

How to improve business performance in global competition? (Case Study On Batik Komar Bandung)

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Abstract

The development of the batik industry in Indonesia is increasing, especially when there are digital business platforms. Many of the business people to integrate their marketing through social media so that demands for the organization to reformulate its strategy. This study aims to examine and analyze the factors that can affect the strategy of improving organizational performance. In this case, the variables studied are entrepreneurial competence, market orientation, and innovation strategy on business performance in contemporary batik (Komar). The population in this study were consumers as many as 400 people then the sample was selected as many as 200 people. This type of research is quantitative using explanatory methods with valid and reliable data collection instruments with questionnaires. In terms of data analysis techniques, researchers used multiple linear regression. This study finds that entrepreneurial competence, market orientation, and innovation strategy partially and simultaneously have a positive and significant effect on business performance in contemporary batik organizations (komar). However, in this study, found limitations, namely that in the question of place facilities, so the researchers recommend to organizations to improve facilities to provide comfort for consumers.

Keywords: *Entrepreneurial Competence, Market Orientation, Innovation Strategy, Business Performance.*

Introduction

The development of technology and information today has grown so fast. This development has provided convenience in various aspects of life (Halberstadt, 2019). The buying and selling process which was originally carried out face-to-face has now been carried out online through various media as a development in economic development (Suksod, 2019). Small and medium enterprises (SMEs) are an important part of the economic development of a country, including in Indonesia. The development of SMEs is one of the focuses of the development of the Indonesian government's agenda, especially for sustainable economic development. Intense competition has greatly affected the performance of small and medium enterprises (SMEs) in developing countries. The desire of SME companies to keep up with the development of the global technology business environment has demanded to improve competencies which include technical knowledge and networks, inadequate human capital and the right choice of technology (Arranz, 2017). To advance and develop, every SME actor must have the right competitive strategy, one of which is through an entrepreneurial strategy (Rajabi, 2018). Various entrepreneurial strategies can be carried out by SMEs to improve their business performance. However, in this study, researchers only focus on three strategies, namely competence, market orientation, and innovation. These three variables have an effect on increasing business performance (Islami, 2017).

To face competition, it is necessary to create capabilities and distinctive products to develop products effectively and survive the effects of globalization (Rugraff, 2012). The resource-based view and the dynamic capability view have an important role of capability in enhancing competitive advantage and firm performance (Akhmetshin, 2019). Therefore, technological capabilities and market knowledge capabilities are important factors that enable companies to achieve and maintain a sustainable competitive advantage and superior performance in a competitive global business environment (Halberstadt, 2019). However, inefficient capabilities have limited the business activities and performance of SMEs, especially in the city of Bandung. Although the existing literature has determined that entrepreneurial abilities, and market understanding are very important factors, research on how entrepreneurial abilities improve performance in a changing environment is still relatively lacking (Igwe, 2020). Therefore, this study tries to examine how the influence of entrepreneurial competence, market orientation and innovation strategy improves the performance of SMEs in the contemporary batik organization (*Komar*) in Bandung. Given that Batik Komar is one of the organizations engaged in the batik industry, while competitors in the industry are increasing, it is necessary to review the factors that can improve organizational performance. therefore the formulation in this study is; (1) how big is the influence of entrepreneurial competence to the improvement of Batik Komar's organizational performance in Bandung City?

Theory Study and Hypothesis Development

Entrepreneurial Competence

According to Sanyal, (2020) competence is defined as an intelligence or ability of an individual that can directly affect its performance. In this case, a person who has competence in entrepreneurship is believed to have a strong influence on his success in running his business (Tang, 2020). Therefore, in order for an entrepreneur to succeed in achieving his goals, he must have competencies that include intelligence, talent, and individual qualities (*attitudes, values and behavior*). These competencies are needed so that a job can be done well. According to Ferreras-Garcia, (2019) the competence itself includes mastery in three types, namely knowledge, technical skills, and attitudes. Where these three aspects refer to intellectual intelligence (IQ), emotional intelligence (EQ) and foundation or often referred to as spiritual intelligence (SQ). In particular, some of the competencies that an entrepreneur must possess are (1) good analytical skills, (2) good skills in taking opportunities and managing existing resources, (3) skills in finding information about customer needs, (4) learning skills to improve their competence, and (5) good communication skills (Stenholm, 2019). Entrepreneurial competence is needed by an entrepreneur to be developed in producing the best results in running a business. Thus, entrepreneurs must be willing and aware learners that to face competition, they must have competence, especially in this digital era, entrepreneurs who learn more and have more information will win the competition. Previous research stated that entrepreneurial competence has an effect on business performance.



Innovation Strategy

The survival of a company depends on how quickly it responds to a changing business environment. Therefore, appropriate strategies are needed to improve products and processes. Aujirpongpan, (2020) states that technology and innovation are two important factors in increasing the profitability, positioning, and performance of companies in dynamically changing markets. By innovating, companies react to dynamic market changes and create and enhance their competitiveness. Innovation is a survival strategy that must be carried out by every business person (Beynon, 2020). Companies that succeed in creating competitive advantage are companies that are able to create innovation and creativity through an effective and planned innovation process (Sousa-Zomer, 2018). Therefore, new ways or strategies are needed to create and produce new products or make improvements (both tangible and intangible) by increasing creative abilities. Since (Edeh, 2020) stated that companies without innovation will have a dark future, experts have studied the impact of innovation on the success and survival of companies. Innovation is defined as a new combination of factors of production created by entrepreneurs and innovative thinking as an important driving force in economic growth. Innovation consists of product innovation, process innovation, market innovation, the use of new raw materials and new ways of obtaining raw materials as well as innovation within the organization (Chin, 2019). There are two approaches to the concept of innovation. The first approach is 'innovation as a process'. Innovation is defined by emphasizing the innovation process in organizations and social processes that produce innovation as individual creativity, organizational culture, environmental context and socio-economic factors (Nwachukwu, 2018). The second approach is 'innovation as a result'. Innovation is the creation of value-added products. In the perspective of innovation as an outcome, innovation is divided into two types, namely radical innovation and incremental innovation (Hacklin, 2018). Previous research said that the innovation strategy can have an influence on organizational performance so that the organization can increase its sales volume (Müller, 2019). Thus, process innovation is associated with changes in methods and processes to achieve efficiencies, such as faster processes, greater amounts of output, or lower costs.

Market Orientation

According to Acosta, (2018) Market orientation has a relationship with customers, consumers, and competitors. Market orientation is the process of generating and providing market information in order to provide the best for customers. Because market orientation aims to provide high value products and services to customers, so that it can affect organizational performance (Guimarães, 2018; Jogaratnam, 2017). In simple terms, market orientation is an effort to create products and services that can meet customer needs. In addition, according to Genc, (2019) Market orientation is one of the cornerstones in making decisions for an entrepreneur. Market orientation is a culture that must always be carried out by organizations, and this requires good knowledge, because good knowledge in understanding the market so as to produce information that can be used as a basis for decision making. Meanwhile, according to Buli, (2017), market orientation (MO) is an assessment of behavior and activities that show the company's concept in marketing implementation. It has to

do with the ability to meet customer demands. If the company can identify customer demand and then adapt its products to those demands, then there will be opportunities for the company to earn higher profits.

Falahat, (2018) states that market orientation includes; (1) customer orientation; (2) profit orientation (3) integrated marketing, and (4) understanding of competitors. Where this is a means of understanding the market and can satisfy the wants and needs of customers. Market orientation assists management in identifying which capabilities to meet customer needs. Therefore, the key to success for organizations building customer orientation and profit orientation is through promotion and marketing. It is meaningless for a company to have proper planning, have reliable products, and have a strong work team if it doesn't understand the market. Conversely, if a product has mediocre quality, but if the promotion and marketing is carried out aggressively and effectively, it will certainly get a positive response from the market. Previous research stated that a good understanding of the market can affect the performance of the business itself.

Business Performance

Anwar, (2018) states that performance includes the ability to work. The understanding of performance as a result of work or work performance. Johan, (2018) states that business performance is divided into two measures, namely revenue growth and ability to adapt. However, performance has a broad meaning, not only the results of work but how the work process takes place. According to Esmael,(2018) performance results from work that has a relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Şahin, (2019) says that the performance of a company is influenced by the effectiveness of the strategies that have been implemented to achieve goals. Sharma, (2019) states that organizational productivity and efficiency is obtained by satisfying consumer needs. Company performance is something that is the desire of business people. The company's performance can be seen from the profits obtained and its ability to respond to changes (Ni, 2019). Business performance is the result of individuals or groups in an organization that is influenced by various factors to achieve organizational goals within a certain period of time. Management must create a communication link to resources for the success of the company's goals. In the context of SMEs, performance usually focuses on each sales force activity to obtain greater sales (McAdam, 2017). Al-Dmour, (2019) stated that performance will provide information to assess the extent of excellence of an organization. Research Ferreras-Garcia, (2019) states that performance can be influenced by entrepreneurial (Stenholm, 2019), innovation (Nwachukwu, 2018) and market orientation (Johan Ahmad, Dessy Isfianadewi, 2019)

Hypotheses Development

The importance of strategy in building business performance has been felt by various business people, especially in the batik industry. The research model in Figure 1 explains that based on previous research, business performance can be influenced by entrepreneurial competence (Stenholm, 2019), innovation strategy (Nwachukwu, 2018) and market orientation (Johan Ahmad, Dessy Isfianadewi, 2019).

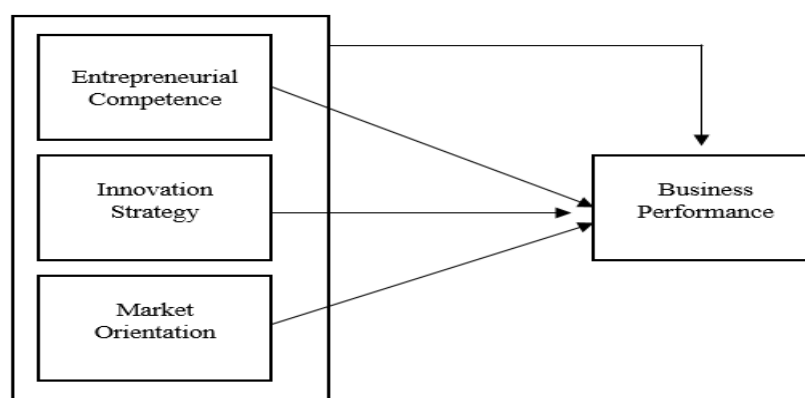


Figure 1. Conceptual Framework

The influence of entrepreneurial competence on business performance

The survival of an organization or company depends on its capabilities. Therefore, competencies are needed that can help them achieve sustainable business performance. (Munir, 2019) states that the ability possessed by an entrepreneur is an important factor in increasing the company's profitability, positioning, and performance in a dynamically changing market. With these capabilities, companies can react to dynamic market changes and create and enhance their competitiveness. Companies that succeed in creating competitive advantage are

companies that are able to create innovation and creativity through their capabilities. Therefore, we need a way to improve capabilities and produce new products by increasing creative abilities. There is an important relationship between the ability of an entrepreneur and business performance. New product development cannot be realized if it does not have the ability that includes understanding and skills. Organizations focused on achievement must have an understanding of the market so as to obtain information relevant to consumer needs. Based on this, the hypothesis is proposed as follows: first, the following is proposed:

H₁. Entrepreneurial competence has a positive effect on organizational performance.

Influence of Innovation strategy on Business performance

There are two approaches in the concept of innovation, the first approach is 'innovation as a process'. Innovation is defined by emphasizing the processes in the organization that result in creativity. The second approach is 'innovation as a result'. Innovation is the creation of value-added products. In the perspective of innovation as an outcome, innovation is divided into two types, namely radical innovation and incremental innovation (Sousa-Zomer, 2018). Radical innovation refers to inventions that replace innovation. Thus, process innovation is associated with changes in methods and processes to achieve efficiencies, such as faster processes, greater amounts of output, or lower costs. Research (Müller, 2019) states that there is a relationship between innovation and business performance. The development of new products requires additional resources, new procedures and changes in the manufacturing process, where this is an activity in an innovation. Companies that succeed in creating competitive advantage are companies that are able to create innovation and creativity through an effective and planned innovation process (Popkova, 2017). Therefore, new ways or strategies are needed to create and produce new products or make improvements (both tangible and intangible) by increasing creative abilities. Therefore, the second hypothesis is proposed as follows:

H₂. Innovation strategy has a positive effect on organizational performance

The Influence Of Market Orientation On Business Performance

Dynamic changes in the business environment have required companies to adapt to changing market needs. Companies must continue to improve existing processes and products and develop new products according to market needs (Amoako, 2019). Management formulates and implements strategies to obtain internal business performance with a good understanding of the market. Verhoeven and Johnson (2017) propose that companies must have a dynamic view of the market. Studies reveal that market orientation emphasizes innovation so that it can improve the company's business performance. (Halim, 2019) also shows that the market orientation approach is the key to explaining various innovation strategies that can be used by public and private companies to develop their business performance and maintain their competitiveness. Based on this, the third hypothesis is proposed as follows:

H₃. Market orientation has a positive effect on organizational performance

The influence of entrepreneurial competence, innovation strategy and market orientation on business performance

Previous research stated that business performance can be measured by two factors, namely revenue growth and being able to respond to changes. Furthermore, research (Yani, 2020) also reveals that entrepreneurial competence has an important role in improving business performance. Effective business processes affect the company's activities, increase market share, maintain current purchases, increase new purchases, increase customer satisfaction and customer value. Previous research has stated that performance can be influenced by entrepreneurial (Stenholm, 2019), innovation (Nwachukwu, 2018) and market orientation (Johan Ahmad, Dessy Isfianadewi, 2019). This makes a lot of sense, considering these three variables are strategic factors. . Based on this, the following fourth hypothesis is proposed as follows:

H₄. Entrepreneurial competence, Innovation strategy dan Market orientation berpengaruh positif terhadap Business performance

Research methods

This study intends to investigate the effect of Entrepreneurial Motivation and Innovation Strategy variables on Business Performance. This type of research is descriptive verification. The research method used is the explanatory method, where this study tries to explain the position of the variables studied and have a causal relationship between one variable and another. In this study, the researcher distributed a questionnaire online by distributing a network link that would direct the object to a page that displayed several questionnaire questions. The population was selected as many as 400 people and selected incidentally who had met the criteria. Then the sample was selected using the Slovin formula so that 200 respondents were obtained. The data collection methods used in this study are observation, interviews and questionnaires using a Likert scale of 1 to 5. 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 with the equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$ using SPSS 23.

Variable Measurement

This study uses three independent variables, namely entrepreneurial competence, innovation strategy, and market orientation as the independent variable and business performance as the dependent variable. Entrepreneurial competence variable is measured by good analytical skills, good skills in taking opportunities and managing existing resources, skills in finding information about customer needs, learning skills to improve their competence, and good communication skills. Innovation strategy is measured by product innovation, process innovation market innovation organizational innovation. Market orientation is measured by customer orientation, profit orientation, integrated marketing, and understanding of competitors. And business performance is measured by increased profits and adaptability. Where each dimension has four questions measured by a Likert scale.

Results and Discussion

Respondent profile

Data from 200 respondents showed that 66% were women and 34% were men. The largest number of respondents in this study were respondents aged 29-34 years and the least respondents were aged 17-22 years and 35-40 years. The level of education is dominated by respondents with an undergraduate education background. The profile of the respondent with the highest frequency of monthly income is with a value of > Rp. 8,000,000.

Table 1. Respondent Profile

	<i>Respondent Profile</i>	<i>Percentage</i>
<i>Gender</i>	Male	34%
	Female	66%
<i>Age</i>	17 – 22 year	9%
	23 – 28 year	31%
	29 – 34 year	50%
	35 – 40 year	9%
<i>Job</i>	Student/Student	27%
	Businessman	25%
	Private employees	37%
	Civil Servant	12%
<i>Level of education</i>	Senior High School	15%
	Diploma	15%
	Bachelor	48%
	Postgraduate	21%
<i>Income per Month</i>	Rp 2.000.000 s/d 5.000.000	18%
	Rp 5.000.000 s/d Rp 8.000.000	18%
	>Rp 8.000.000	47%

Source: Data processed 2021

In descriptive analysis, the average score obtained from respondents in conducting the questionnaire is 3.9, this score indicates a high response to the variables tested.

Table 2. Descriptive Analysis Results

No	Variable	Average Score	Standard Deviation	Interpretation
1	Entrepreneurial Competence	3,9	0,2368	Good
2	Innovation Strategy	4,0	0,1779	Good
4	Market Orientation	4,0	0,1964	Good
3	Business Performance	3,7	0,2032	Good

Source: data processed 2021

In table 2, the results show that the respondents' responses to each variable indicate that the results of the descriptive analysis are in the good category.

Normality and Multicollinearity Test

Normality test is a test carried out with the aim of assessing the distribution of data on a group of variables whether the distribution of the data is normally distributed or not. The results of the Kolmogorov-Smirnov test give Sig. Test Statistic of $0.129 > 0.05$ ($\alpha = 5\%$). This means that the data is normally distributed. The presence or absence of multicollinearity in the research results can be assessed based on the tolerance value and the resulting VIF. In this study, the tolerance value for Entrepreneurial Competence, Innovation Strategy and Market Orientation is 0.688; 0.688; 0.549 where all three are > 0.1 . Meanwhile, the VIF value of the three variables in a row is 1.453; 1,453; 1,398 of which these three variables < 10 . It can be concluded that there is no strong correlation between the independent variables in this study.

Multiple Linear Regression Test

The following are the results of the linear regression equation in table 3.

Business Performance = $4,569 + 0.424$ Entrepreneurial Competence + 0.312 Innovation Strategy + 0.410 Market Orientation

Table 3 Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,569	1,855		2,463	,015
	Ent_Competence	,424	,075	,423	5,614	,000
	Inn_Strategy	,312	,092	,092	6,227	,001
	Mar_Orientation	,410	,087	,128	5,108	,001

Coefficient of Determination Test (Adjusted R Square)

Based on table 4, the Adjusted R Square value is 0.624 which means that the ability of the three independent variables including Entrepreneurial Competence, Innovation Strategy and Market Orientation in explaining the dependent variable Business Performance is 62.4%. While the other 37.6% are influenced by other variables outside the research variables. Furthermore, the R value of 78.5% shows a strong relationship between the two independent variables and the dependent variable.

Table 4. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,785 ^a	,616	,624	2,542

a. Predictors: (Constant), Ent_Competence, Inn_Strategy

Partial Hypothesis Test

The calculated value of the entrepreneurial competence variable is 5.614, supported by a significance value of $0.000 < 0.05$. Therefore, the entrepreneurial competence variable is said to have a significant positive effect on Business Performance. Furthermore, the calculated value for the Innovation Strategy variable is 6.227 and is supported by a significance value of $0.001 < 0.05$. Here it can be interpreted that the Innovation Strategy has a significant positive influence on Business Performance. The Market Orientation variable has

a t value of 5.108 with a significance value of $0.001 < 0.005$ indicating that this variable has a significant effect on Business Performance.

Simultaneous Hypothesis Test

Based on the ANOVA test, the calculated value is 29.590 with a significant value of 0.000. From the table calculations, namely at the level of $\alpha = 0.05$, $df_1 = k - 1 = 4 - 1 = 3$, and $df_2 = n - k = 200 - 4 = 196$, a table of 2.65 is obtained. So when compared, the count $>$ table is $29.590 > 2.65$ so it can be concluded that Entrepreneurial Competence, Innovation Strategy and Market Orientation simultaneously affect Business Performance.

Table 5. Simultaneous Hypothesis Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	382,458	3	191,229	29,590	,000 ^b
	Residual	1273,137	196	6,463		
	Total	1655,595	199			

a. Dependent Variable: Performance

b. Predictors: (Constant), Inn_Strategy, Ent_Competence, Mar_Orientation

Discussion

The Effect of Entrepreneurial Competence on Business Performance

In this study, responses to questions regarding Entrepreneurial Competence had a high average score. Respondents agreed with the Entrepreneurial Competence factor in influencing Business Performance. Based on the results of partial hypothesis testing or tests that have been carried out, it can be concluded that the Entrepreneurial Competence variable shows that H_0 is rejected and H_1 is accepted, meaning that Business Performance is strongly influenced by the Entrepreneurial Competence factor. This influence can occur because Entrepreneurial Competence can influence a person's behavior to do something to obtain specific goals or results. In this way, Business Performance can also increase in line with Entrepreneurial Competence.

The Influence of Innovation Strategy on Business Performance.

In this study, the responses regarding the Innovation Strategy have a high average score. This indicator states that most respondents agree that Innovation Strategy has a significant influence on Business Performance. Based on the results of partial hypothesis testing or tests that have been carried out, it can be concluded that the Innovation Strategy variable shows that H_0 is rejected and H_1 is accepted. In the Innovation Strategy, exploration of new products is very important to be carried out through continuous improvement, this can also expand market share and even form new markets, so that the increase in Business Performance will be in line with the ability to carry out Innovation Strategy.

Effect of Market Orientation on Business Performance.

In this study, responses regarding Market Orientation have a high average value. This indicator states that most respondents agree that Market Orientation has a significant influence on Business Performance. Based on the results of partial hypothesis testing or tests that have been carried out, it can be concluded that the Market Orientation variable shows that H_0 is rejected and H_1 is accepted. The Market Orientation variable has the power to analyze what products are needed by the market, in other words the business carried out will always be accepted by consumers. This of course will increase Business Performance.

Effect of Entrepreneurial Competence, Innovation Strategy and Market Orientation on Business Performance

In this study, although the ability of Market Orientation is inversely proportional to Innovation Strategy, but if it is carried out simultaneously it will have a significant effect on Business Performance, it can be seen that the calculated value of the ANOVA table is greater than F table and is supported by a Significance value of less than 0.05 so that it can be concluded that Business Performance can simultaneously be influenced by the variables of Entrepreneurial Competence, Innovation Strategy and Market Orientation because these three variables can provide encouragement as self-competence to expand a business or create a new business.

CONCLUSION OF SUGGESTIONS

The results of this study reveal that Business Performance can be obtained by paying attention to and maintaining the attitude of Entrepreneurial Competence so that business expansion becomes easier to do. The Innovation Strategy factor also has an influence that is in line with Business Performance because continuous improvement or improvement can open new business opportunities, so that it will indirectly get more consumers. Market Orientation with the ability to analyze consumer needs, is expected to maintain business stability. This research is limited to Entrepreneurial Competence, Innovation Strategy and Market Orientation variables in determining the level of Business Performance, it is possible that there are other variables that can affect Business Performance, such as Big Data Analytics and Word of Mouth Advertising. The limitations of this study are the relatively small number of samples due to the limitations of the researcher. For further research, it is expected to add more about the sample, or even provide moderating variables that can affect Business Performance

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