

EFFECT OF ENTREPRENEURIAL MARKETING AND CUSTOMER RELATIONSHIP MARKETING ON SME'S COMPETITIVENESS IN BALI INDONESIA MEDIATED BY PRODUCT INNOVATION

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Abstract

This research aims to (a) explain the effects of entrepreneurial marketing (EM) on SME's competitiveness; (b) the effects of customer relationship marketing (CRM) on SME's competitiveness; (c) the effects of entrepreneurial marketing (EM) on the SME's product innovation; (d) the effects of CRM on the SME's Product Innovation; (e) the effects of product innovation on SME's Competitiveness; and (f) the effects of EM on competitiveness mediated

by the SME's product innovation. The analysis techniques used descriptive and quantitative. The descriptive analysis uses is to answer the research problems by explaining and illustrating systematically and logically on the data obtained and the problems studies. The quantitative analysis uses the Partial Least Square Path Modeling (PLS-PM). The research results are that (a) EM can be concluded as a construct having no direct effects on the competitiveness; (b) CRM has effects on the competitiveness; (c) the CRM has significant effects on the product innovation; (d) The Product innovation has effects on the competitiveness; (e) The product innovation as a full mediation between EM and competitiveness. By using the product innovation as a mediation construct, so the EM construct has effects on the competitiveness; (f) there is empirical fact stating that the product innovation is as CRM moderating and the product innovation is as full moderation of EM in building product competitiveness.

Keywords: Entrepreneurial marketing, customer relationship marketing, product innovation, competitiveness, SMEs

INTRODUCTION

There are many studies reviewing on the product competitiveness, among others are the researches related to the sources of innovation and capability conducted by Baark et al. (2011), then, researches reviewing on competitiveness related to the dynamic ability (Teece et al., 1997; Barney, 1991; Nelson and Winter, 1982; Leonard–Barton, 1995). There are also researches studying on industrial performance from the aspect of a nation's competitiveness level by Ozlem (2002); Pi-ying and Lai (2005); Plawgo and Chapman (1998). Almost all of these researches study on the industrial competitiveness by using the model approach of Diamond of Competitive Advantage Porter. Meanwhile, the research on the competitiveness related the entrepreneurial marketing conducted by Hacioglu et al. (2012) finding that in the SME sector in Turkey, there were positive effects of the entrepreneurial marketing on the company innovative performance.

Then, the researches by Thomas, Painbéni and Barton (2013), Kocak and Abimbola (2009), and Mort et al. (2012) stated that the entrepreneurial marketing has one of the dimensions developing the company innovation, so that by this innovation, it can create product excellence to improve competitiveness in highly competitive global market environment (Cooper, 2000). Sarma et al., (2013) stated that the entrepreneurial marketing is an important aspect for the company to have competitiveness, so that it can survive and grow in the increasing rapid global competitiveness nowadays. But, Franco (2014) stated that

entrepreneurs must have adequate competitiveness to apply the entrepreneurial marketing activity in guarantee the company competitiveness in market. The higher EM by the entrepreneurs leads to the increasing company competitiveness. The results are also corresponding to the statements by Kurgun, et al (2011) that the EM affects on the competitiveness positively and significantly on the company competitiveness, but there are also other researchers finding the contrary results, namely the findings by Collinson and Shaw (2001).

Based on the research gap, it is necessary to conduct a study by inputting the mediator variable so that the EM has effects on the company competitiveness. One of the mediator variables having the ability to improve the company competitiveness is innovation. This is also well-suited to the strategy done by some wooden-processing SMEs in Bali Province. It is found that they have applied the product innovation and this can lead to the improvement of SME competitiveness in Bali. There are also some other research studying on the innovation ability as an ability to improve the company competitiveness, among others are Atkinson (2013), Edison et al. (2013), Kurgun, et al (2011), Tang (2011), Cheng et al. (2012), and Cooper (2000). Many researchers believe that innovation is the main source for the competitive excellence and it is proven that innovation serves an important role in the economic development (Agbor, 2008; Chen and Chen, 2009; Gumusluoglu and Ilsev, 2009; and Karkalakos, 2013).

In addition to the EM and innovation as the supporting factors for the company competitiveness, there are some other factors, among of which is the Customer Relationship Marketing (CRM). The CRM is a strategy to build good long term relationship between customers by combining the ability to response directly and to serve customers with high interaction (Sivesan, 2012; Callaghan et al, 1995; Morgan and Hunt, 1994. Basically, the CRM is a relational relationship referring on all marketing activities to build, develop and maintain successful long term relation interaction by a company. Berry (1995) saw that the CRM is a way to attract, maintain and improve customer relationship.

Singh and Sirdeshmukh (2000) stated that trust as one of the CRM dimensions is a basic to build and maintain the relation with customers, which this trust in the marketing theory is a basic policy to develop and survive long term relationships (Doney and Canon, 1997), create mutual beneficial relationship with customers, and be able to improve competitiveness (Barney and Hansen, 1994).

There are some researchers on CRM finding contrary results, such as researchers done by Pearce and Ensley (2004), Zheng (2008) and Kirita (2010) finding the insignificant effects of CRM on the competitiveness. Researches by Baron and Tang (2011); Cheng et al. (2012); and Edison et al. (2013) stated that innovation has been an important factor in the success of

creating economic productivity, work method and operation. Khalil and Olafsen (2010). There is also a research trend mainly in the SME company role in stimulating innovation and leading new business creation in recent years, such as researches by Marcati et al., (2008) and Belso-Martinez et al. (2013).

LITERATURE REVIEW

Product Innovation

Wu et al. (2008) defined innovation as an idea, a product or process, or new considered system. Hitt et al. (1997) stated that innovation is defined as opening the door of international competitive advantage, both globally and internationally; this is by market provision for new unique product or services, creating input obstacle to provide resources required to develop innovation through learning, and creating new values to form competitive environmental rules. Kotler and Keller (2009:611) stated that innovation is a product, service or idea which by some people it is perceived as a new thing.

Johne (1999) distinguished three types of innovation: product innovation, process innovation and market innovation. The organizational innovation relates to the format design of new organization and new management philosophy. Meeus and Edquist (2006) divided product innovation into two categories, namely new products and new services. Crawford and De Benedetto (2000) stated that product innovation is an innovation used in overall company operations where a new product is created and marketed. Including innovation in all functional processes. According to Zimmerer et al (2008:57), the indicators of product innovation are (1) design change, (2) technical innovation and (3) product development.

Entrepreneurial Marketing (EM)

EM is often related to various conditions and situations, but sometimes contains quite loose definition (Kotler, 2005). Basically, the theory underlying the EM is the combination of entrepreneurship theory and theoretical scheme of marketing discipline. Related to this, EM can be applied in all combinations, both in profit and non-profit organization (Morris et al., 2002) so there is a term of social entrepreneurship and public sector entrepreneurship. Also, it can be applied both in micro and macro organizations. Mort, et.al (2012) stated that there are four dimensions of EM, namely Opportunity creation, Customer intimacy based innovative products, Resource enhancement, and Legitimacy. Meanwhile, Morris, et.al (2002) opinion stated that there are seven dimensions of EM, namely Entrepreneurial marketing which is risk taking. Pro-activeness, opportunity- focused (opportunity-driven), Innovativeness, customer intensity,

resource leveraging and value creation. These dimensions are supported by findings by Miles and Darroch (2006), and also findings by Morrish and Deacon (2009).

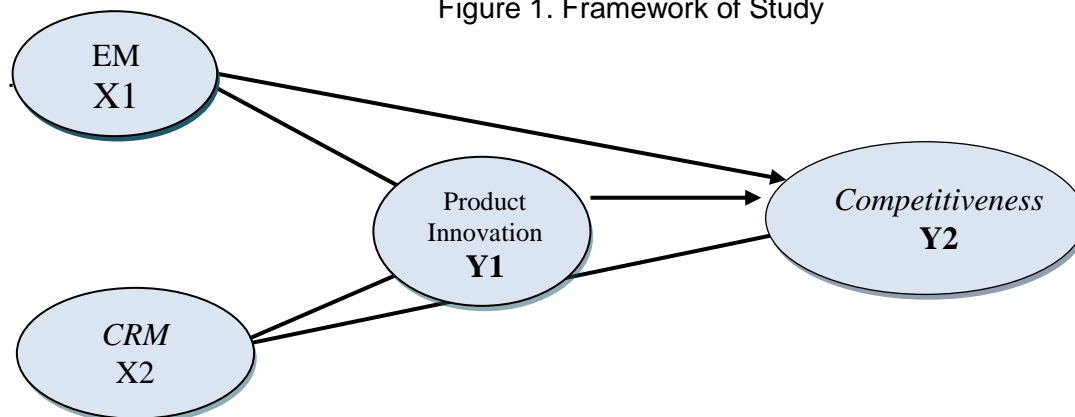
Customer Relationship Marketing (CRM)

The Customer relationship marketing basically is a relational relationship referring to all marketing activities to build, develop, and maintain long-term successful relation interaction. Velnampy and Sivesan (2012) found that the CRM has positive correlation with the customer value creation as part of process innovation. Berry (1983) viewed that the CRM is as a strategy to attract, maintain and improve customer relationship. Winer (2001) defined that the CRM is as a strategy to build long-term good relationship with customers by combining the ability to response directly and to serve customers with high interaction. Velnampy and Sivesan (2012) stated that there are four dimensions affecting on the relationship marketing, namely trust, commitment, communication and conflict handling.

Competitiveness

Porter (1980) stated that competitiveness is an ability or a strategy to compete with a product / company / industry not only seen from production aspect, namely the ability to product cheap products, but it is also as a combination of final results (purpose/mission) and efforts (policy) to achieve it. Then Porter (2008) developed five strengths in industrial structure analysis, namely competition intensity in industry, new comer challenges, suppress on substitution products, buyer bargaining power and supplier bargaining power. Out of these five strength, there are three basic success strategies, namely over-all cost leadership, differentiation and focus. Muhandi (2007), stated that operation competitiveness is an operation function not only having internal orientation, but also external, namely to response business target market proactively. The factors affecting on the competitiveness are location, price, services, quality, promotion. Ward et al. (1998) stated that a company has competitiveness dimension, namely cost, quality, delivery time, and flexibility.

Figure 1. Framework of Study



Research Hypotheses

Effects of EM on Competitiveness

Cristina (2011) in her research found that EM with some other variables can create competitiveness. Bjerke and Hultman (2002) stated that it is necessary for a company to have entrepreneurship marketing for growing, and this growth can be improved by utilizing the entrepreneurship marketing approach to be able to have competitiveness. Sarma et al., (2013) stated in their research on the footwear industry in West Java that the EM also relates to the business development and business sustainability. On the similar aspect, Sarma et al., (2013) stated that EM is important for a company to have competitiveness to be able to survive and growth in increasing tight rapid competition nowadays. Septiani et al. (2013) stated that the EM ability will be succeeded if there is an improvement on the competitiveness ability.

Based on the explanation, it can be proposed the following hypothesis:

H₁: The Entrepreneurial Marketing (EM) affects positively and significantly on the competitiveness.

Effects of CRM on Competitiveness

The Relationship marketing is a tool to maintain loyal customers. It can lead to the improvement on the competitiveness and customer satisfaction (Alrubaiee, 2008). According to Kotler and Armstrong (2001), in tight competition, it is necessary for much higher costs to obtain new customers than to maintain the existing customers. The Customer relationship marketing is a process to create, maintain and improve strong relationship based on the values with customers and other shareholders. It aims to give long term values to the customers and the measurement for its success is the long term customer satisfaction. The company main activity is to provide customer demand and satisfy customers. The improvement on customer satisfaction leads to more loyal customers and this can also improve company competence in competition (Gilaninia, 2011).

Trust is one parts of customer relationship marketing (CRM) seen as one basic and important thing in business world. According to Singh and Sirdeshmukh (2000), trust is a basic thing to build and maintain long term relationship. The trust in marketing theory is a basic policy in developing and maintaining long term relationship (Doney and Canon, 1997), creating mutual relationship with customers and improving competitiveness (Barney and Hansen, 1994).

Based on the explanation, it can be proposed the following hypothesis:

H₂: The Customer relationship marketing (CRM) affects positively and significantly on the competitiveness.

Effects of the EM on Product Innovation

There are some theories and findings stating that the entrepreneurial marketing affects on the improvement of innovation by a company (Thomas, Painb ni and Barton, 2013:238; Kocak and Abimbola, 2009:448; and Mort, et.al., 2012). A research on SMEs in Turkey done by Hacıoglu et al., (2012) found that the entrepreneurial marketing affects positively on company innovative performance. The study focused on the effects of entrepreneurial marketing on the innovation performance done by SME company.

Based on the explanation, it can be proposed the following hypothesis:

H₃: The Entrepreneurial Marketing (EM) affects positively and significantly on the product innovation.

Effects of the CRM on Product Innovation

There are many scientists believing on that innovation is the main source of competitive advantage. In addition, it has been proven that innovation serves an important role in economic development (Agbor, 2008; Chen and Chen, 2009; Gumusluoglu and Ilsev 2009; Karkalakos, 2013). Different factors can affect on innovation in a company, including the surrounding environment. The surrounding environment consists of trust, commitment, efforts to address to problems (conflict) between employers, networking, norms, and good communication. It has attracted the attention of many researchers as part of CRM (Smith and Barclay, 1997). Morgan and Hunt (1994) stated that the CRM dimensions, namely trust significantly affects on the commitment in a relationship. Trust is a factor of commitment formation because the commitment includes the trust and sacrifice factors. On the other hand, Boier (2014) stated that the innovation is positively related to customer satisfaction and the loyalty can lead company to be motivated to improve innovation, including product innovation resulted.

Based on the explanation, it can be proposed the following hypothesis:

H₄: Customer relationship marketing (CRM) affects positively and significantly on the product innovation.

Effects of the Product Innovation on Competitiveness

Vanany (2002) revealed that a company with a very dynamic development business environment affects on its product innovation. A company will have competitiveness if it is able to make innovations in creating its products (Sarma et al., 2013; Phyras et al., 2012). Cooper (2000: 38) has similar opinion stated that the advantages of new product is very important in highly competitive global market environment. Triebswetter, and Wackerbauer (2008) found in their research that the product innovation combined with innovation in the environment

regulated by the government in the form of legislation can improve the company competitiveness. Reguia (2012) stated that the product innovation can improve the competitive advantage and company economic benefits. A research conducted by Murat (2012) stated that the green product innovation significantly and positively affects on the company performance and competitiveness. Some other findings also state that the product innovation can be used in pursuing opportunities or seize competitive advantage (Lumpkin and Dess, 1996; Thourmrungrroje and Racela, 2013). Covin and Slevin, 1991 in Kurgun, 2011) showed that innovation is critical for the success in business and competitiveness.

Based on the explanation, it can be proposed the following hypothesis:

H₅: Product innovation affects positively and significantly on the competitiveness.

RESEARCH METHOD

This research uses quantitative design (Creswell, 2010:5) with quantitative analysis based on the multivariate analysis using SEM (structural equation modeling) based on Partial Least Square (PLS). This research location is in Bali province, Indonesia, with population of 10.455 and 100 samples. The population is all entrepreneurs of wooden processing in Small and Medium enterprises in Sarbagita region Bali Province running their business for minimally 5 years. The sample collection uses proportional random sampling method (Greener, 2010) and the sample collection is done in random, where in the sample collection, there is no repeated process. The scale used is Likert with 5 degree. The validity and reliability tests are done by KMO and correlation image value, and the reliability level of a series of indicators / items is considered to be reliable if they have coefficient value of Alpha Cronbach (α).

ANALYSIS AND RESULTS

Results of Structural Model Testing (Inner-model)

The test result of reliability and validity using software SPSS 17 shown that retrieved the value of Cronbach alpha reliability is above than 0.70 means the constructs revealed reliability. While the test validity data KMO retrieved values above than 0.602 means the constructs is valid to be used (Singleton dan Straits, 2010).

Based on Table 1, it can be known that the t-values for relation of X_1 and Y_2 is 0.344 with t value of 0.948 which is smaller than the t-Table for $t.05 = 1.96$. based on the significant testing result, there are only X_1 and Y_2 not included to be interpreted and recommended as important construct to represent this research model. The information presented in Table 2 also presents second order construct, also showing significant effect based on the t-statistic value, so that the statistical conclusion used to value the main construct of first order as this research hypothesis

support has been strengthened by analysis facts of second order construct reinforcement as the source of center for the research instruments in reflecting the main construct of first order.

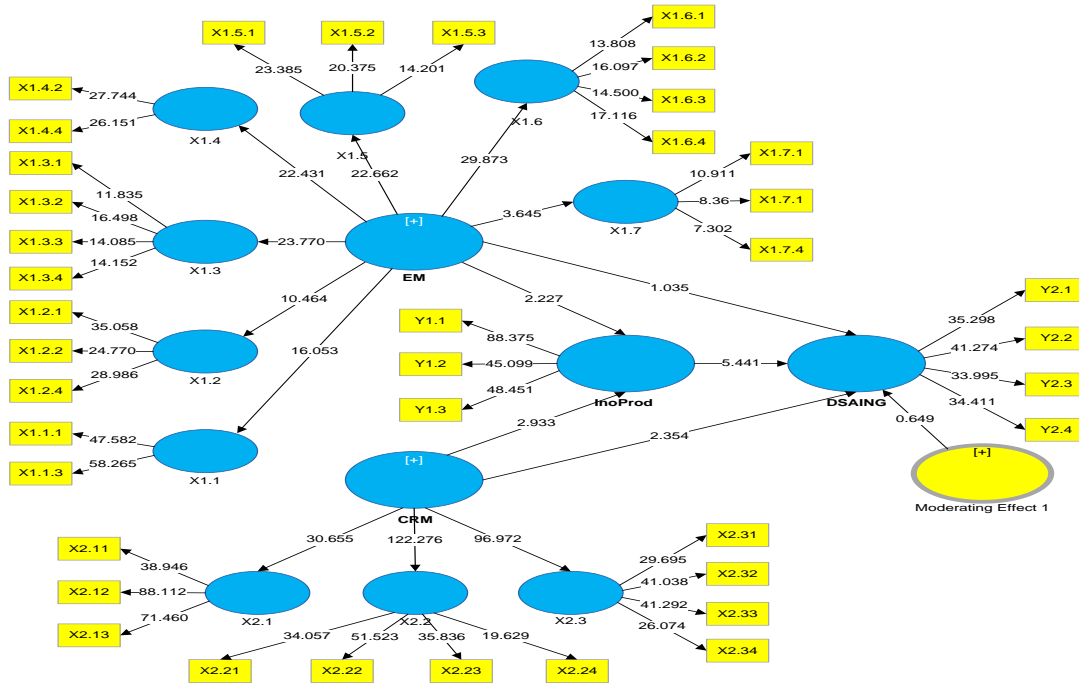
Table 1. Significant Test of Path Coefficient

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	<i>Remarks</i>
CRM -> Competitiveness	0.350	0.346	0.148	2.354	0.019	<i>Support</i>
CRM -> Inov Prod	0.378	0.382	0.129	2.933	0.004	<i>Support</i>
CRM -> X _{2.1}	0.912	0.913	0.030	30.655	0.000	<i>Second Order</i>
CRM -> X _{2.2}	0.977	0.977	0.008	122.276	0.000	<i>Second Order</i>
CRM -> X _{2.3}	0.970	0.970	0.010	96.972	0.000	<i>Second Order</i>
EM -> Competitiveness	-0.110	-0.118	0.106	1.035	0.301	<i>Not Support</i>
EM -> Inov Prod	0.340	0.331	0.153	2.227	0.026	<i>Support</i>
EM -> X _{1.1}	0.862	0.859	0.054	16.053	0.000	<i>Second Order</i>
EM -> X _{1.2}	0.726	0.726	0.069	10.464	0.000	<i>Second Order</i>
EM -> X _{1.3}	0.900	0.899	0.038	23.770	0.000	<i>Second Order</i>
EM -> X _{1.4}	0.868	0.869	0.039	22.431	0.000	<i>Second Order</i>
EM -> X _{1.5}	0.862	0.869	0.038	22.662	0.000	<i>Second Order</i>
EM -> X _{1.6}	0.934	0.931	0.031	29.873	0.000	<i>Second Order</i>
EM -> X _{1.7}	0.555	0.557	0.152	3.645	0.000	<i>Second Order</i>
InoProd -> Competitiveness	0.680	0.683	0.125	5.441	0.000	<i>Support</i>
Mediation Effect 1 -> DSAING	0.047	0.038	0.072	2.214	0.017	<i>Support</i>

Based on the t-statistical test mentioned above, this study obtains the prediction results based on the research purpose, namely the position role of each construct on other constructs affected.

Figure 2 provides estimation information that the product innovation is the highest form of competitiveness dimensions, namely 0.68, while the CRM is an important dimension affecting on the development of innovative products, which is 0.378. it is the following dimension supporting on the product innovation strengthening. It is also found that the entrepreneurial marketing dimension is relatively important to affect on the production innovation, namely 0.340. based on the statistical analysis results, it shows that it cannot set up the construct of entrepreneurial marketing relationship because it is not significant, so it cannot map on the dimension as the source of perception. Figure 2 presents the relationship between the constructs of this study.

Figure 2 Analysis Results of Path Analysis and t statistics



The description of statistic test results of Direct Effect and Indirect Effect of Path Analysis stating that the direct effects between the variable of Entrepreneurial Marketing (EM) on Competitiveness result on the entrepreneurial marketing with no effect on the competitiveness with p value of 0.301 because its value is bigger than the alpha value of 0,05. The direct effects between variables of CRM on Competitiveness affect on the competitiveness which can be seen from the p value of 0,019 which its value is smaller than the alpha value of 0,05. The direct effect between the variables of EM on the Product Innovation resulting on the EM to affect on the Product Innovation. This can be seen from the p value of 0,026 which its value is smaller than the alpha value of 0,05. The effects of the CRM on the Product Innovation, show that the CRM affects positively and significantly on the Product Innovation because the p value is 0.004 smaller than the alpha value of 0,05. The effects of Product Innovation on Competitiveness show that the Product Innovation affects positively and significantly on the Competitiveness because the p value is 0.000 which is smaller. The indirect effect of the EM on Competitiveness is mediated by the Product Innovation. By using the product innovation as mediation construct, so the construct of entrepreneurial marketing affects on the competitiveness, it can be seen from the P value of 0.017 which is smaller than the alpha of 0,05. This means that the construct of product innovation has full mediation of the entrepreneurial marketing effects on competitiveness.

CONCLUSION

The Entrepreneurial Marketing (EM) does not affect directly on the competitiveness. The Customer relationship marketing (CRM) has effects on the competitiveness. The Customer relationship marketing (CRM) has significant effects on the product innovation. The Product innovation has effects on the competitiveness. The Product innovation is as full mediation between EM and competitiveness. By using product innovation as mediator construct, so the EM construct has effects on the competitiveness.

From the data analysis results and discussion, so this research finds the empirical facts tested through the statistical analysis, namely: (a) The product innovation is as CRM moderation; (b) The product innovation is as full mediation of EM in building product competitiveness based on the research conclusion.

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