analisis deskriptif masuk kedalam kategori baik.

Table 2. Descriptive Analysis Results

Variable		Average Score	Standard Deviation	Interpretation
Variable	Open Innovation	4,3	0,1131	Good
	Coopetition	4,1	0,1477	Good
	Sales Performance	4,1	0,4618	Good

Source: Data processed by researchers 2021

Normality and Multicollinearity Test

Based on the results of the normality test in this study (table 3), the Kolmogorov-Smirnov normality test value with Sig. Test Statistic of $0.200 > 0.05$ ($\alpha = 5\%$). So it can be concluded that the data is normally distributed.

Table 3. Kolmogorov-Smirnov . Normality Test

		Unstandardized Residual
N		132
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,71084933
Most Extreme Differences	Absolute	,070
	Positive	,047
	Negative	-,070
Test Statistic		,070
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Furthermore, the researchers obtained the results in the Multicollinearity test which was carried out to ascertain whether in a model there was intercorrelation or collinearity between independent variables. The results in this acquisition obtained that the tolerance value of the open Innovation and coopetition variables, respectively, was 0.617; 0.617 where the value of each variable was > 0.1 . While the VIF value of each variable is 1.637; 1.637 respectively, because the value of each variable is < 10 , it can be concluded that there is no strong correlation between the independent variables in this study.

Table 4. Uji Multikolinearity

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Open Innovation	,617	1,637
Coopetition	,617	1,637

Source: Data processed by researchers 2021

Multiple Linear Regression Test

The following are the results of the acquisition of multiple linear regression, the authors obtain the following equation:

$$\text{Sales Performance} = 7,882 + 0.195 \text{ Open Innovation} + 0.431 \text{ Coopetition.}$$

Table. 5 Multiple Linear Regression Test Results

Variable	Koefisien Regresi	t-count	Sig.
Constanta	7,882		
Open Innovation	0,195	3,783	0,001
Coopetition	0,431	4,237	0,000

Source: Data processed by researchers 2021

Coefficient of Determination Test (Adjusted R Square)

Based on the coefficient of determination test of Adjusted R Square, the author obtained a value of 0.712, where this value means that the sales performance of Jepara ikat woven fabrics can be influenced by the open innovation variable and coopetition of 71.2% while the remaining 28.8% is influenced by other variables outside this research. R Square value of 71.2% shows a strong relationship between the independent variable and the dependent variable.

Table 6. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,897 ^a	,805	,712	2,736

a. Predictors: (Constant), Coopetition, Open Innovation

Partial Hypothesis Test

From the partial test results (table 5), the t value for the Open Innovation variable is 3.783 with a significance value of 0.001 < 0.05. Therefore, the Open Innovation variable is said to have a significant effect on the Sales Performance of Jepara ikat fabrics. This result is in accordance with the finding Kennedy, (2017) that for organizations that always adhere to the principle of innovation, they will always outperform their competitors due to the innovation itself, so that it can increase its selling power which has an impact on revenue growth. Furthermore, for the Coopetition variable, the t-count value is 4.237 with a significance value of 0.000 < 0.05. So that it can be seen that partially coopetition has a significant influence on sales performance. These results are supported by research which states that when organizations are faced with competition both domestically and abroad, coopetition can be used as an innovative approach in overcoming environmental uncertainty and resource constraints, in other words, coopetition itself can be linked to organizational innovation.

Simultaneous Hypothesis Test

Based on the results of the ANOVA test conducted, this study obtained a calculated value of 25.714 with a significant value of 0.000. Then it can be seen the value of the table at the level of = 0.05, $df_1 = k - 1 = 3 - 1 = 2$, and $df_2 = n - k = 110 - 3 = 107$ then obtained a table of 3.08. Thus results like this, namely $F_{count} > F_{table}$, it can be seen that the Open Innovation and Coopetition variables together can significantly affect sales performance (table 7)

Table 7. Simultaneous Hypothesis Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	386,346	2	193,173	25,714	,000 ^b
	Residual	801,009	107	7,486		
	Total	1187,355	109			

a. Dependent Variable: Sales Performance

b. Predictors: (Constant), Coopetition, Open Innovation

DISCUSSION

The Effect of Open Innovation on Sales Performance of Tenun Ikat Jepara

Many studies show that small businesses face various obstacles to innovate in order to maintain business sustainability. In this study, respondents' responses to the question items for the Open Innovation variable have a high average value. Respondents agreed that the innovation factor must always be done so that businesses can be competitive. Based on the results of partial hypothesis testing or t-test, it can be concluded that the Open Innovation variable indicates that H_1 is accepted, meaning that sales performance is strongly influenced by the Open Innovation factor. These results are in accordance with Singh's research (2020) that organizations that always open up innovations both in terms of products and processes will have an influence on organizational performance, both in terms of quantity or quality. Changes in labor mobility and high competition in recent decades have led to changes in , where previously business was done traditionally, now it is digital. The concept of open innovation was introduced by Peruta, (2018), who defined it as the use of knowledge inflows and outflows aimed at accelerating internal innovation and to expand the market for the use of external innovations. Open innovation can be expressed in the acquisition of technology or knowledge, use of networks, collaboration with customers on ideas for product design, and so on.

The Effect of Coopetition on Sales Performance of Tenun Ikat Jepara

Every organization will always be involved in competition for profit. For some organizations, coopetition is a new option in an innovative approach. The selection of coopetition techniques is very important to do in an effort to increase competitiveness which has an influence on sales performance. Good coopetition will have a very positive impact on increasing sales performance. From the research that has been done, it is found that the coopetition variable has a high average value. Based on the results of partial hypothesis testing, it can be concluded that the coopetition variable has a significant effect on the sales performance of Jepara ikat weaving so that it can be concluded that H_1 is accepted. These results are also in line with the research of Trihudyatmanto., (2021) which states that coopetition is an innovative way to overcome resources and improve sales performance. Näsholm, (2018) also mentions that coopetition is a form of innovation to increase profits.

The Influence of Open Innovation and Competition on Sales Performance of Jepara Ikat Weaving.

Open innovation allows businesses to use knowledge from external sources, thus enabling organizations to increase their sales. This effort can be done by attending seminars, scientific publications and business journals. This explanation is supported by the results of the Anova test, namely the calculated F value is greater than F table and the significance value is less than 0.05 so it can be concluded that together the Open innovation and coopetition variables can affect the sales performance of Jepara ikat fabrics. These results are supported by research by Harel et al., (2019) that innovation can affect sales performance, and research by Irawan, (2020) that well-built coopetition can improve sales performance.

CONCLUSION OF SUGGESTIONS

The results of this study reveal that the Open Innovation and Coopetition variables are two important variables in building competitive advantage, so organizations must continue to improve their innovations as a continuous updating effort so that consumers become interested and make purchases. However, when organizations encounter barriers to innovation due to the high cost of innovation activities, fear of change, and lack of information about external sources of support for innovation, another option that can be done is the option of Coopetition with other organizations. Because this factor is a form of organizational innovation by developing cooperation for the achievement of organizational goals (profit growth). Given that in this study, the knowledge possessed by business people is very limited, then coopetition is considered important

to build competitive advantage. Until whenever, business organizations will be involved in increasing competition, so the choice of strategy will greatly affect sustainable business performance.

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