

Entrepreneurial Marketing Program, Firm's External Relationship and Export Performance of Indonesian Handicraft Sector

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ABSTRACT

This study aims to examine the effect of entrepreneurial marketing program and firm's external relationship toward export performance of the handicraft sector. The sample in this study was the owner or leader of the handicraft sector, comprising 72 respondents with a sampling technique using purposive random sampling. Data collection techniques by distributing questionnaires, interviewing, and recording documentation from respondents. The data analysis using the Structural Equation Model (SEM) based on Partial Least Square (PLS) with the tools SmartPLS 3.0. The results show that the effect of entrepreneurial marketing program toward firm's external relationship is positive and significant. The role of entrepreneurial marketing program on performance is positive and significant. The effect of a firm's external relationship toward performance is positive and significant. The role of firm's external relationship as a mediator, the relationship between entrepreneurial marketing program toward performance, is positive and significant. This study also provides a solution to the owner or leader of the handicraft sector in maintaining long-term business, business growth, and performance.

Keywords: *Entrepreneurial Marketing Program, Firm's External Relationship, Export Performance, Handicraft Sector*

INTRODUCTION

Handicraft is a sub-area of the creative sector can be a used art that connecting point between the artwork and design, produced from the traditions or new aspect that create the ultimate item through art, useful items, ornament products, or decorative (Bekraf, 2017b). Handicraft becomes one of the main contributions to creative industry growth in Indonesia. Its existence mainly reinforced by a large number of raw materials and resources. The primary prominence of the Indonesian craft sector in West Java, East Java, Yogyakarta, Central Java, Jakarta, and Bali, therefore needing acceleration to other areas of Indonesia. However, the fact that the performance of domestic handicraft is contradictory to the acquisition of its export performance. That evidenced by fluctuating export performance data from the Department of Industry and Trade of the Republic of Indonesia (Disperindag, 2018).

FHAN (2015) reveals the contribution data of world-wide export handicraft countries by 2015, that Indonesia's exports of crafts to a foreign market at least 1.09%, still under USA (34.43%), China (8.1%), Germany (6.4%), Japan (4.6%), Vietnam (3.48%), Malaysia (1.51%) and India (1.37%). The export of Indonesian craft is only USD 9.78 Million (Bekraf, 2017a), and it encounters instability in export sales almost every year (Disperindag, 2018). Indonesian handicraft sector needs to increase overall performance such a growing market share, increasing product sales quantity, and business success. It indicates that the performance of the handicraft sector must be improved.

Prior research suggests some solutions that improve export overall performance, including market orientation (e.g., Murray, Gao, & Kotabe, 2011), marketing mix strategy (e.g., Ruzo et al., 2011), marketing capability (e.g., Morgan, Katsikeas, & Vorhies, 2012), and relationship capability (e.g., Lages, Silva, & Styles, 2009). However, it less concern

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about the functions of the entrepreneurial marketing program and the firm's external relationship impact on handicraft export performance. Furthermore, in an earlier study, research on entrepreneurial marketing program centered on many domestic markets than in exporting market (e.g., Hacıoglu, et al., 2012; Hendijani Fard & Seyyed Amiri, 2018). Entrepreneurial marketing program (EMP) as marketing program approaches that emphasize entrepreneurship by applying emphasis on marketing innovation, marketing competition, marketing decision making, and marketing utilization leads the firm toward success, achieve marketing objectives, achievements, and competitive advantage (Hills & Hultman, 2013). EMP as a complete stand-alone domain similar to international marketing and entrepreneurship, relationship marketing, business-to-business marketing, and service marketing has undergone a more similar evolution to realize legitimacy as the basis for different marketing concept (Morrish, 2011). EMP as a firm strategy that actively and dynamically takes and create an opportunity to keep customers through innovation, risk management, resource utilization, and value creation. Dimensions of an EMP that refers to Wongtianchai et al. (2017), Sullivan Mort et al. (2012) and Fillis & Rentschler (2005) are integrated from previous studies which include building creative imagination, innovation awareness, marketing competition concentration, opportunity focus, and utilization concern.

Based on Schoonjans et al. (2013), firms that have an intense relationship with an external partner take benefit of chances in eliminating external instability. The firm has access to information and assets quickly and relatively low price. An interaction that affiliate companies with several resources and capacities with an external relationship have to get a new opportunity (Konsti-Laakso, Pihkala, & Kraus, 2012), including taking part in innovation, new product development and a capability of entry to new markets. A firm that gives attention to creating a strategic relationship can improve information sharing, create innovation, reduce transaction expense, get better reputations, and achieve opportunity in new markets (Lin & Lin, 2016). Based on Street & Cameron (2007) elements of the firm's external relationship are relationship building, active participation, and relationship formation.

The purpose of this research is to answer the problem in improving Indonesian handicraft export performance and also to enrich strategic marketing research regarding entrepreneurial marketing program and firm's external relationship on export performance due to lack of attention to the creative sector, especially in handicraft exporter sector. The core questions of this research are: Can the entrepreneurial marketing program positively affect firm's external relationship? Do entrepreneurial marketing program and firm's external relationship program positively influence on export performance? Answering these questions is essential for the handicraft industries, especially in emerging markets such as Indonesia to improve their business growth in the global markets.

LITERATURE REVIEW

Entrepreneurial Marketing Program and Firm's External Relationship

Gunawan, Jacob, & Duysters (2016) states that firms with high entrepreneurial marketing program may be the critical factor at utilizing existing relationship partner to establish new ties because the company is looking for resources that will add value to the company both now and in the future. Firms that have an entrepreneurial marketing program can find more active network ties to access resources that are directed to meet the expected challenges and opportunities so that external relationship will get better. On the contrary, firms that lack entrepreneurial marketing programs may be less intense in increasing their market knowledge of network ties, so that they can weaken external relationship (De Clercq, Dimov, & Thongpapanl, 2013) and this makes them less fast and less efficient at identifying new opportunities. That makes them unprepared to compete with their partners or competitors who have high entrepreneurial marketing programs (Pérez-Luño, Wiklund, & Cabrera, 2011). Then, the hypothesis is:

H1: Entrepreneurial marketing program has a positive impact on a firm's external relationship

Entrepreneurial Marketing Program and Export Performance

The global firms that are born extensively used entrepreneurial marketing programs and were involved in improving export performance outcomes; ease of market entry and speed (Sullivan Mort et al., 2012). Franco et al. (2014) stated that by applying EMP, the firm could improve interaction and participation in social, business, and commercial activities and increase external relationship activities. It is had an impact on improving performance (Boso et al., 2013).

The study conducted by Al-Manasra et al. (2013) showed that there was a strong positive relationship between entrepreneurial marketing programs and export performance indicators in Jordanian hotels such as profitability and growth. This finding is also reinforced by Kocak & Abimbola (2009) who conducted a study on multi-case analysis and interviews conducted with five global firms which gave the conclusion that the role of entrepreneurial marketing programs is the primary source of positive export performance.

H2: Entrepreneurial marketing program has a positive impact on export performance

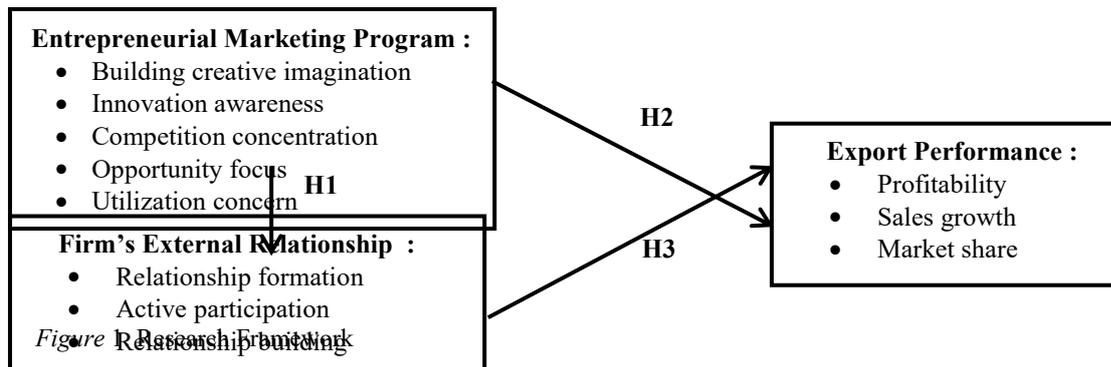
Firm's External Relationship and Export Performance

Lin & Lin (2016) research on the impact of a firm's external relationship on performance describes that firms rely on the external relationship and act with their partners to improve performance. Then, Lages et al. (2009) stated that managers must invest in an external relationship that leads to product innovation and quality so that it will have an impact on improving performance. The study conducted by Gammelgaard et al. (2012) revealed a complex interaction between external relationship and the subsequent impact of these changes on performance. The results highlight the central role of external relationship for organizations in the interaction between factors, which produce significant and positive effects on export performance.

Mitrega (2012) found that the external relationship and the quality of internal relationship could be treated as rare and typical organizational routines that contributed to performance. The application of external relationship is essential for firms because, through that knowledge, it is easier to reconfigure the portfolio of its business partners. In turn, this may be important for developing innovative offers that have an impact on improving export performance.

Referred to these studies, the construct of the conceptual framework as figure 1. Then, the hypothesis is:

H3: Firm's external relationship program has a positive impact on export performance



MATERIALS AND METHODS

Based on data classified by the Department Industrial and Trade of West Java Province, the sample taken is 72 respondent (Slovin formula 10% of margin error of population) based on possession of business legality and export operation over two years. Respondents had been owners or leaders of Indonesian handicraft industry in Bandung, Cirebon, Tasikmalaya, and Sukabumi. The instrument contains a profile of participants, firm profile, entrepreneurial marketing program, firm's external relationship, and export performance. All question were twenty-six items comprising eight items of an entrepreneurial marketing program, eight items of the firm's external relationship, and ten items of export performance. That assessed almost all question on a five-point Likert scale, starting from one (strongly disagree) to five (strongly agree). Dimensions of entrepreneurial marketing program comprise building creative imagination, innovation awareness, legitimation, risk-taking focus, marketing utilization concern, and competition concentration. Dimensions of the firm's external relationship comprise relationship formation, active participation, and relationship building. Then, dimensions of export performance include export profitability, export sales growth, and export market share. Then, data analysis associated with this research used Structural Equation Model-based Partial Least Squares (SEM-PLS) with SmartPLs 3.0.

RESULT AND DISCUSSION

Profile of Respondent

The result describes which the most owners/leaders, 72.2% or 52 respondent had been male, and 27.8% or 20 respondent were female. Most of the owners/leaders, 36.1% or 26 respondent were among 59 and 60 years, 26.4% or 19 respondents were between 40 and 49 years old, 20.8% or 15 respondent were among 30 and 39 years of age, 8.3% or six respondents were between 20 and 29 years old as well as the remaining almost 8.3%, or six respondent were among 60 and 69 years of age. Hence, it may be concluded that most of the respondent had been above four decades old.

The most of handicraft sector, 33.3% or 24 firms operating export for 10-15 years, 27.8% or 20 firms operating export for 2-5 years, 13.9% or 10 firms operating export for 16-20 years, 13.9% or 10 firms also operating export for 26-30 years, 8.3% or six firms operating export for 6-10 years, and the last 1.4% or 1 firm operating export for 21-25 years. It may be concluded that almost all sample had been above ten years of export. After that, most of them, 68% or 49 respondent, had a number of workers among 10 and 29 individuals, 15.3% or eleven respondent had been between 30-49 workers, 9.7% or 7 respondent above 100 workers, as well as the last 6.9% or five respondent, were among 20 and 69 workers.

Test of Validity and Reliability

Based on data result on the respondents, we obtain a summary of respondent characteristics, descriptive analysis, and testing of the relationships between variables using the analysis of structural equation modeling-partial least square (SEM-PLS). The measurement of the validity of each variable based on the evaluation of cross loading factors using convergent validity. Based on the validity test results, all indicators of entrepreneurial marketing program variables, external relationship, and export performance have a factor loading value greater than 0.5 and the t-statistic value is more significant than t-table (1,97). Average variance extracted (AVE) value can show a test of validity with convergence validity for all variable constructs greater than 0.5, and all significant indicators with outer loading greater than 0.5 (See Table 1).

Table 1

Test of Validity

Variables	AVE	Description
Entrepreneurial Marketing Program	0.543	Valid
Firm's External Relationship	0.522	Valid
Export Performance	0.689	Valid

Data source: Data processed in 2019

Table 2

Test of Reliability

Variables	Cronbach Alpha	Composite Reliability	Description
Entrepreneurial Marketing Program	0.879	0.904	Reliable
Firm's External Relationship	0.871	0.897	Reliable
Export Performance	0.950	0.956	Reliable

Data source: Data processed in 2019

Table 2 show Cronbach alpha and composite reliability value of variable entrepreneurial marketing program (EMP) is 0.904 and 879; firm's external relationship is 0.897 and 0.871, and export performance is 0.956 and 0.950. The internal consistency value must show values > 0.7 so that it can be accepted (Wong, 2013). The results of all parameters meet this criterion (above 0.7); therefore, all indicators are valid and reliable and can be continued for the next process.

Following Table 3, the estimated R-square value using PLS shows the value of the firm's external relationship is 0.302, and export performance is 0.577. Higher values represent a more significant influence on endogenous variables. Variable of a firm's external relationship has an R-square value of 0.302, meaning that the EMP variable can explain other variables outside this research model determine 30.2% and the remaining 69.8%. Also, the export performance variable has an R-square value of 0.577, meaning that EMP and the firm's external relationship can explain 57.7%, other variables outside the research model determine the remaining 42.3%.

Table 3
R-Square

Variables	R-Square
Entrepreneurial Marketing Program	-
Firm's External Relationship	0.302
Export Performance	0.577

Data source: Data processed in 2019

Table 4 shows the results of estimating hypothesis testing for all variables in the research model. The result of the original sample from the hypothesis 1 estimate is 0.549. This value indicates that an entrepreneurial marketing program positively affects a firm's external relationship, and hypothesis 1 is accepted. It can be proven by a test result of hypothesis $p < 0.01$ (t-statistic 10.992), and this means that better EMP, better firm's external relationship will be. Therefore, it can be concluded that there is a positive and significant influence from the role of the entrepreneurial marketing program toward the firm's external relationship.

Table 4
Hypothesis Testing

Hypothesis	Original Sample	Sample Mean	Standard deviation	t-Statistic	Conclusion
H1: EMP → PRP	0.549	0.574	0.050	10.992	Supported**
H2: EMP → EP	0.625	0.630	0.088	7.090	Supported**
H3: PRP → EP	0.207	0.211	0.100	2.078	Supported*

Notes: * $p < 0.05$, ** $p < 0.01$

The output value of the original sample estimate is 0.625, and the coefficient value is positive. Therefore hypothesis 2 is accepted. This result shows better the implementation of the entrepreneurial marketing program (EMP) is, better performance will be. It can be proven with the results of testing the hypothesis $p < 0.01$ (t-statistic 7.090). Therefore, it can be concluded that there is a significant and positive influence from entrepreneurial marketing program (EMP) toward export performance.

The table above shows that the firm's external relationship positively affects export performance with a t-statistic value of 2.078 and $p < 0.05$, and hypothesis 3 is accepted. The original value of the sample estimate is 0.207. It means that better the implementation of the firm's external relationship will improve performance. Therefore, it can be concluded that there is a positive and significant effect on the firm's external relationship variable toward performance. Based on the result, it reveals that entrepreneurial marketing program positively affects a firm's external relationship. It means that the better entrepreneurial marketing program, the better firm's external relationship will be. This finding supported by Gilmore (2011) describes that entrepreneurial marketing programs are usually used by SME managers who adapt marketing frameworks to increase the activity of external relationship in developing innovative marketing. Miles & Darroch (2006) explained that in a free and open market, entrepreneurial marketing programs could be used strategically to gain benefits for external relationships. According to Boso et al. (2013) firms that utilize entrepreneurial marketing programs can strengthen external relationship bonds by benefiting from more accurate market knowledge, predicting future knowledge and information, and utilizing opportunities that may arise from changing market preferences.

The result also shows that entrepreneurial marketing program positively affects performance. It means that a better entrepreneurial marketing program, better performance will be. This finding supported by Solé (2013) state that application of entrepreneurial marketing programs provides benefits, especially for small and medium enterprises in turbulent market conditions, the synergistic effect between marketing and entrepreneurship is useful in improving firm performance. According to Hacıoglu et al. (2012), entrepreneurial marketing programs are seen as appropriate for SME firms. In addition, innovation can be seen as an essential tool for gaining an advantage. Thus the survey examined the relationship between entrepreneurship marketing programs and performance. Data was collected through a structured questionnaire given face-to-face to managers from 560 manufacturing SMEs in Turkey. The

results analysis revealed that awareness of marketing innovation, customer intensity, dimensions of utilizing entrepreneurial marketing resources were positively related to company performance. Thus it can be said that small and medium-sized firms are concerned with consumers to achieve higher performance. Elsewhere, Ahmadi & O'Cass (2016) conducted a study of 256 firms in Poland, explaining that there was a significant influence on entrepreneurial marketing program on exploration and exploitative activities. Furthermore, the findings show the positive effects of exploration and exploitative activities in improving export performance and the contingency role of marketing capabilities in increasing the impact of exploration and exploitation of competencies in the commercialization.

Another result of this study is that the firm's external relationship positively affect export performance. It means that a better firm's external relationship, better export performance will be. Implementation in utilizing relationship partners contributes to gaining profits by helping to expand business networks, as well as providing benefits in reducing costs and conflict management to improve performance (Lee et al., 2011). Also, firms should invest in an external relationship by sharing information and knowledge that lead to improved export performance (Lages et al., 2009). Firm's external relationship between organizations relates to vital elements of the overall strength of competition such as technology, cost, marketing, finance, and resource. So, the effectiveness of a firm's external relationship agreements between firms can affect long-term performance (Munawar et al., 2019).

According to Lee & Yu (2011), the application of a firm's external relationship can help firms in achieving performance by facilitating and expanding sales of business partners and increasing profits by reducing the workforce needed to manage a large network of partners. Relationship formation that need to be built in order to maximize export potential by removing or reducing export barriers by building effective partner relationships with the government, marketing assistance institutions, competitors, academics, customers, suppliers, domestic distributors and overseas distributors (Nyuur, Brečić, & Simintiras, 2016), prioritizing relationship capabilities and fulfillment capabilities (Storey & Hillmer, 2013). The assumption underlying this concept is that relationship with partners enables small industries to overcome their weaknesses through good market access and the use of external resources where these factors are not well-owned by small industries (Jørgensen & Ulhøi, 2010).

CONCLUSION

This study concludes that entrepreneurial marketing program and firm's external relationship positively influence on export performance of the handicraft sector. The owners or leaders of handicraft sector must build creative imagination for all members of the company to improve performance, in addition to supporting the creation of new ideas by always innovating to create a uniqueness that is tailored to the needs of consumers. Besides, they should attend exhibitions, product promotions, and try to find new potential markets.

In addition, this study also concluded that the firm's external relationships positively influence export performance. For owners or leaders of handicraft sector, it should establish an external relationship with consumers, competitors, suppliers, distributors, and government institutions to achieve a connection to information, technology, finance, and marketing, which contributes to enhanced export performance. Moreover, they should be active to take part and join business associations for access to information and knowledge transfers among stakeholders concerning products, promotions, funding, and training.

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