The Implication of Innovation Management Against Unique Resources To Enhance The Business Performance of Small And Medium Enterprises (Sme) In Pasar Tanah Abang, Jakarta, Indonesia

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Abstract — The objective of this research is to analyze the business performance of the small and medium enterprises (SME) textile industries in Pasar Tanah Abang, Jakarta, Indonesia in order to find out how these SME industries can survive with the competition of thousands of SME in this area. This research is to analyze the implication of innovation management as the intervening variable that influence the unique resources and market orientation used by the SME industries to improve their business performance.

The collection of data is done through the distribution of questionnaire to the SME textile industries as the respondents in Pasar Tanah Abang, Jakarta, Indonesia. The method of analysis is based on descriptive and verification research, the sample determination is using Purposive Random Sampling and the data analysis is using Partial Least Square (PLS).

The results indicated that unique resources has the highest significant influence compare to market orientation on the business performance. Innovation also provides a significant influence on business performance, because either unique resources and market orientation have least value if they are not enhanced innovatively to obtain competitives advantage. Understanding the customer's needs and wants and continue with develop innovatively the company resources can obtain competitive advantage to improve the small and medium enterprises garment industries business performance.

Index Terms — Unique resources, market orientation, innovation management, business performance.

I. INTRODUCTION

The economic development of a country is strongly influenced by the progress and development of the industrial technology, especially in the area of government industries. The economic growth of a country is also influenced by several factors such as industries, which is not only as an indicator of the economic growth but also as a supportive factor of the country's economy.

The development of industrial resources, are carried out through the development of human resources, utilization, supply and distribution of natural resources, development and utilization of industrial technology, development and utilization of creativity and innovation and the provision of industrial financing resources. Development of industrial facilities and infrastructure are carried out through Industrial Standardization, Industrial Infrastructure and National Industrial Information Systems and Industrial Empowerment

through Green Industries, Strategic Industries, Increased Use of Domestic Products, International Cooperation and Industrial Safeguards and Savings.

Companies will face radical changes continuously and innovation becomes a condition that can help the company to survive in the era of globalization market. Innovation becomes mostly important and necessary to contribution in improving productivity, competitive advantage, economic performance and social goals. Compatitive advantage can come from size of possession of assets and so on, the pattern is increasingly coming to favor those organizations which can mobilize knowledge and technological skills and experience to create novelty in their offerings and the ways in which they create and deliver those offering [14].

The industries in Indonesia is developing continuously and rapidly due to the technological development and the entering of globalization era, and one of the developed industries in Indonesia is the small and medium enterprises textile industries. This industry is classified as a business or activity that process the raw materials into finished goods to obtain value added products to gain profits. The garment industries are processing raw material such as textiles or fabrics into garments and apparels, this process is including the cutting, making and trimming or which is often known as Cutting, Making and Trimming (CMT).

Garment industries are also classified as the fashion and basic industries where the products from the industries can be either fashion apparel or basic apparel. Fashion apparel is the product that follow the up-to-date model and changes according to the fashion design of many famous designer, where the basic apparel is the normal and basic model which do not continuously change overtime.

The progress of small and medium garment industries in Indonesia is growing rapidly due to the high consumption of clothing as the basic needs because Indonesia has a huge population of around 250 million populations spread out throughout the island. The growth of this small and medium garment industries is quite successful and reach up to 21 percent of GDP in 2015. Even though the garment industries in Indonesia is growing rapidly, still many of this small and medium industries cannot survive or even close down the business. Based on the observation and investigation, this issue become the objective of research and further investigating on the phenomenon issue and the result of this finding.

Pasar Tanah Abang is considered to be one of the largest textile markets in South East Asia. Pasar Tanah Abang is also known as the 'locals' market', which is frequently by patrons looking for 'cheap wholesale clothing'. Moreover, this pasar acts as a wholesale supplier to other markets around Indonesia that sell to the individual buyers. Pasar Tanah Abang is devided into several block and the most famous and complete sellers is in the A block, there are also B, C, D, E, F and G block with different types of merchandise offer to buyer. Thousands of wholesale sellers are opening the store in this area which means the competition is extremely intense, this is the objective of doing the research to find out how these sellers compete and survive.

The challenges of these small and medium enterprises garment industries are mostly the raw materials for making garments, known as textiles. Although Indonesia has abundant of natural resources, but not all materials can be obtained from within the country, especially for quality materials, which must be imported from overseas. Another challenge is the production results that are not innovatively design because the design are often following and based on the market demand, the industries may sometimes do not have the knowledge of doing research and analyzing the market and also understand the need and want of the customer to create and capture customer value.

A. Research Gap

Accoding to several discussion of the previous research, according to [16] explained that the current state of economic development and innovations' support often brings small and medium enterprises at the forefront of government fiscal policy. Taiwo et al investigate small and medium enterprises as veritable tool in economic growth and development in Nigeria [17]. Pham expressed that small and medium-sized enterprises play a very important role in the Vietnamese economy [13]. Utami & Lantu stated that small-medium enterprises have a major role in term of generating employment which contributing to gross domestic product, and being safety value in national economic recovery [20]. Levushkina et al indicate the development of small and medium enterprise system as a cyclic process with basic principle of the continuity between development cycles and their development programs that provides potential stability of development of SME system [11]. Tambunan explained the impact of implementing the ASEAN Economic Community by the end of 2015 that will affect the local small and medium enterprises [18]. Mansour et al expressed that small and medium enterprises play an important role in the modern economy development in the Arab Republic of Egypt and identify the most important problems and obstacles facing these projects [12]. Verdolini et al examined the implementing of G20 target innovative green-technology on small and medium enterprises as an opportunity to promote financial de-risking while addressing Paris Agreement commitments and UN Sustainable Development Goals [21]. Discuss more about the potential and development of small and medium industries and enterprises, while this research seeks to find out the problems encountered and provide solutions in overcoming the issues and recommending solutions to be taken to solve the issues based on the constructed variables.

Form the previous research done on the SME enterprises

of garment industries, where the main researches are analysing the theoretically gap of the study, whereby this research is to analyze the empirical study according to the environment observations and the methodological. This study is based on the constructed variables of unique resources, market orientation, innovation management and business performance. This research will also discuss on how the SME garment industries survive in competing against the rest of the industries among them.

II. LITERATURE REVIEW

A. Market Orientation

Wicaksono & Nuvriasari explained that market orientation as one of the key elements to achieve company business performance [22]. Market orientation is very important in the modern marketing management. Companies that focus on markets that have higher market knowledge and have better customer-related capabilities, this ability allows companies to obtain higher profits compared to companies that are less market-oriented.

Kotabe & Helsen explain that market orientation is a fundamental philosphy of marketing [8]. It is an organizational culture that puts customers' interests first in order to develop a long-term profitable enterprise. In essense, market orientation symbolizes the market-driven firm that is willing to constantly update its strategies using signals from the marketplace. Thus, marketing managers take market cues from the expressed needs and wants of customers. Consequently, the dominant orientation is that of a firm reacting to forces in the marketplace in order to differentiate itself from its competitors. This reactive "outside-in" perspective is reflected in the typical marketing managers' reliance on marketing intelligence, forecasting, and market research.

Kotabe & Helsen also explained that market orientation approach has three behavioral components in determining the long-term profit, organization need to focus on the three components explained in detail as follows:

- **Customer Orientation** is the review and understanding of the needs and wants of the customers.
- **Competitor Orientation** is the review and understanding of the competitors.
- **Interfunctional Coordination** is the coordination and utilization of resources owned by the organization to understand the customers' needs and wants and also the activities of competitors.

B. Unique Resources

Ireland, Hoskisson & Hitt explain that some of a firm's resources are tangible while others are intangible [7]. Tangible resources are assets that can be observed and quantified. Production equipment, manufacturing facilities, distribution centres, and formal reporting structures are examples of tangible resources. Intangible resources are assets that rooted deeply in the firm's history and have accumulated over time. Because they are embedded in unique patterns of routines, intangible resources are relatively difficult for competitors to analyze and imitate. Knowledge, trust between managers and employees,

managerial capabilities, organizational routines, scientific capabilities, the capacity for innovation, brand name, and the firm's reputation for its goods or services and how it interacts with people are intangible resources.

Kurniasih and Heliantono [10] emphasized that according to Barney's [1] theory of an organization can succeed if they can achieve and maintain its competitive advantages. This success can be achieved if the company are able to allocate what is not owned by the competitors, and to use the resources efficiently and effectively in order to achieve the competitive advantage and improve the company's performance.

According to [5] that the resource-based view approach to competitive advantage contends that internal resources are more important for a firm than external factors in achieving and sustaining competitive advantage. Resource-based view theory asserts that resources are actually what helps a firm to exploit opportunities and neutralize threats. Internal resources can be grouped into three all-encompassing categories as follows:

- Physical Resources: covers all plants and equipment, locations, technology, raw materials, machines.
- Human Resources: includes all employees, training, experience, intelligence, knowledge, skills and abilities.
- includes **Organizational Resources**: firm structure, planning processes, information systems, patents, trademarks, copyrights, and databases.

C. Innovation Management

According to [9] that in an economy of rapid change, continuous innovation is a necessity. Companies that fail to develop new products leave themselves vulnerable to changing customer needs and tastes, shortened product life cycles, increased domestic and foreign competition, and especially new technologies. Google, Dropbox, and Box update their software daily. High innovative firms are able to repeatedly identify and quickly seize new market opportunities. They create a positive attitude toward innovation and risk taking, routinize the innovation process, practice teamwork, and allow their people to experiment and even fail.

Hapsi Ali et al reveal that innovation is the ability to turn ideas into goods, services or processes to solve problems and take advantages of the opportunities it faces [6]. Innovation is a process by which the organization uses its capabilities and resources to develop new products or new systems procedures to enhance better performance. Innovation is the desire to take risks and learn among the members of the community learning organizations.

Tidd and Bessant explain that innovation is driven by the ability to see connections, to spot opportunities and to take advantage of them [19]. Innovation is not just opening up new markets-it can also offer new ways of serving established and mature ones. Innovation is of course not confined to manufactured products but also can be found in services and in the public and private sector. Whilst competitive advantage can come from size, or possession of assets, etc. the pattern is increasingly coming to favour those organizations which can mobilize knowledge

technological skills and experience to create novelty in their offerings. Organization that implement innovation generally achieve better growth compare to those who do not innovate. Companies that increase their market share and profit are those who innovate their products.

Tidd and Bessant express that innovation are essentially talking about change and this can take several forms, the purposes of this discussion will focus on four broad dimensions:

- **Product Innovation** changes in the things (products/services) that an organization offers.
- **Process Innovation** changes in the ways in which they can created and delivered.
- Position Innovation changes in the context in which the products/services are introduced.
- **Paradigm Innovation** changes in the underlying mental models which frame what the organization does.

D. Business Performance

David asserted that another important strategy-evaluation activity is measuring organizational performance [5]. This activity includes comparing expected results to actual results, investigating deviations from plans, evaluating individual performance, and examining progress being made toward meeting stated objectives. Both long-term and annual objectives are commonly used in this process. Criteria for evaluating strategies should be measurable and easily verifiable. Criteria that predict results may be more important than those that reveal what already has happened.

Rekarti & Doktoralina that business performance is a company's ability to adapt to the business environment, accompanied by changes in the market environment that include customers, competitors and other power forces that can alter the way business works [15]. A good strategy depends on management's ability to create harmony between the environment and internal company so the ability to adapt is important.

According to [2] that on the basis of a portfolio analysis and performance objectives, a business selects either an offensive or defensive strategic market plan. Offensive strategic market plans are geared to deliver above-average performance in the areas of sales growth, share position, and long-run profit performance. Defensive strategic market plans, in contrast, are intended to protect important share positions and produce short-run profit performance, while also contributing to long-run profit. Best added that a company's business performance can be measured based on share performance, sales growth and profit performance. The three dimensions of company performance can be explained in more detail below:

- Share Performance is the assessment of the number of transactions and the growth of shares in a company.
- Sales Growth is the volume or number and sales growth achieved by the company.
- **Profit Performance** is the ability of a company to get benefit or profit within a certain period of time.

E. Research Hypothesis and Framework

The influence of market orientation towards 1. innovation management

Wicaksono & Nuvriasari explained that market orientation as one of the key elements to achieve company business performance [22]. Market orientation is very important in the modern marketing management. Hapsi Ali et al reveal that innovation is the ability to turn ideas into goods, services or processes to solve problems and take advantages of the opportunities it faces [6]. Innovation is a process by which the organization uses its capabilities and resources to develop new products or new systems procedures to enhance better performance. Thus, the hypotheses that can be formulated in this study are as follows:

H1: The influence of market orientation towards innovation management.

2. The influence of unique resources innovation management

Kurniasih and Heliantono [10] emphasized that according to Barney's [1] theory of an organization can succeed if they can achieve and maintain its competitive advantages. This success can be achieved if the company are able to allocate what is not owned by the competitors, and to use the resources efficiently and effectively in order to achieve the competitive advantage and improve the company's performance. Hapsi Ali et al reveal that innovation is the ability to turn ideas into goods, services or processes to solve problems and take advantages of the opportunities it faces [6]. Innovation is a process by which the organization uses its capabilities and resources to develop new products or new systems procedures to enhance better performance. Thus, the hypotheses that can be formulated in this study are as follows:

H2: The influence of unique resources towards innovation management.

3. The influence of market orientation towards business performance

Wicaksono & Nuvriasari explained that market orientation as one of the key elements to achieve company business performance [22]. Market orientation is very important in the modern marketing management. Rekarti & Doktoralina that business performance is a company's ability to adapt to the business environment, accompanied by changes in the market environment that include customers, competitors and other power forces that can alter the way business works [15]. Thus, the hypotheses that can be formulated in this study are as follows:

H3: The influence of market orientation towards business performance.

4. The influence of unique resources towards business performance

Kurniasih and Heliantono [10] emphasized that according to Barney's [1] theory of an organization can succeed if they can achieve and maintain its competitive advantages. This success can be achieved if the company are able to allocate what is not owned by the competitors, and to use the resources efficiently and effectively in order to achieve the competitive advantage and improve the company's performance. Rekarti & Doktoralina that business performance is a company's ability to adapt to the business environment, accompanied by changes in the market environment that include customers, competitors and other power forces that can alter the way business works [15]. Thus, the hypotheses that can be formulated in this study are as follows:

H4: The influence of unique resources towards business performance.

5. The influence of innovation management towards business performance

Hapsi Ali et al reveal that innovation is the ability to turn ideas into goods, services or processes to solve problems and take advantages of the opportunities it faces [6]. Innovation is a process by which the organization uses its capabilities and resources to develop new products or new systems procedures to enhance better performance. Rekarti & Doktoralina that business performance is a company's ability to adapt to the business environment, accompanied by changes in the market environment that include customers, competitors and other power forces that can alter the way business works [15]. Thus, the hypotheses that can be formulated in this study are as follows:

H5: The influence of innovation management towards business performance.

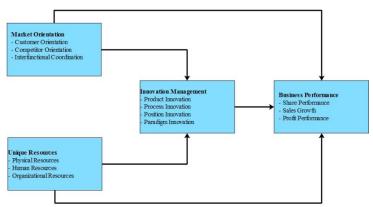


Fig. 1. Research Framework.

III. METHOD

The research designed in this study is using strategic management approach that includes the operationalization variables, data collection method and information collection, defining the population, calculating the sample size and sampling techniques and the design of the analysis conducted in testing the research hypothesis, by conducting the study of the SME garment industries located in Pasar Tanah Abang, Jakarta, Indonesia. This research begins with the observation of several garment industries as the preliminary research and follow by formulating strategies to examine the performance of the industries.

Based on the analysis done earlier, the formulation and the purpose of this study is to describe and reveal the interrelationship between the variables explained above. This research is using descriptive and verification method with the type of causal investigation on the relationship and influence between the exogenous and endogenous variables.

The process of observation in this research is using time horizon with cross section/one shot, the collective data is obtained through research done in 2018, the unit of analysis are the SME garment industries in Pasar Tanah Abang, Jakarta, Indonesia and the observation unit is the management of the industries. The design of analysis used to test the hypothesis and to examine the relationship between research variables is by using Partial Least Square (PLS) analysis method, which is one the alternative method of the structural analysis from Structural Equation Modeling (SEM) based on Variance concept.

The obeservation unit is using 52 respondents as the sample which was randomly taken from the garment industries in Pasar Tanah Abang, Jakarta, Indonesia. The collected data will be check based on the Outer model and Inner model. Outer model is to achieve Convergent and Discriminant validity and the Composite reliability. The validity approach to make sure the collected data is eligible for futher testing, where the reliability of the data is using Cronbach's Alpha coefficient method. Cronbach's Alpha coefficient is a reliable coefficient which is mostly and commonly used due to the indication of the variance items. The format of research in the questionnaire is using Likert scale format. The inner model is to achieve the R-Square and Goodness of Fit, and make sure the collected data fit the analysis.

IV. RESULTS AND DISCUSSION

A. Results

The results of the analysis conducted on the SME garment industries in Pasar Tanah Abnag in order to understand the competitive strategy being used by the SME to compete in the market by looking at the market orientation and unique resources of the industries. The aim of this research is to find out the innovation management implemented by the industries do help them to achieve the competitive advantage in the market.

The measurement model of analysis above shows the link between manifest variables (indicators) and each of the latent variables. The analysis of the measurement model is to test the validity and reliability of each of the dimensions and the indicators utilized to measure each of the variables that were constructed earlier. The analysis of the measurement model describe that the value of discriminant validity is by looking at the value of square root of Average Variance Extracted (AVE) with the suggestion value above 0.5, loading factor (>0.5), and constructed Composite Validity and Reliability (Cronbach's Alpha >0.70 (Nunnaly,1994). Therefore, the conclusion of the dimensions and indicators stated are classified as reliable in the measurement of the research variables. As showed in the table below:

TABLE 1: Goodness of Fit Model (GoF). Source: From Data Processing

(2019)							
Variables	AVE	Composite Reliability	Cronbach's Alpha	R Square	Q Square		
Market Orientation	0,597	0,921	0,845	-	0,236		
Orientation							
Unique	0,621	0,933	0,865	-	0,389		
Resources							
Competitive	0,569	0,922	0,883	0.332	0,276		
Strategy							
Business Performance	0,602	0,941	0,882	0.564	0,502		
Feriornance							

The outer model of this research can be classified as appropriate (fit). The R Square value on the criteria above is considered as strong, which has the value greater than 0.33. As the value of 0.33 is considered as moderate value, and the value of Q Square on the criteria is moderate, because according to Chin (1998) that the value of R Square is 0.67 (strong), 0.33 (moderate), and 0.19 (weak). Similarly, the value of AVE is above 0.5, which indicate that all variables in the model are estimated to meet the criteria of discriminant validity. The value of both Composite Reliability and Cronbach's Alpha for each of the variables are above 0.70, which means that all researched variables are classified as reliable and the outer model of this research are supported by the empirical research and classified as fit.

The result of measurement based on the data processing of model analysis on the dimensions based on the indicators indicates that the overall indicator processed above are classified as valid where most of the value of loading factors is greater than >0.70 (above 0.70).

The measurement model of latent variables on the dimensions explains that the extent of the validity concerning the dimensions in measuring the latent research variables. The following table presents the results of the measurement model analysis of each latent variable on the dimensions.

TABLE 2: LOADING FACTOR BETWEEN LATENT VARIABLES AND

DIMENSIONS. SOURCE: FROM DATA PROCESSING (2018)						
	Loading	Standard	T			
Latent-Dimensional Variables	factor	Error	Statistics			
	(λ)	(SE)	(λ/SE)			
Market Orientation →	0.566	0.023	38.820			
Customer Orientation						
Market Orientation →	0.107	0.027	33.539			
Competitor Orientation						
Market Orientation →	0.601	0.023	37.709			
Interfuctional Coordination						
Unique Resources → Physical	0.872	0.032	27.077			
Resources						
Unique Resources → Human	0.869	0.028	30.760			
Resources	0.809	0.028	30.700			
Unique Resources →	0.831	0.037	22.164			
Organizational Resources						
Innovation Management →	0.676	0.041	66.840			
Product Innovation						
Innovation Management →	0.854	0.026	32.122			
Process Innovation						
Innovation Management →	0.925	0.024	35.923			
Position Innovation	0.725	0.021	33.723			
Innovation Management →	0.870	0.047	16.876			
Paradigm Innovation	0.070	0.047	10.070			
Business Performance → Share	0.856	0.031	27.052			
Performance	0.030	0.031	21.032			
Business Performance → Sales	0.932	0.026	34.396			
Growth		0.020	31.370			
Business Performance → Profit	0.877	0.014	66.120			
Performance	0.077	0.011	30.120			

The results of the measurement model analysis of the research variables on the dimensions shows that almost all dimensions are valid with the value of t count >t table

Based on the varificative analysis, the concerning testing variables is shown as follow:

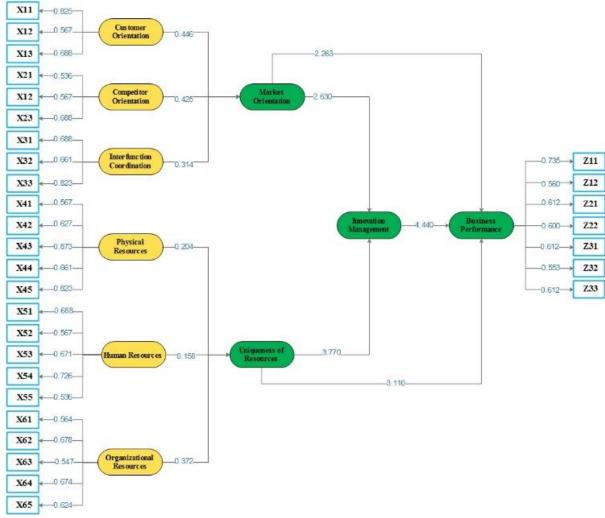


Fig. 2. Hipotesis Testing Source: From Data Processing (2019)

From the testing hypothesis, it revealed that the unique resources has the highest influence compare to the market orientation in order to influence the business performance. Innovation management also has influence on business performance. In order to improve the business performance, it is necessary to develop the resources innovatively to become uniqueness and to understand the needs and desires of consumers and to know the movements of competitors and also to coordinate all functions in an organization. However, market orientation also needs to be considered because the market has a considerable influence on demand and also determines purchasing decisions from consumers, thereby will increase the business performance of the small and medium garment industries in Jakarta, Indonesia.

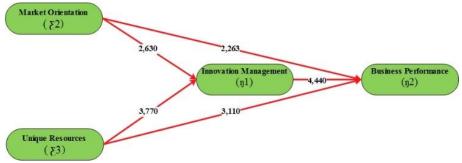


Fig. 3. Testing Result. Source: From Data Processing (2019)

Based on the testing result above, the research variables indicate that unique resources have the most significant influence on innovation management as the intervening variable, with the value of 3,110, compare to the variable of market orientation with the value of 2,630. The direct effect of unique resources also contributes higher influence towards business performance with the value of 3,110 compare to the direct effect of market orientation with the value of 2,263.

B. Discussions

1. The influence of market orientation towards innovation management

According to the testing results, it indicates that market

orientation shows a positive and significant influence towards the intervening variable of innovation management. The results of the analysis indicate that the value is 2,630. The value shows positive which indicates that the SME industries are influenced by the market orientation performed by the industries.

2. The influence of unique resources towards innovation management

According to the testing results, it indicates that unique resources shows a positive and significant influence towards the intervening variable of innovation management. The results of the analysis indicate that the value is 3,770. The value shows positive which indicates that the products of SME industries are influenced by the unique resources used to be produced by the industries.

3. The influence of market orientation towards business performance

According to the testing results, it indicates that market orientation shows a positive and significant influence towards the dependent variable of business performance. The results of the analysis indicates that the value is 2,263. The value shows positive which indicates that the market orientation of the SME industries may influenced the business performance of the SME industries.

4. The influence of unique resources towards business performance

According to the testing results, it indicates that unique resources shows a positive and significant influence towards the dependent variable of business performance. The results of the analysis indicate that the value is 3,110. The value shows positive which indicates that the unique resources of the SME industries may influenced the business performance of the SME industries

5. The influence of innovation management towards business performance

According to the testing results, it indicates that the intervening variable of innovation management shows positive and significant influence towards the dependent variable of purchase decision. The results of the analysis indicate that the value is 4,440. The value shows positive which indicates that innovation management has significant influenced on the business performance of the SME industries.

V. CONCLUSION AND LIMITATION

A. Conclusion

Based on the four research variables constructed in this research, two independent variables: market orientation and unique resources, innovation management as the intervening variable and business performance as the dependent variable, the research hypothesis testing concluded that the resources of the company is the main purpose of the company to generate innovatively as the variable of unique resources have a most significant influence compare to the variable of market orientation.

The objectives of this research is to find out the basic problem encounter by the small and medium enterprise garment industries in Pasar Tanah Abang, Jakarta, Indonesia. This research has constructed four research variables in order to find out how do these industries can compete and survive due to the intensive competition in the market. The result on the hypothesis testing has concluded several findings as follows:

- 1 The research done on the SME garment industries has detected that the production of garments do not based on customer orientation and do not understand well with the needs and wants of the customer.
- 2 The research finding also shows that most of the SME garment industries do not innovate their company resources properly to gain and capture customer value.
- 3 The producer of small and medium garments industries is mostly using the same textiles or resources from same supplier where there are no specific differences between them.
- 4 The small and medium garment industries do not frequently perform market analysis on the competitor and customer's orientation in order to be able to compete in the market.

B. Limitation

This research is limited just to analyze of the SME garment industries in Pasar Tanah Abang in Jakarta, where the coming research may proceed to a wider area of wholesale market in other area of Jakarta. This research is also limited on studying the SME garment industries, where other types of industries may be taken into consideration of doing the further research. Further research is suggested to cover a wider area of industries and coverage on the whole Indonesia.

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