

## Marketing Performance Model and Environment for Micro Business Scale Womenpreneurs Based on Competence in the Province of Riau

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### Abstract

*This study aims to build a new conceptual model regarding the marketing performance of womenpreneurs, especially the micro-enterprise scale in Riau province, based on competence which is influenced by the ability of innovation, digital marketing, knowledge transfer, and networking. This study can fill the limitations of previous studies and gaps in research on women entrepreneurs in achieving marketing performance. This quantitative study collected data through questionnaires distributed to women entrepreneurs of micro-scale enterprises in Riau province. The sample calculation was carried out using the Krejcie-Morgan formula, resulting in 382 respondents using a stratified random sampling approach. The data collection technique used a questionnaire with a scale of 1-7, which was then processed using SmartPLS 3.0. This study examines the effect of innovation ability and digital marketing on competence and its impact on marketing performance with knowledge transfer and networking as moderators where this research has never been studied together.*

**Keywords:** *Marketing Performance Model, Environment, Micro Business Scale, Competence.*

### Introduction

MSMEs are one of the economic sectors that play a role in the growth and development of the Indonesian economy. In line with research results, Hasri *et.al* (2014) explains that MSMEs are the lifeblood of the regional and national economy and help reduce unemployment caused by workers who need to be integrated into the labor market. Running a business cannot be separated from the entrepreneurial spirit possessed by an owner or business actor. An entrepreneur is a person who runs a business or company with the possibility of profit or loss (Latief, 2015). Therefore, entrepreneurs need to have mental readiness, both to face losses and big profits.

Riau Province as one of the provinces in Indonesia in 2020 has 232,836 MSMEs spread across 12 regencies/cities. In general, the structure of MSMEs in Riau Province is dominated by micro-enterprises (180.980), compared to small (47,834) and medium-sized (4,022) businesses..

Women entrepreneurs on the micro-enterprise scale have been actively engaged in various regions in Indonesia as well as women entrepreneurs in Riau Province. The success of women entrepreneurs cannot be separated from the obstacles and challenges faced in developing their businesses caused by various factors, including limited development capabilities, educational patterns that do not prepare them to become effective entrepreneurs, lack of confidence in what they have achieved, and lack of courage.

Based on the results of interviews with the Head of the Office of Industry, Trade, Cooperatives, Small and Medium Enterprises of Riau Province and the Chair of the Indonesian Muslim Entrepreneurs Association (IPEMI) said that "most women entrepreneurs run businesses only as hobbies and there are even business actors who only follow developing trends. (Head of Disperindagkop-UKM, 2021). The comparison of male and female entrepreneurs in Riau Province ranges from 55% dominated by male entrepreneurs and 45% are female entrepreneurs (Head of Disperindagkop-UKM, 2021). The number of micro-scale female entrepreneurs in Riau Province in 2020 based on regional division (Riau mainland, coastal and city) can be seen as follows:

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**Table 1. Women Entrepreneurs in Micro Business Scale in Riau Province in 2020**

No.	Mainland	Amount	Pesisir	Amount	City	Amount
1	Kampar	21.179	Bengkalis	17.655	Dumai	13.492
2	Kuantan Singingi	5.185	Meranti Islands	4.001	Pekanbaru	6.667
3	Indragiri Hulu	2.989	Indragiri Hilir	2.924		
4	Rokan Hulu	1.217	Rokan Hilir	3.475		
5			Pelalawan	1.610		
6			Siak	1.046		
	<b>Amount</b>	<b>30.571</b>		<b>30.711</b>		<b>20.159</b>

Source: Processed Data, 2021.

In this case, the population in this study will be Kampar and Kuantan Singingi regencies representing mainland Riau, Bengkalis and Meranti Islands representing Riau Pesisir, and Pekanbaru and Dumai representing urban areas. The results of the pre-research survey show that the business fields run by women entrepreneurs in Riau Mainland, Riau Pesisir and cities are culinary, fashion, and craft businesses. Therefore, the focus of the research is micro-scale women entrepreneurs in the culinary, fashion, and craft businesses.

Efforts to improve the marketing performance of micro-scale women entrepreneurs in Riau Province can be done with various factors including innovation capability, digital marketing, competence, knowledge transfer and networking. Sugiyarti *et.al* (2018) stated that marketing performance (Performance marketing) is a metric that can be used to assess the effectiveness of a company's marketing strategy, as indicated by sales growth, customers, total revenue, market share, and product popularity.

The marketing performance of women entrepreneurs in terms of sales turnover, market share, and profitability must be improved to survive in today's more competitive business climate. Marketing performance is a major factor in business development because without marketing performance, the company's existence will depend heavily on the innovations produced in the face of competition that occurs in the market (Huang *et.al* 2018).

The success of coaching and performance achieved based on available resources provides an overview of business actors on the micro-enterprise scale. (WE, 2017) The success of coaching and performance achieved based on available resources provides an overview of business actors on the micro-enterprise scale (Rhee *et.al* 2010). However, the innovation ability of business actors that occurs at this time shows that it has not been maximized. This is based on the author's observations of women entrepreneurs when creating product variations, in this case there are still monotonous products and generally not optimal in marketing their products in utilizing technological literacy.

By utilizing digital marketing communications and transactions can be done any time / real time and can be accessed throughout the world, one can also view various products through the internet, most of the information about various products is already available on the internet, ease of ordering and the ability of consumers to compare one product to another (Kotler & Keller, 2016).

This study aims to examine the effect of innovation capability on competence. Assessing the influence of digital marketing on competence. To examine the effect of innovation capability on marketing performance. Assessing the influence of digital marketing on marketing performance. Assessing the influence of competence on marketing performance. To examine the effect of innovation capability on marketing performance mediated by competence. Assessing the influence of digital marketing on marketing performance mediated by competence. Assessing the effect of competence on marketing performance that can be strengthened or weakened by knowledge transfer. Assess the influence of competence on marketing performance that can be strengthened or weakened by networking.

## Literature Review

### *Innovation Ability*

Innovation capability is defined as the continuous development of capabilities and resources that enable the company to explore and exploit new opportunities to introduce new products and meet market needs. (Calantone *et.al* 2002). In this study, innovation ability is an ability possessed in developing product novelty, production processes and marketing processes.

### *Digital Marketing*

Chaffey, (2016) Digital marketing is the use of the internet and related digital technologies in combination with conventional marketing communications to achieve marketing objectives known as digital marketing. This can be achieved through improving customer information, such as profile, behavior, values, and loyalty levels, rather than relying on targeted communications and online services tailored to individual needs.

Digital marketing makes it easy for business people to monitor and provide everything potential customers need. Suryani *et.al* (2020) obtain information about products only by accessing the internet so that it can facilitate the search for these products. Potential buyers today are getting smarter in making purchasing decisions based on what they see on the internet. In this study, digital marketing is a marketing activity that uses digital technology to build good communication with consumers using social media, social contacts, and other platforms..

### *Competence*

Batu *et.al* (2016) argues that competence is the ability to carry out or carry out a job or task based on skills and knowledge and is supported by the work attitude of the job. Competence is a collection of information, skills, attitudes, and other personal qualities needed for work performance that can be evaluated against agreed criteria. and improved through training and development. (Robert Baum *et.al* 2001) competence as human characteristics such as skills, experience, and competencies needed to complete tasks. In this study, competence is a fundamental characteristic of someone who has the knowledge, skills, or abilities needed to do a job through personality, skills, knowledge and individual performance.

### *Knowledge Transfer*

Noor & Salim, (2013) said knowledge sharing is one of the knowledge management processes. Knowledge sharing is a knowledge transfer process between individuals in an organization. This process can be carried out between individuals with individuals, individuals with groups, groups with groups, to between departments to fulfill tasks and functions within the organization. Knowledge sharing is the basis for generating new ideas and developing new business opportunities through the process of socialization and learning from employees. In this study, knowledge transfer is a concept of the knowledge exchange and sharing process carried out by one or a group of people to increase the insight of the recipient through a source that provides knowledge through the characteristics of the source, process and characteristics of the recipient.

### *Networking*

*Networking is a group of parts or tools and so on that work together to do something* (Petzer *et.al* 2012). To build a good and strong cooperative relationship is not easy. Entrepreneurs must be observant to see the business situation of the other party. A good network will create cooperative relationships between other businesses that can run without any obstacles. Businesses can expand widely and can increase competitiveness and improve marketing performance. Business network by (Trihudyatmanto, 2019) is a business relationship formed from one or more networks. The business network is seen from three components, actors, activities, and sources in each network (Petzer *et.al* 2012). As a result, the business network will include individual networks, performance networks, and source networks. In this study, networking is a relationship between

personnel within the organization to improve the ability to maintain business through personnel relations, business networks and social networks.

### Marketing Performance

Marketing performance is a measure of the success that a company can achieve in marketing its products in the market (Mulyani & Mudiantono, 2015). Meanwhile, according to Lestari *et.al.* (2015), states that marketing performance is a concept to measure a company's marketing performance as a reflection of its business success in market competition. In this study, marketing performance is a concept in measuring the impact of the strategy applied to business success through business success and customer satisfaction.

### Research Model

The model that has been designed in this study is based on the phenomenon of gaps and research gaps from several research results by researchers that have been carried out previously. Therefore, the model in this study can be seen in the following figure:

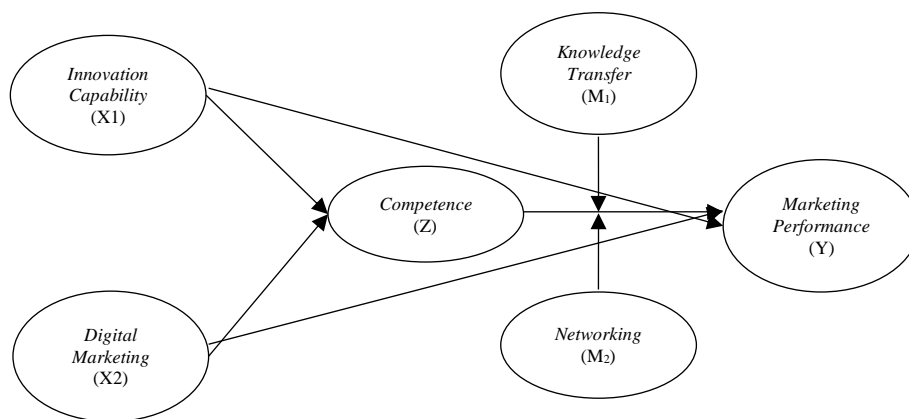


Figure 1. Research Model

### Hipotesis

H1: Innovation capability has a positive and significant effect on competence.

H2 : Digital marketing has a positive and significant influence on competence.

H3: Innovation capability has a positive and significant impact on marketing performance.

H4 : Digital marketing has a positive and significant impact on marketing performance.

H5: Competence has a positive and significant influence on marketing performance.

H6: Competence can act as a mediation between innovation capability and marketing performance.

H7: Competence can act as a mediation between digital marketing and marketing performance.

H8: Knowledge transfer can strengthen the influence of competence on marketing performance.

H9: Networking can strengthen the influence of competence on marketing performance.

Methods

This research is a quantitative research. Quantitative research is a deductive research method that uses measurement and sampling techniques for data collection (Hair Jr. *et.al*, 2019). The population in this study are women entrepreneurs with micro-scale businesses in Riau Province, namely Kampar and Kuantan Singingi Regencies, Bengkalis Regency, Meranti Islands, Pekanbaru and Dumai, totaling 68,179 women entrepreneurs. In determining the number of samples, it is done using the Krejcie-Morgan . formula (Sugiyono, 2017). Based on the results of calculations using the Krejcie-Morgan formula, the total number of samples (6 districts/cities) was 382 samples with the criteria of having a minimum business legality of a certificate from the RT/RW, with a minimum business age of 1 year. Data collection methods are divided into documentation and literature study, interviews and questionnaires. While the analysis of the data analysis used will be carried out with quantitative analysis, namely using the analysis of Structural Equation Modeling - Partial Least Square (SEM PLS).

Result and Discussion

Hypothesis testing in this study was carried out using the path coefficient, t-value, and p-value values. Based on the results of calculations using smart PLS, the magnitude of the t-count significance value is obtained in the following figure:

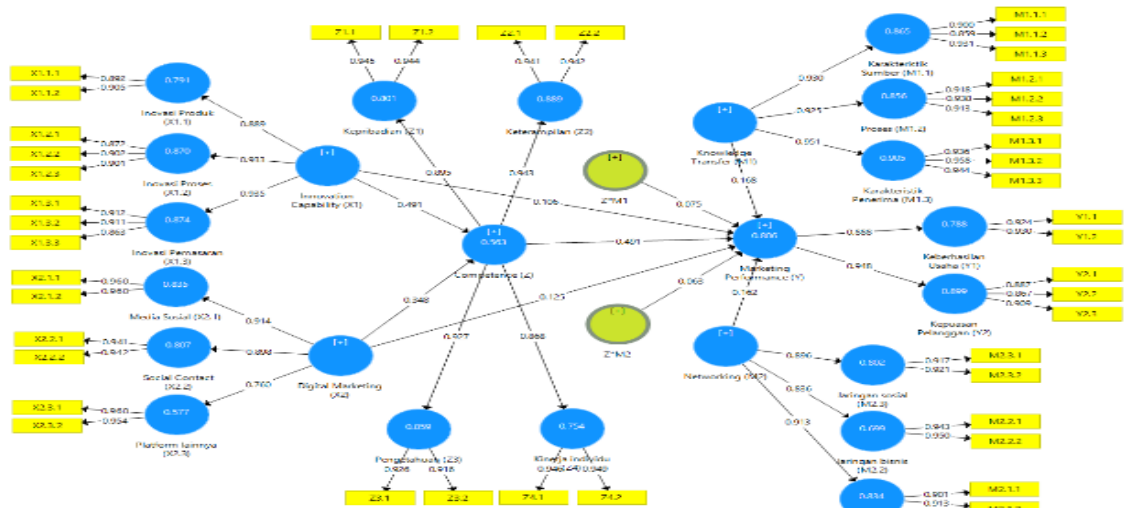


Figure 2. Structural Model (Path Coefficient, Beta)

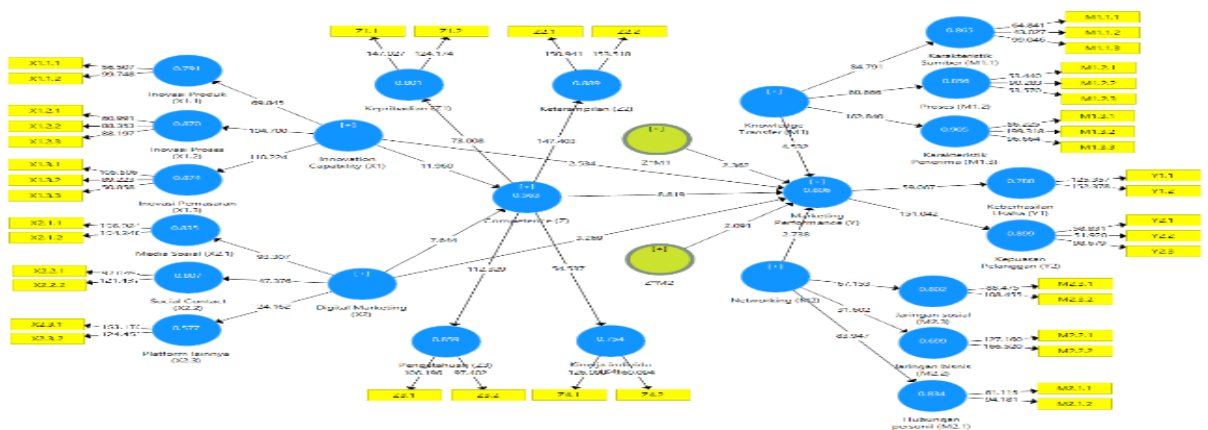


Figure 2. Significance Value (t-count)

Source: Processed Data, 2022

Based on Figure 2 and Figure 3, it is known that the calculation results if summarized in tabular form can be displayed as follows :

**Table 2. Results of Path Coefficient Values and T-Count**

No.	Influence	Path Coefficient	T-count	P-value	Information
1	X1 -> Z	0.491	11.960	0.000	Received
2	X2 -> Z	0.348	7.644	0.000	Received
3	X1 -> Y	0.106	2.534	0.011	Received
4	X2 -> Y	0.125	3.269	0.001	Received
5	Z -> Y	0.491	8.819	0.000	Received
6	X1 -> Z -> Y	0.241	6.980	0.000	Received
7	X2 -> Z -> Y	0.171	5.720	0.000	Received
8	Z*M1 -> Y	0.075	2.362	0.018	Received
9	Z*M2 -> Y	0.063	2.091	0.037	Received

Source: Processed Data, 2022

#### *Influence of Innovation Capability (X1) on Competence (Z)*

Based on the results of hypothesis testing, it shows that innovation capability has a significant effect on the competence of women entrepreneurs on a micro-scale business in Riau province. An entrepreneur who wants to succeed in facing open competition in today's global era must have a creative and innovative entrepreneurial spirit, especially considering the current conditions of course a modern entrepreneur is needed, who has more insight, thinks far ahead, follows developments, is open to concepts. and new ideas.

Based on the results of research conducted previously by Kim *et.al* (2018) found that maintaining and enhancing innovation capabilities is a very important challenge for business survival and growth for women entrepreneurs, because in general there is still a lack of internal resources and shows limited environmental responsiveness.

Furthermore, research conducted by Sudirham & Sya'roni, (2012) entitled Creativity and Innovation Determinants of Competence of Small Business Actors shows that statistically the influence of creativity and innovation on entrepreneurial competence is significant. Innovation and competence of business people can determine whether or not business performance is good or bad. Innovation determines a meaningful change in competence if innovation can be actualized, it will be able to increase the competence of an entrepreneur which in turn contributes to maintaining the business and developing it can be realized (Sudirham & Sya'roni, 2012). Thus, in improving competence, it is very necessary to have the ability to innovate both in terms of product innovation, process innovation and marketing innovation.

#### *Effect of Digital Marketing (X2) on Competence (Z)*

Based on the results of hypothesis testing, it shows that digital marketing has a significant effect on the competence of women entrepreneurs on a micro scale business in Riau province. It is undeniable that the times have passed so quickly. Based on research results Febriyantoro & Arisandi, (2018), said that digital marketing makes it easier for MSME actors to provide information and interact directly with consumers, expand market share, increase awareness and increase sales. Furthermore, Kurniawan *et.al* (2019) states that the pattern of marketing in business has changed rapidly. The existence of the internet gives rise to alternative choices for commercial activities. However, not all female entrepreneurs in Riau province are able to change their marketing patterns using digital marketing, this is due to the influence of misunderstanding in the use of digital marketing such as making websites, this requires competence to be able to operate digital marketing..



### *Influence of Innovation Capability (X1) on Marketing Performance (Y)*

Based on the results of hypothesis testing, it shows that innovation capability has a significant effect on the marketing performance of women entrepreneurs on a micro business scale in the province of Riau. As stated in the previous discussion, an entrepreneur is someone who has a certain spirit and ability to innovate and the ability to create something new and different (ability to create the new and different).

Research result Rhee *et.al* (2010) shows that innovation renewal is a source of marketing success. Although product excellence is considered important for marketing performance, the study concluded that product excellence does not have a significant effect on marketing performance (Cheng *et.al* 2013). The next research is research conducted by Farliana *et.al* (2021) entitled "Building marketing performance through market orientation, product innovation, and marketing capability" shows the results that partially product innovation affects marketing performance. The higher the product innovation, the companies in the creative industry will improve their marketing performance, either directly or indirectly.

### *Effect of Digital Marketing (X2) on Marketing Performance (Y)*

Based on the results of hypothesis testing, it shows that digital marketing has a significant effect on the marketing performance of women entrepreneurs on a micro-scale business in Riau province. In this digital age, this form of marketing communication on the Internet through social media is commonplace. By promoting using social media an entrepreneur can directly interact and build a dialogue with customers. Social media itself has a considerable influence on digital marketing activities because it is able to build and attract customer and prospective customers' interest in a product, service, or brand being offered.

Research conducted by Hendrawan *et.all*, (2019) stated that digital marketing has become the most important communication tool in marketing products, while offline stores are complementary to the buying and selling process. Furthermore, the research conducted by Febriyanto (2018) entitled Utilization of digital marketing for micro, small and medium enterprises in the era of the Asean economic community. From the research results, it is known that digital marketing makes it easier for MSME actors to provide information and interact directly with consumers, expand market share, increase awareness and increase sales for MSME actors.

### *Effect of Competence (Z) on Marketing Performance (Y)*

Based on the results of hypothesis testing, it shows that competence has a significant effect on the marketing performance of women entrepreneurs on a micro-scale business in Riau province. As a business actor, entrepreneurial competence is a combination of interconnected attitudes, knowledge, and skills that are needed to achieve good performance in running their business.

The results of research conducted by Ufonna (2021) are in line with this study showing that entrepreneurial competence has a significant influence on the performance of SMEs. This means that every business actor, including female entrepreneurs, must continue to pay great attention to entrepreneurial competencies in order to improve marketing performance. Furthermore, research conducted by Abdullah *at all* (2017) with the title market orientation and entrepreneurial competence on competitive advantage and marketing performance in micro, small and medium enterprises (MSMEs) in seaweed processing. The results of the study indicate that entrepreneurial competence has a positive and insignificant effect on marketing performance. This shows that the entrepreneurial competence possessed by an entrepreneur encourages an increase in competitive advantage so that it has an impact on increasing marketing performance.

### *Influence of Innovation Capability (X1) on Marketing Performance (Y) through Competence (Z)*

Based on the results of hypothesis testing, it shows that innovation capability has a significant effect on marketing performance through competence for women entrepreneurs on a micro-scale business in Riau province. This finding proves that innovation capability is able to explain marketing performance, either directly or mediated by competence. In this mediation model, competence partially mediates the indirect

effect of innovation capability on the marketing performance of micro-scale women entrepreneurs in Riau province, so from this finding competence is stated as a key mediator.

Further studies found that the path coefficient on the direct effect of innovation capability on marketing performance is smaller than the path coefficient on the indirect effect. It can be said that the indirect influence has a greater influence in improving marketing performance. This finding indicates that competence is very much needed for women entrepreneurs in Riau province as well as an important mediator, because it has a greater effect on increasing marketing performance when compared to the direct effect of innovation capability on marketing performance.

Based on the results of research conducted by Sain, (2018) shows that the ability of innovation and operational performance has a positive and significant impact on product quality at UKM Batik Jumputan in Yogyakarta. Furthermore, research conducted by Mahmudah & Asari, (2019) which explains that innovation and marketing performance are related in supporting the success of a business.

#### *Effect of Digital Marketing (X2) on Marketing Performance (Y) through Competence (Z)*

Based on the results of hypothesis testing, it shows that digital marketing has a significant effect on marketing performance through competence for micro-scale female entrepreneurs in Riau province. This finding proves that digital marketing is able to explain marketing performance, either directly or mediated by competence. In this mediation model, competence partially mediates the indirect effect of digital marketing on the marketing performance of micro-scale women entrepreneurs in Riau province, so from this finding competence is stated as a key mediator.

Research that shows the influence of digital marketing on marketing performance is (Marbun & Simanjuntak, 2021) which shows that there is an influence of digital marketing on increasing marketing performance. Furthermore, research conducted by (Andriani, 2012) shows that social capital is built with high trust from relationships with other parties, and committed efforts, as well as a high willingness to build mutually beneficial attitudes of cooperation, increase the number of sales and the number of customers so as to improve marketing performance..

#### *Effect of Competence (Z) moderated by Knowledge Transfer (Z\*M1) on Marketing Performance (Y)*

An important finding in this study is that knowledge transfer acts as a moderating variable between competence and marketing performance. The interaction between competence and moderating variables has a positive and significant coefficient value. In other words, besides having a direct effect on marketing performance, knowledge transfer also strengthens the influence of competence on marketing performance.

Research conducted by Nurrohmah (2020) which in his research shows that competence has an effect on marketing performance. The existence of high competence for an entrepreneur will be able to affect marketing performance along with the transfer of knowledge about how to maximize marketing activities so that it has an impact on the marketing performance of a business. Furthermore, research conducted by Charir (2017) which in his research shows the results that competence, in this case the competence of marketing knowledge, has an effect on marketing performance. With this, in increasing competence, knowledge transfer is needed in improving marketing performance.

#### *The influence of Competence is moderated by Networking (Z\*M2) on Marketing Performance (Y)*

An important finding in this research is that networking acts as a moderating variable between competence and marketing performance. The interaction between competence and moderating variables has a positive and significant coefficient value. In other words, besides having a direct effect on marketing performance, networking also strengthens the influence of competence on marketing performance.



Research conducted by Panda (2014) which in his research shows that a business network is a structure where business owners are connected with other people either directly or indirectly through the organization. With the organization, business owners will find it easy to market the products they produce and can improve their business marketing performance. In addition, business ties reflect a scenario where business actors create network activities with other business actors, suppliers, buyers, customers and competitors (Li. et.al, 2012).

Furthermore, research conducted by Frambach, et.al (2016) whose research results show that developing long-term relationships will gain benefits, being able to identify customer needs based on business capabilities, creating network ties with consumers so that it leads to customer satisfaction, customer retention. and better repeat purchases and will improve business marketing performance.

## Conclusion

Innovation capability has a positive and significant influence on competence.

Digital marketing has a positive and significant influence on competence.

Innovation capability has a positive and significant impact on marketing performance.

Digital marketing has a positive and significant influence on marketing performance.

Competence has a positive and significant influence on marketing performance.

Competence can act as a mediation between innovation capability and marketing performance.

Competence can act as a mediation between digital marketing and marketing performance.

Knowledge transfer can strengthen the influence of competence on marketing performance.

Networking can strengthen the influence of competence on marketing performance.

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