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Entrepreneurial Marketing And Product Innovation In Improving Business Performance: A Case Study On Batik Trusmi Cirebon

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Abstract

Batik Trusmi Cirebon is one of the famous batik in Indonesia, whereas the batik industry can be a driving force for the national economy. To date, the development of the Batik Trusmi Cirebon industry has faced various problems, including the difficulty of obtaining raw fabric materials, batik equipment, and the lack of regeneration of batik artisans, resulting in lack of innovation in batik designs and motifs. This is a qualitative research with a case study approach. Data collection methods used by researchers to obtain primary data include interviews, observation and documentation. The type of interview conducted by the researcher is a semi structured interview. The basis of consideration for the selection of semi-structured interviews is because the implementation is more flexible than structured interviews so that there will be intimacy between the researcher and the respondents who will eventually make it easier for researchers to collect data. In this study, the researchers conducted interviews with 4 Batik Trusmi micro small and medium enterprises (MSME) entrepreneurs, to explore information related to entrepreneurial marketing that has been carried out and what innovations has been made to improve business performance. The results of this study indicate that entrepreneurial marketing and product innovation are needed to improve business performance.

Keywords: Entrepreneurial marketing, product innovation, business performance.

INTRODUCTION

One of the pillars of the national economy in developing countries, especially Indonesia is micro, small & medium enterprises (MSMEs). The contribution of MSMEs to the national economy (GDP) as much as 61.1% is able to absorb productive work energy in Indonesia. However, the Covid-19 pandemic has had a significant impact on MSME players, which has resulted in a decline in Indonesia's GDP and signaled a global economic recession. During the economic crisis, MSMEs have proven to be able to survive. MSMEs are considered to be the creators of new jobs that are needed and have an impact on reducing unemployment and distributing people's income.

Some experts say that in the midst of uncertainty, Entrepreneurial Marketing (EM) is the most appropriate concept if we want to maintain the performance of MSMEs (Hills and Hultman, 2013; Morris et al., 2002). In practice, the EM concept is considered the most appropriate to be implemented in types of businesses where human resources are limited, such as MSMEs (Collinson and Shaw in Astuti et al., 2018).

MSMEs will progress rapidly if their leaders dare to innovate products. In addition to technological advances that come in seconds, the number of competitors is also increasing. This will encourage MSMEs to always improve their business performance. The success of MSMEs is largely

determined by the creative thoughts of their leaders who are able to make creative breakthroughs so as to give birth to innovation in various aspects. Therefore, innovative skills are needed to satisfy consumer needs while retaining consumers as customers (Keh, et al., 2007).

One of the MSME products that is growing quite rapidly is batik. Batik has long been known as the cultural heritage of the archipelago. For centuries the world knows batik comes from Indonesia. After going through a long process of submitting the nation's intellectual rights, finally UNESCO, on October 2, 2009 declared that batik is one of the Cultural Heritage produced by the Indonesian nation (Herawati, 2010: 111).

Currently, there are more than 6120 batik industries in Indonesia with a total of 37,093 workers, spread over 5 main cities of batik craft centers in Indonesia, namely Solo, Yogyakarta, Pekalongan, Cirebon, and Madura (Siregar et.al, 2020). Thus, it can be said that batik is one of the drivers of creative economic growth that is able to absorb a lot of workers and encourage the development of supporting industries. Batik has now become the life of the Indonesian nation on an international scale.

As previously mentioned, one of the cities in Indonesia that produces a lot of batik is Cirebon. With motifs and colors that have their own characteristics, Cirebon batik must be preserved and developed so that it can be better known to the public, both domestically and abroad. The investment value is so large, making batik has now become an icon of the city of Cirebon. Cirebon batik itself is known to have keratin and coastal motifs. The motif of the palace is more inspired by the conditions in the environment and the culture of the palace, both the Kasepuhan and Kanoman palaces. Meanwhile, the coastal motif is inspired by the geographical and social environment and the culture of the people outside the palace. This pattern is dominated by the motifs of the natural environment, flora and fauna.¹

Although currently Cirebon Batik has begun to be known, in its development there are still many obstacles encountered in various aspects including the problem of difficulty in obtaining raw materials, which must be imported from outside the region. This of course will affect batik production and also the rise and fall of prices. In addition, the problem of human resources is also another obstacle, because it involves batik artisans whose average age is no longer young, so the quality of their performance will affect the production process. The problem of regeneration of batik artisans should receive attention from various parties. This condition of human resources will also affect the development of product innovation which is running slowly and because of some of these obstacles, the development of Cirebon batik is less than optimal. The batik production process has now shifted from being technical to creative, because the quality and attractiveness of batik is focused on motifs. Batik motifs can be based on the type of material used, patterns, colors, characteristics and or development. Product innovation does not have to come from top management alone but the responsibility of all parties involved in the production process. Hamel (2000:419-421) says that the innovation strategy is not only the task of top management, but everyone can help build innovative strategies. This definition illustrates that the innovation of motifs and products in the batik industry does not come from entrepreneurs, but tends to emerge more from the craftsmen themselves, because the craftsmen intensely and technically understand the motifs that are worthy of modification. But it is possible that innovations are designed by special designers, both from within and from outside the craftsman group so that innovation can be realized.

A number of studies on entrepreneurial marketing in MSMEs that have been conducted have found that entrepreneurial marketing and product innovation have an important role in improving business performance and success in medium and small scale companies (Becherer et al., 2012; Dzogbenuku & Keelson, 2019; Fard & Amiri, 2018; Hacıoglu, Eren, Eren & Celikkan, 2012; Hamali, 2015). Similarly, research related to innovation in Batik Trusmi Cirebon. This has been done by several researchers and shows that product innovation has a significant positive effect on the competitive advantage of Trusmi batik entrepreneurs in Cirebon Regency (Shintia, 2012; Sapitri et al, 2020).

Therefore, the purpose and contribution of this research is to complement previous research on entrepreneurial marketing and product innovation in the Trusmi Cirebon batik business, what are the current obstacles and how to solve it to improve business performance. The results of this study will contribute to the Cirebon Regional Government, in order to be able to find out the obstacles faced by MSME entrepreneurs of Batik Trusmi and find solutions, as well as for exporters to be more familiar with Trusmi batik and provide opportunities for collaboration.

LITERATURE REVIEW

Entrepreneurial Marketing

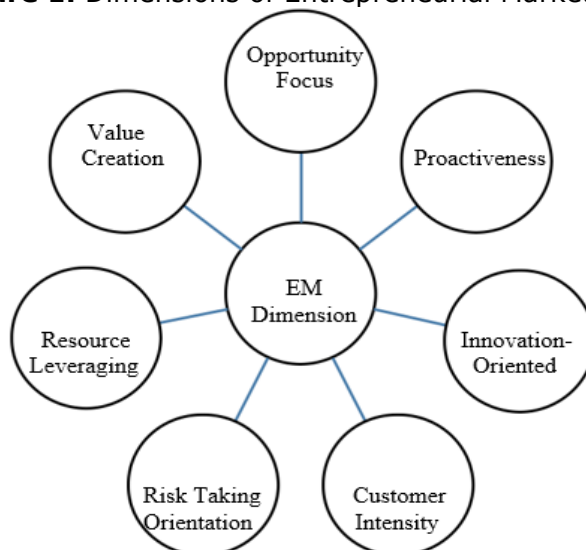
Entrepreneurial Marketing is a marketing strategy that combines Entrepreneurial Orientation and Market Orientation as outlined in the 7 dimensions of Entrepreneurial Marketing (Morris et al., 2002) which is more appropriate for SMEs. Entrepreneurial Marketing is developed by business owners themselves who seek to adapt traditional marketing frameworks to fit the company's situation. They offer a product or service to the target market at the right price. MSMEs and start-ups have low budgets, so they use Word Of Mouth (WOM) activities as promotional media and below the line activities (Gilmore and Carson in Rahim et al, 2015).

Miller & Friesen (1982), defines Entrepreneurial Marketing (EM) as 'proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation. Furthermore, Hills & Hultman (2011) explained that EM as 'a spirit, an orientation as well as a process of passionately pursuing opportunities and launching and growing ventures that create perceived customer value through relationships by employing innovativeness, creativity, selling, market immersion, networking , and flexibility'. Meanwhile Whalen et al. (2015) defines EM as a combination of innovative, proactive, and risk-taking activities that create, communicate, and deliver value to and by customers, entrepreneurs, marketers, their partners and society at large. From these three Definitions, it can be concluded that EM involves very strong elements of innovation and proactiveness, as also stated by Moris et al in Arfanly, et al (2016).

Entrepreneurial marketing has seven dimensions, namely proactiveness, opportunity-focused, risk-taking orientation, innovation-oriented, customer intensity, resource leveraging, and value creation (M. H. Schindehutte & LaForge, 2002). Regarding the 7 Dimensions of EM, Becherer et.al (2012) put forward an explanation:

1. Innovation-Oriented are new ideas and creativity built by the company in order to produce new products, new services or new technologies.
2. Proactiveness reflects how the company can be responsive in responding to market demands or seeking new opportunities.
3. The Opportunity Focus dimension is how the efforts made by MSMEs see opportunities to develop
4. Risk Taking Orientation is how MSMEs have the courage to take risks in order to seize opportunities.
5. Customer Intensity is very necessary for MSMEs so that customers become the central pillar that will be the driving force in business development
6. Resource Leveraging is not only by utilizing existing resources but also finding other resources that other people don't see.
7. Value Creation is a combination of creative works that produce innovative values that must be owned by IMKM.

Figure 1. Dimensions of Entrepreneurial Marketing



Source: (Morris, Schindehutte & LaForge, 2002).

Product Innovation

According to Kotler and Keller (2018) a product is anything that can be offered to the market to fulfill a want or need, while the definition of a product according to Saladin (2007:71) is anything that can be offered to the market to get attention, be purchased, used, or consumed. , and which can satisfy a want or need. Creative efforts are needed and make innovations so that consumers are always interested. In order for consumers to survive, product innovation is needed, which is the result of various processes that are combined and influence each other (Myers & Marquis in Kotler, 2016: 454). With product innovation, it is expected to improve consumer purchasing decisions. This statement is also supported by Kotabe (in Tamamudin, 2012: 289), which states that product innovation encourages increased business performance which can be seen from the increase in buying decision.

According to Kotler & Keller (2016: 454), the dimensions of product innovation include: (1). New products for the world; (2). Improvements to existing products; (3). New product line; (4). An addition to an existing product line. Meanwhile, according to Kotler and Bes (2004) in approaches regarding new product development based on fixed market assumptions, namely:

1. Modulation-based innovation

Innovation is done by changing the basic characteristics of a product or service. The trick is to increase or decrease these characteristics.

2. Size-based innovation

This is the launch of a new product into the market without changing anything but the volume.

3. Packaging-based innovation

The packaging of a product can make consumers interested in buying. Products are packaged in such a way that they are not only attractive but can also change consumer perceptions.

4. Design-based innovation

This is an innovation where the product, container, or packaging is made different in appearance or modified.

5. Innovation based on the development of complementary materials

This involves adding either complementary materials or additional services to the basic product or service.

6. Effort-based innovation

This does not change the product or service, but increases the size of the market.

Product Innovation Indicators According to Kotler and Armstrong (2018), there are three product innovation indicators, namely:

1. Product Quality

This aspect is measured by the ability of a product to perform its functions which include durability, reliability, and accuracy.

2. Product variant

This is a competitive means to differentiate our products from competitors' products.

3. Product style and design

This is another way of adding value to customers. Style only describes the appearance of a particular product, whereas design has more of a concept than style.

Product innovation must be able to create a sustainable competitive advantage in a rapidly changing environment and towards a global market. The success of product innovation requires a match between the process and the enabling environment. Besides that, the success of the innovations carried out must be continuous and not incidental (Zakon in Ellitan and Anatan, 2009: 4).

Business Performance

Business performance is the results of activities in a company that are influenced by internal and external factors in order to achieve the goals that have been set (Nuvriasari, 2012:265). Another opinion was conveyed by Rivai (2013) as quoted by Zulfikar (2018:49) that business performance is a term of organizational activity in a period with a reference to a number of standards such as projected past costs on the basis of efficiency, management accountability and the like. Meanwhile, according to Moehariono (2012: 95) business performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning. From some of the above understanding, it can be concluded

that business performance is all actions or activities of an organization in a period to realize the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning.

To measure business performance, Rahayu (2013) in Shandra (2018:7) explains using 3 indicators, namely increased sales, increased profits, and satisfactory growth, namely:

1. Increased sales. The increase in sales can be measured according to the assessment of business actors with an average level of sales over the three years ended.
2. Increased profit. Profit or profit measurement is assessed from the average level of company profits over the last 3 years.
3. Satisfactory growth. Assessing how satisfied entrepreneurs are with business growth during business growth over a period of 3 years.

RESEARCH METHOD

This is a qualitative research with a case study approach. When viewed from the point of view, the case study is a qualitative research method based on human understanding and behavior based on differences in values, beliefs and scientific theory (Polit & Beck, 2004; Borbasi 2004). Yin (2003) also defines case studies as a method of conducting research on phenomena that occur with a focus on one's life experience (real life context). According to Denzin and Lincoln (2005:445) qualitative research is research that uses a natural setting, with the intention of interpreting the phenomena that occur and is carried out by involving various existing methods. Research questions in qualitative research case studies emphasize a holistic conceptual framework in the social environment in which the research takes place (Robert & Taylor, 2002). Data collection methods used by researchers to obtain primary data include interviews, observation and documentation. The type of interview conducted by the researcher is an in-depth interview to obtain primary data from the research subject. According to McMillan and Schumacher (2010), in-depth interviews are open-ended questions to obtain data about participants' intentions. Creswell (2014) states that questions in qualitative interviews require an open-ended nature to bring up a Detailed explanation of the subject. Qualitative research generally uses unstructured or semi-structured interviews (Holloway & Wheeler, 1996). According to Sugiyono (2010:233) suggests that semi-structured interviews are to find problems more openly, where the parties invited to the interview are asked for their opinions, ideas. The basis of consideration for the selection of semi-structured interviews is because the implementation is more flexible than structured interviews so that there will be intimacy between the researcher and the respondents who will eventually make it easier for researchers to collect data.

In this study, the researchers conducted interviews with 4 MSME entrepreneurs Batik Trusmi Cirebon, to explore information related to entrepreneurial marketing that was carried out and what innovations had been made to improve business performance. The first informant is a businessman who has owned MSME Batik Trusmi Cirebon for 5 years, and now has 15 batik makers, and 10 workers for clothing and handicraft production. The second informant is an entrepreneur Batik Trusmi who has been running his business for 5 years and currently has 7 batik craftsmen. The third informant is the Trusmi Batik entrepreneur who has been running his business for 7 years and currently has 6 batik craftsmen, and the fourth informant is the Trusmi Cirebon batik entrepreneur who has been running his business for 9 years and has 7 batik craftsmen. This semi-structured interview was conducted for about 45 minutes to 1 hour for each informant. With the permission of the informant, the researcher recorded the entire interview process. However, due to objections from the Batik Trusmi Cirebon entrepreneur, the researcher did not write down his real name in this research paper.

In this study, researchers also used observation in data collection. Observation is a technique or method of collecting data by observing ongoing activities (Sukmadinata, 2005). In this study, the researcher used non-participant observation, namely the researcher did not participate in the activity, only played a role in observing the activity, and did not participate in the activity (Cohen et al, 2000).

Researchers also use documentation in data collection. The documentation method is looking for data about things or variables in the form of notes, transcripts, books, newspapers, magazines, inscriptions, meeting minutes, leggers, agendas and so on (Arikunto, 2002: 120). During the

research process, the researcher also collected qualitative documents. This document is in the form of public documents, namely newspapers, papers, reports, and books related to batik, especially Trusmi Cirebon batik.

In this study, data analysis was carried out during data collection and after data collection was completed. The activities carried out in data analysis emphasize several stages and steps as stated by Miles and Huberman (1994), namely (1) the data collection stage, where in this case the researcher collects research data in the form of interviews, observations and documentation in the field individually. objective, (2) data reduction, means summarizing, choosing the main things, focusing on the important things, looking for themes and patterns (Sugiyono, 2008: 247), (3) Data Display, which is a set of structured information that provides the possibility of drawing conclusions and taking action (Miles and Huberman, 1992: 18), and (4) conclusion/verifying, namely efforts to find, test, re-check or understand meaning or meaning, regularities, patterns, explanations, plots, cause and effect, or prepositions. While the conclusion can be in the form of a Description or description of an object that was previously unclear so that after research it becomes clear, it can be a causal or interactive relationship, hypothesis or theory (Sugiyono, 2008: 253).

RESULTS AND DISCUSSION

The results of interviews with 3 Batik Trusmi entrepreneurs are summarized in the following table.

Table 1. Results of interviews with Batik Trusmi Cirebon MSME entrepreneurs on Entrepreneurial Marketing (Based on EM Dimension of Morris, Schindehutte & LaForge, 2002).

1	Innovation Oriented	
	Informant 1	Always innovate in: a. Batik motif design, both written and printed b. fashion design c. Size, by developing fashion for children, and big size d. Innovation in materials, from cotton to silk e. Innovation in packaging, with a more attractive and luxurious box
	Informant 2	a. Do not have a courage to innovate products because of the worries of violating Trusmi's Batik standards b. The Batik maker whose average age is above 50 years work based on what they know and understand c. Innovation has been tried to produce bags and shoes, but less attractive to consumers
	Informant 3	a. Innovation has been done, but only in terms of the fabric, not the batik motif b. Packaging innovation has never been done
	Informant 4	Innovation has been carried out but only limited to the fabric material, not the batik motif
2	Pro-activeness	
	Informant 1	a. Proactive in everything focused on business development b. Provide endorsement for public figures so Trusmi batik products can be more popular c. Visit government agencies and private event organizers to get information about major exhibitions at home and abroad
	Informant 2	a. Not pro-active because the products produced are still standard b. Haven't received many orders from online yet
	Informant 3	a. Never participate in big exhibition b. Not many orders from online
	Informant 4	a. Never participate in big exhibition b. Not many orders from online
3	Opportunity Focus	
	Informant 1	Try to find opportunities by: proactiveness, customer intensity, innovation, value creation
	Informant 2	Want to develop business but don't know where to start
	Informant 3	Want to advance business, but still need guidance
	Informant 4	Want to make a partnership if someone invites
4	Risk Taking Orientation	
	Informant 1	a. Promote fashion with new models that have never been produced before b. Produce batik motives with more up-to-date designs c. Produce handicraft items from Trusmi batik that have never been

		made before
	Informant 2	Currently, just running the existing one
	Informant 3	Innovation needs caution
	Informant 4	Want to do innovation with small risk
5	Customer Intensity	
	Informant 1	a. Provide bonuses to customers b. Invite customers to various events c. Offer new products at special prices d. Conduct a survey to find out what customers want on Trusmi batik
	Informant 2	Provide bonuses for a large quantity purchase consumers
	Informant 3	Provide bonuses for a large quantity purchase consumers
	Informant 4	Provide discounts for a large quantity purchase
6	Resource Leveraging	
	Informant 1	a. Consult with professional designers for both fashion and batik design b. Collaborate with Art and Design students c. Provide opportunities for youth who drop out of school to become batik makers d. Motivate batik makers to hone their skills so that their work gets better
	Informant 2	Maintain the existing resources
	Informant 3	Keep looking for skilled batik makers
	Informant 4	Maintain the existing resources
7	Value Creation	
	Informant 1	Increase value creation with various efforts and use of technology
	Informant 2	Keep the existing and follow the trend
	Informant 3	Follow the trending models and products
	Informant 4	Follow the trending models and products

Table 2. Results of interviews with Batik Trusmi Cirebon entrepreneurs regarding Product Innovation (Based on Product Innovation Indicators from Kotler Armstrong)

No	Factor	Informant 1	Informant 2	Informant 3	Informant 4
1	Product Quality	Always maintain quality of a. Fabric b. Motif c. Design d. Sewing e. Color	Maintain the quality, especially a. Fabric b. Sewing	Maintain the quality, especially: a. Fabric b. Motif c. Sewing	Maintain the quality a. Fabric b. Motive c. Design d. Sewing e. Color
2	Product Variant	Always produce new variants	a. Not too frequent to release new variants b. Just follow the trend	Produce a new variant if there is a trend that the public likes	Produce a new variant if there is a trend that the public likes
3	Product Style/Design	Always produce new designs	a. Not too frequent to release new design b. Just follow the trend	Produce a new design if there is a trend that the public likes	Produce a new design if there is a trend that the public likes

The data obtained from the interviews showed that of the 4 entrepreneurs interviewed, only 1 entrepreneur had already run Entrepreneurial Marketing. This can be seen from the innovation oriented factor, where the first entrepreneur has made various innovations ranging from batik motif designs, clothing designs, as well as innovations in sizes ranging from clothes for children to big sizes. The first entrepreneur also made innovations in batik cloth materials ranging from cotton to silk, and also made attractive packaging with specially designed boxes that looked more luxurious. Meanwhile, the other 3 entrepreneurs do not yet have the courage to carry out reforms because they are still filled with anxiety because they have tried but failed. This is in line with Rusdiana's (2014) statement that excessive fear and worry will hinder creative thinking. If viewed from the customer intensity factor, only entrepreneur 1 has understood what it means that the customer or consumer is the king who must be given good service and maintained his relationship. Maintaining relationships with consumers is not only when they buy our products

in large quantities and then we give bonuses, but how can we remember them and invite them to attend special events and give special prices, because customer intensity is one of the factors that determine business performance Rashad (2018).

From the four informants interviewed, data was obtained that the pro-activeness aspect was only owned by informant 1, who was proactive in all matters focused on business development such as providing endorsements to public figures so that Trusmi batik products could be promoted, visiting government agencies to get information about major exhibitions at home and abroad, while the other 3 informants are still not confident enough to make breakthroughs even though this aspect of pro-activeness really supports everyone to get opportunities for business to be more advanced (Lumpkin and Dess, 2001).

From interviews with informants it was also found that 3 informants still did not have self-confidence to take risks, so that this became an obstacle to doing creative and innovative ideas. In fact, the risk-taking ability of an entrepreneur is needed to minimize risk and so that the best opportunities can be obtained even though the situation is uncertain (Cho & Lee, 2018). Meanwhile, in resource leveraging, it was found that the first informant had taken quite bold actions, such as consulting professional designers for both fashion and batik designers, even inviting art and design students to work together in order to help produce new batik designs that liked by millennials. Confidence to make new breakthroughs is needed to produce value creation in order to advance Trusmi Cirebon's batik business. This is in line with the statement of Frank et al., (2010: 154) which suggests that entrepreneurial orientation is a combination of three dimensions, namely: innovation, proactiveness, and risk taking.

CONCLUSION

From the analysis carried out, it can be concluded that one of the obstacles to the slow development of Trusmi Batik compared to Batik production from other regions in Indonesia is the lack of confidence of batik entrepreneurs to innovate products in various aspects ranging from design, size, packaging, and variants, and how every MSME entrepreneur can maintain the quality of all these aspects. In addition to product innovation, an understanding of entrepreneurial marketing is also needed so that business performance can continue to grow. The results of this study indicate that entrepreneurial marketing has not been understood by all MSME entrepreneurs. MSME entrepreneurs in general still use traditional methods in producing Trusmi Cirebon batik and have not had the courage to make modifications and innovations. The results of this study also show that MSME entrepreneurs who have implemented entrepreneurial marketing can improve their business performance more quickly. Therefore, it is important for related parties to provide guidance and training related to entrepreneurial marketing to MSME entrepreneurs in order to improve their business performance. For further research, the researcher suggests that research on entrepreneurial marketing and product innovation of MSME's be conducted with a different approach.

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