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Re-conceptualization of Business Model For Marketing Nowadays: Theory and Implication

Ahmad FIRMAN, Aditya Halim Perdana Kusuma PUTRA, Zainuddin MUSTAPA,
Gunawan Bata ILYAS, Kasnaeni KARIM.

¹ First Author & Corresponding Author. Associate Professor of Department of Management, STIE Nobel Indonesia, Makassar, Indonesia.

² Assistant Professor, Faculty of Economics and Business, Department of Management, Universitas Muslim Indonesia.

³ Associate Professor, Postgraduate Program, Department of Public Administration, Universitas Bosowa, Makassar, Indonesia.

⁴ Associate Professor of Department of Management, STIE AMKOP, Makassar. Indonesia

⁵ Associate Professor of Faculty of Economics and Business, Department of Management, Universitas Muslim Indonesia

Abstract

Studi ini bertujuan untuk mengembangkan konsep model inovasi dengan pendekatan konstruk marketing channel, inovasi pemasaran, segmentasi produk dan wawasan pelanggan. Serta perbaikan pada teori resource based view dengan pendekatan efisiensi biaya serta perbaikan kualitas yang dikombinasikan dengan teori service dominant logic. Pendekatan studi ini berbasis kuantitatif deskriptif yang dilakukan dengan dua tahapan skenario pengujian; pengujian pertama adalah pemetaan konstruk model inovasi melalui pengujian validitas dan reliabilitas dengan moderasi variabel customer orientation; pada skenario kedua yaitu dengan pengujian hubungan atau pengaruh antara variabel independen terhadap variabel dependen sebanyak 29 jalur analisis hipotesis. Unit analisis studi ini dilakukan pada 497 sampel UKM sektor industri makanan dan minuman dengan kriteria adalah UKM dengan skor rating penilaian 4-5 point pada aplikasi Go-Food. Hasil studi ini menyatakan bahwa; 1) konstruk yang digunakan untuk mengembangkan model inovasi baik secara langsung maupun moderasi bermakna positif dan signifikan 2). Melalui hubungan secara kompleks yaitu melibatkan seluruh komponen variabel secara garis besar berpengaruh positif dan signifikan kecuali pada jalur analisis ($\mu 5$). Implikasi baik secara teoritis maupun managerial menyatakan bahwa model inovasi, strategi bisnis dan competitive advantage dengan pendekatan service dominant logic dan resource based view theory memiliki reliabilitas serta keterkaitan yang sangat kuat. Inovasi dan strategi keunggulan bersaing yang berfokus pada peningkatan value-added konsumen merupakan strategi ideal untuk mengatasi persaingan dimasa mendatang.

Keyword: Innovation, Business Strategy, Service Dominant Logic, Resource Based View, Competitive advantage

JEL Classification Code: M20, M31, O32, O36

I. Introduction

Lingkungan bisnis terus mengalami perubahan yang sangat signifikan seiring berkembangnya kemajuan zaman dan teknologi sehingga pola dan sistem yang sudah lazim dipakai dan digunakan tidaklah cukup menjadi jaminan bahwa bisnis akan langgeng sepanjang masa. Perlu pendekatan-pendekatan baru untuk mengatasi setiap problematika yang seketika muncul dan bersifat baru. Dalam bisnis, risiko dan peluang datang hampir bersamaan bahkan sulit untuk ditebak apakah hal itu merupakan risiko didalam bisnis ataukah sebuah peluang yang kemudian dapat dimanfaatkan sebagai batu loncatan dalam memperoleh keuntungan dan juga prestasi didalam berbisnis, sehingga perlu pendekatan inovatif yang lebih terukur dan jelas. Tentunya kehadiran internet dan perkembangan marketing channel haruslah dapat menjadi wahana baru bagi para pebisnis untuk dapat menciptakan market-share yang lebih luas.

Grover, Agrawal, & Khan (2004) memberikan pernyataan bahwa inovasi merupakan salah satu cara bagi perusahaan untuk dapat bertahan. Inovasi menjadi alasan pembeda antar pesaing dan inovasi pun memberikan perbedaan yang mencolok mengenai kualitas produk. Felício, Caldeirinha and Dutra, (2019) juga memberikan penegasan bahwa inovasi akan meningkatkan kemampuan dan keunggulan bersaing perusahaan yang pada akhirnya berdampak pada kinerja perusahaan. Inovasi merupakan proses teknologis, manajerial dan sosial, yang mana gagasan atau konsep baru pertama kali diperkenalkan untuk dipraktikkan dalam suatu kultur dan merupakan faktor penentu dalam persaingan industri dan merupakan senjata yang tangguh menghadapi persaingan (Raja & Wei, 2014).

Secara makna, inovasi mengandung dua komponen kemampuan yakni kemampuan inovasi eksplorasi berarti inovasi yang dilakukan melalui penjelajahan atau pencarian dengan tujuan untuk menemukan sesuatu yang baru. Kemudian kemampuan untuk berinovasi eksploitatif yang dapat dikatakan sebagai inovasi yang dilakukan dengan melakukan beberapa perbaikan, atau peningkatan kualitas dari produk baik berupa barang atau jasa yang pernah dibuat (Alpkan, Şanal, & Ayden, 2012a). Era inovasi berkembang seiring berkembangnya strategi persaingan pasar. Lusch et al., (2007) mengembangkan konsep tentang service-dominant logic (S-D logic) sebagai upaya peningkatan layanan kepada konsumen. Konsep yang dikembangkan oleh Lusch et al., (2007) adalah mengedepankan penciptaan nilai daripada size. Konsep S-D logic tersebut mengisyaratkan beberapa integrasi untuk menciptakan value-added bagi konsumen diantaranya adalah peran daripada pebisnis, integrasi sumberdaya, pelayanan, kerjasama antar elemen institusi serta bentuk kepedulian terhadap lingkungan. Berangkat daripada hal tersebut teori tentang Service-Dominant Logic menjadi pilihan yang tepat untuk mengembangkan konsep inovasi pada studi ini. Berangkat pula dari banyaknya kritik tentang Resource based view sebagai upaya untuk mencapai keunggulan bersaing. Pendapat daripada Porter, (1985) dianggap kurang optimal jika hanya menyajikan pendekatan model keunggulan bersaing tanpa mengukur posisi penggunaan biaya. Oleh sebab itu, pada studi ini perubahan dalam pengukuran konsep keunggulan bersaing yang dicetuskan oleh Porter pada tahun 1985 adalah dengan mengajukan konstuk manifest variabel efisiensi biaya yang harus sejalan dengan peningkatan kualitas produksi sebuah produk.

Studi ini mengalamatkan beberapa pertanyaan penelitian diantaranya 1). apakah pengembangan model konseptual dengan menggunakan konstruk marketing channel, kemampuan inovasi, wawasan tentang segmentasi produk serta wawasan pebisnis terhadap pelanggan dari sudut pandang Service-Dominant Logic dapat menjadi variabel yang valid dan reliabel untuk dijadikan konsep inovasi dimasa mendatang, 2). Apakah dengan konsep yang telah dikembangkan tersebut, dapat meningkatkan hubungan secara empiris terhadap keunggulan bersaing.

II. Literature Review

Sustained competitive advantage telah banyak menjadi tema riset dalam manajemen strategis bahkan sejak tahun 1960-an (see Agarwal & Goodstadt, 1997; Brouthers & Brouthers, 1997; Roberts, 1998; Annarelli, Battistella, & Nonino, 2020; Liu, Jiang, & Zhao, 2019). Kerangka yang digunakan untuk mencapai keunggulan bersaing berkelanjutan adalah dengan melakukan strategi yang memaksimalkan kekuatan internal melalui eksploitasi peluang yang ada di lingkungan eksternal, menetralkan ancaman dari lingkungan eksternal dan meminimalisir kelemahan internal perusahaan. Kebanyakan penelitian bertajuk strategi manajemen memusatkan perhatian di antara peluang, ancaman, kekuatan dan kelemahan serta kesesuaian diantara keempatnya. Namun demikian, kebanyakan penelitian lebih menekankan pada analisis peluang dan ancaman lingkungan eksternal daripada analisis internal perusahaan (Leigh, 2010; Haming *et al.*, 2019). Konsep yang populer digunakan adalah five force model dari yang dicetuskan oleh Porter & Advantage (1985). Konsep dari Porter menekankan bahwa peluang perusahaan akan lebih besar dan ancaman akan lebih kecil bila perusahaan berada dalam industri yang menarik. Ada dua asumsi utama yang digunakan dalam konsep ini yaitu: pertama, sumberdaya yang dimiliki atau strategi yang dilakukan perusahaan dalam satu industri atau satu kelompok strategis bersifat homogen. Kedua, sumberdaya yang digunakan untuk implementasi strategi memiliki mobilitas tinggi. Dengan adanya mobilitas sumberdaya, heterogenitas sumberdaya tidak akan bertahan lama karena sumberdaya tersebut akan mudah didapatkan dan dimiliki perusahaan lain dalam satu industri atau kelompok strategis.

Membahas karakteristik sumberdaya yang dapat menjadi sumber keunggulan bersaing berkelanjutan perusahaan, Barney (1991) secara eksplisit mengulas secara kritis, asumsi homogenitas dan mobilitas sumberdaya dalam satu industri. Asumsi ini merupakan landasan five force model yang berlatar belakang perspektif industrial organization. Barney (1991) juga menyatakan bahwa keunggulan bersaing berkelanjutan tidak akan bisa dicapai perusahaan bila sumberdaya bisa didistribusikan ke berbagai perusahaan dan memiliki mobilitas tinggi dalam satu industri atau kelompok strategis. Pelaksanaan strategi membutuhkan sumberdaya tertentu. Berdasarkan asumsi homogenitas, berarti semua perusahaan dalam satu industri memiliki sumberdaya yang sama. Artinya, perusahaan dapat melakukan strategi yang sama, sehingga dalam kondisi seperti ini perusahaan tidak akan mencapai keunggulan bersaing berkelanjutan karena semua perusahaan akan mencapai kinerja yang sama pula.

Selain itu, Barney (1991) juga mengkritik konsep barriers to entry yang tidak mungkin ada apabila sumberdaya perusahaan dalam satu industri bersifat identik dengan mobilitas aktivitas yang tinggi. Bila perusahaan memiliki sumberdaya tertentu dan pesaingnya dalam satu industri juga memiliki sumberdaya yang sama, kemudian sumberdaya ini sangat mudah dimiliki pesaing lainnya, maka persaingan tidak memiliki hambatan. Sebaliknya, bila perusahaan memiliki sumberdaya tertentu dan unik dan perusahaan lainnya memiliki sumberdaya yang berbeda, kemudian sumberdaya ini tidak dapat tersebar di berbagai perusahaan, maka hambatan untuk masuk dalam persaingan akan tercipta. Artinya, barriers to entry akan tercipta dengan asumsi bahwa sumberdaya yang heterogen dan mobilitas yang tidak sempurna akan menciptakan hambatan. Substansi utama resource-based view adalah sumberdaya yang mampu menghasilkan keunggulan bersaing berkelanjutan yaitu sumberdaya yang bernilai, langka, unik, sulit untuk ditiru, serta tidak ada substitusinya. Beberapa studi yang mengkaji tentang relevansi RBV pada aspek inovasi sebagai bagian dari keunggulan bersaing e.g., (Distanont & Khongmalai, 2018) yang menyatakan bahwa inovasi meningkatkan keuntungan dalam persaingan melalui faktor eksternal. Faktor-faktor eksternal ini dibagi menjadi dua kelompok: faktor berorientasi mikro dan faktor berorientasi makro. Selanjutnya, Ho *et al* (2017) pada hasil penelitiannya pada aspek value chain di bidang pertanian menunjukkan bahwa tidak ada hubungan yang signifikan antara orientasi pasar dan kinerja.

Namun, orientasi pelanggan dan koordinasi antar fungsi secara positif terkait dengan inovasi, memiliki hubungan yang positif antara penerapan inovasi bagi kinerja keuangan.

Temuan dari Ho *et al* (2017) memberikan wawasan tentang hubungan antara orientasi pasar, inovasi, dan kinerja dalam rantai nilai pertanian di negara-negara berkembang. Kemudian (Abdolmaleki & Ahmadian, 2016; Ruiz-Ortega *et al.*, 2017; Elrehail, 2018) menyatakan bahwa tujuan inovasi melalui pengembangan produk baru merupakan upaya taktis dan sistematis perusahaan dalam menanggapi kebutuhan pelanggan, pemenuhan aspek konsistensi serta eksistensi organisasi terhadap kondisi pasar dan perubahan lingkungan, peningkatan laba, pelanggan kepuasan dan mengatasi kebijakan pesaing. Diperkuat oleh Alphan, Şanal, & Ayden (2012) yang juga ikut membenarkan relevansi antara inovasi yang dikaitkan dengan aspek RBV didefinisikan sebagai wujud antara orientasi pasar dan strategi inovasi sebagai wujud untuk mengembangkan organisasi yang ambidexter.

Inovasi adalah konsep yang lebih luas yang membahas tentang penerapan gagasan, produk, atau proses yang baru. Inovasi sebagai sebuah mekanisme perusahaan untuk beradaptasi dalam lingkungan yang dinamis (Vila, Bharadwaj, & Bahadir, 2015; Alam *et al*, 2019; Halim *et al.*, 2019), oleh karena itu perusahaan dituntut untuk mampu menciptakan pemikiran-pemikiran baru, gagasan-gagasan baru dan menawarkan produk yang inovatif serta peningkatan pelayanan yang memuaskan pelanggan. Inovasi didefinisikan sebagai proses serta atau hasil dari pengembangan pemanfaatan atau mobilisasi pengetahuan, keterampilan (termasuk juga keterampilan teknologi) serta pengalaman untuk membuat atau melakukan perbaikan terhadap produk (barang atau jasa). Inovasi juga merupakan wujud daripada proses, atau system yang baru yang memberikan nilai yang secara signifikan berdampak pada aspek ekonomi dan sosial. Inovasi memiliki empat ciri utama yaitu; *First*, memiliki kekhasan atau kekhususan, artinya suatu inovasi memiliki ciri yang khas seperti ide, program, tatanan, sistem, termasuk kemungkinan hasil yang diharapkan (Chung & Tan, 2017). *Second*, Memiliki ciri atau unsur kebaruan (D'Este, Amara, & Olmos-Peñuela, 2016). Artinya suatu inovasi harus memiliki karakteristik sebagai sebuah karya dan buah pemikiran yang memiliki kadar Orisinalitas dan kebaruan, *Third*, Program inovasi dilaksanakan melalui program yang terencana (Rodríguez, Molina-Castillo, & Svensson, 2020; Abdelaal, 2019) artinya suatu inovasi dilakukan melalui suatu proses yang yang tidak tergesa-gesa, namun kegiatan inovasi dipersiapkan secara matang dengan program yang jelas dan direncanakan terlebih dahulu. *Fourth*, Inovasi yang digulirkan memiliki tujuan (De Silva, Al-Tabbaa, & Khan, 2019), artinya program inovasi yang dilakukan harus memiliki arah yang ingin dicapai, termasuk arah dan strategi untuk mencapai tujuan tersebut.

Grover, Agrawal, & Khan (2004) memberikan pernyataan bahwa inovasi merupakan salah satu cara bagi perusahaan untuk dapat bertahan. Inovasi menjadi alasan pembeda antar pesaing dan inovasi pun memberikan perbedaan yang mencolok mengenai kualitas produk (Indahingwati *et al.*, 2019; Merdika *et al.*, 2019). Felício, Caldeirinha & Dutra, (2019) juga memberikan penegasan bahwa inovasi akan meningkatkan kemampuan dan keunggulan bersaing perusahaan yang pada akhirnya berdampak pada kinerja perusahaan. Inovasi merupakan proses teknologi, manajerial dan sosial, yang mana gagasan atau konsep baru tersebut pertama kali diperkenalkan untuk dipraktikkan dalam suatu kultur dan merupakan faktor penentu dalam persaingan industri dan merupakan senjata yang tangguh menghadapi persaingan (Raja & Wei, 2014). Ioanid, Deselnicu, & Militaru, (2018) dipenelitiannya dengan menggunakan pendekatan model yang telah dikembangkan oleh Schmoklers tentang inovasi menyatakan bahwa inovasi dapat ditunjang melalui pemanfaatan teknologi. Lebih lanjut Ionaid,*et.*,al di tahun 2018 mengukur inovasi pada beberapa aspek penting seperti penerapan ide-ide marketing terbaru dalam dunia bisnis modern, pengembangan ide baru, pengetahuan tentang bisnis dan tata kelola management terpadu, kemampuan research and development (R&D) sampai pada upaya saling berbagi dan melibatkan karyawan (Share of employee)

sebagai bentuk memaksimalkan penerapan ide-ide inovasi. Putra et al., (2019) dan (Mashur et al., 2019) menyatakan beberapa pengukuran dimensi inovasi yakni: 1) Memfokuskan perhatian dan mengupayakan perbaikan menyeluruh pada aspek saluran pemasaran (marketing channel). Dimana bisnis dalam memenuhi aspek kebutuhan pelanggan adalah dengan bersandar pada: Kemampuan penyedia bisnis dalam menggunakan perangkat teknologi untuk meningkatkan penjualan pada penjualan berbasis digital e-commerce, Kemampuan repeat and focused advestising. 2) Kemampuan penyedia bisnis dalam menggunakan sosial media sebagai media penjualan dan promosi. 3) Menggunakan strategi endorsment untuk lebih meyakinkan produk yang dipasarkan. 4) Kemampuan dan Keandalan Inovasi dari aspek pemasaran melalui peningkatan kemampuan diantaranya:Kemampuan entrepreneur dan internal bisnis dalam penguasaan produk yang dipasarkan Kemampuan untuk melakukan evaluasi berkala terhadap capaian hasil produk yang dipasarkan. 5). Kemampuan untuk mengedukasi pelanggan. 6) Kemampuan dan kejelian dalam segmentasi produk untuk strata konsumen yang meliputi usia, gender dan tingkat pendapatan. 7) Kemampuan mendalam mengenai wawasan pelanggan yang berarti kemampuan yang berorientasi pada: Pengembangan yang sesuai dengan kemajuan zaman, Perlindungan dan keamanan data pengguna, Pemilihan bahan baku yang terbaik, Quality control yang baik sebelum di jual di pasar dan Pelayanan prima dan purna jual yang tidak menyulitkan konsumen

Ioanid, *et.,al* di tahun 2018 menemukan bahwa konsep marketing di era 4.0 menekankan proses produksi tidak hanya berbasis pada akses kuantitas dan kualitas produk, tapi juga interkoneksi yang melibatkan pihak internal dan eksternal suatu bisnis melalui optimalisasi waktu dan kerjasama yang terbangun secara optimal antara internal dan eksternal perusahaan dalam hal ini calon konsumen sebagai pengguna akhir (Ioanid *et al.*, 2018; Mashur *et al.*, 2019). Limaj & Bernroider (2019) menekankan kinerja inovasi diukur dalam dua hal utama yakni Explorative Innovation dan Exploitative Innovation dimana indikator yang digunakan antara lain adalah kemampuan organisasi untuk mewujudkan produk dan pelayanan yang sesuai dengan harapan konsumen dan pelanggan, inovasi produk baru dan perbaikan aspek pelayanan terus menerus, menggunakan produk sendiri dilingkup internal perusahaan sebagai upaya untuk membangun advocacy bagi konsumen lainnya, mencoba segala peluang positif serta mencoba memasuki kanal pemasaran (Marketing Channel) yang lebih luas seperti e-commerce, memaksimalkan penekanan harga yang berorientasi pada kualitas dan kuantitas (Limaj & Bernroider, 2019). Kemudian dilanjut pada studi yang lebih spesifik lagi oleh Rajapathirana & Hui, (2018) pada penelitiannya yang berjudul “Relationship between innovation capability, innovation type, and firm performance”.

Rajapathirana & Hui (2018) mengungkapkan bahwa faktor kesuksesan inovasi bagi bisnis ditempuh dari beberapa aspek penting yakni: Innovation capability, Innovation type, Innovation Performance, Market Performance dan Financial performance. Dimana pengukuran inovasi pasar (market innovation) didasarkan pada pemenuhan aspek promosi dan teknik promosi di media berbasis teknologi, serta penempatan tenaga penjual secara online untuk memantau pergerakan penjualan (Rajapathirana & Hui, 2018). Aspek selanjutnya yang disarankan oleh Rajapathirana & Hui (2018) adalah pengembangan produk original, peningkatan value produk original melalui penambahan fitur untuk produk original tersebut.

Studi Distanont & Khongmalai (2018) yang berjudul The Role of Innovation in creating a competitive advantage mengemukakan konsep mengenai keunggulan bersaing dengan tiga dimensi pokok yakni superior efficiency, superior quality dan customer responsiveness. Dimana dari aspek superior efficiency, Distanont & Khongmalai, (2018) menyatakan indikator pengukuran seperti: 1). Penggunaan anggaran yang efisien digambarkan melalui pemilihan teknologi yang tepat guna untuk memangkas biaya, 2). Kemampuan pebisnis dalam memperoleh produk dengan langsung melalui proses distribusi yang singkat. (Distanont & Khongmalai, 2018b) juga memberikan pengukuran melalui peningkatan kualitas superior

sebagai sarana menciptakan keunggulan bersaing yakni: 1). Kemampuan bisnis dalam menyajikan kualitas produk dengan harga yang kompetitif, 2). Serta kemampuan suatu organisasi bisnis dalam menyediakan akses pengiriman yang cepat dan responsible. Serta tanggung jawab kepada pelanggan dan lingkungan (CSR) juga termasuk upaya untuk menciptakan keunggulan bersaing (Murdifin *et al.*, 2018).

Strategi bisnis merupakan point penting dalam mengarungi persaingan bahkan inovasi sendiri termasuk strategi dalam meningkatkan persaingan. Elrehail (2018) pada studinya dengan pendekatan teori keunggulan bersaing dan RBV menunjukkan hasil bahwa terdapat hubungan yang positif dan signifikan antara entrepreneurship, inovasi dan business strategy. Diperkuat oleh Kubičková, Votoupalová, & Toulová, (2014) yang menyatakan bahwa terdapat hubungan yang signifikan antara entrepreneurship terhadap penerapan inovasi dan Performance. Lebih kompleks dalam studi dari Kubičková, Votoupalová, & Toulová, (2014) menekankan bahwa business strategi merupakan upaya perusahaan dalam mengambil kebijakan dan pedoman yang memiliki komitmen dan tindakan yang terintegrasi serta dirancang untuk membangun keunggulan dalam persaingan bisnis untuk memenuhi dan mencapai tujuan bisnis. Lorenzo, Rubio, & Garcés (2018) menyatakan bahwa dalam strategi bisnis kapabilitas manajerial merupakan aspek penting dalam organisasi. (Lorenzo *et al.*, 2018) juga menyatakan indikator daripada kabapibilitas manajerial termasuk didalamnya adalah kemampuan seorang pebisnis untuk memiliki visi bisnis yang jelas, kemampuan seorang pebisnis untuk menjalin komunikasi yang baik dengan para pelanggannya dan kemampuan seorang pebisnis untuk mencapai target yang telah ditentukan. Ditambahkan oleh (Lorenzo *et al.*, 2018) yang mengungkapkan bahwa business strategi berarti mengutamakan kualitas produk dan layanan dengan cara keseimbangan serta kesesuaian antara produk yang ditawarkan dengan produk yang diberikan kepada konsumen.

Lorenzo *et al.*, (2018) juga menekankan pentingnya pemanfaatan teknologi untuk memudahkan konsumen dalam proses pemesanan dan pembayaran merupakan langkah yang tepat untuk mengawali strategi bisnis yang kompetitif. Selain itu pelayanan yang prima serta cepat dan tanggap terhadap setiap keluhan pelanggan juga merupakan kunci sukses dalam membangun strategi bisnis yang memadai. Dalam kaitannya dengan RBV, Lorenzo *et al.*, (2018) memberikan pernyataan bahwa kemampuan organisasi bisnis yang terwakilkan oleh karyawan yang cakap dalam menggunakan teknologi dan memahami rules of business merupakan aset berharga untuk meningkatkan persaingan.

III. Research Design and Method

3.1. Samples Criteria

Studi ini melibatkan 497 sampel yang berasal dari pelaku SME online food yang menggunakan fasilitasi transpostasi online Go-Jek sebagai media bisnisnya. Penentuan kriteria sampel berdasarkan total jumlah SME online food dengan kriteria skor penilaian masyarakat 4-5 (with star rating). Kami hanya menjadikan sampel bagi produk SME online food pada GoFood yang aktivitas produksi produknya adalah produk makanan yang berbahan dasar nasi, sayuran dan lauk-pauk seperti daging dan ikan atau SME dengan kategori produk makanan Indonesia.

3.2. Materials and Measurement

Studi ini dilakukan di Kota Makassar pada periode pertengahan tahun 2019 – awal tahun 2020. Beberapa material riset berasal dari primer berupa survey. Survey berisi 28 pertanyaan (See Appendix 5) dengan masing-masing penilaian menggunakan skala Likert (1= Strongly Dissagree, 2= Not Dissagre, 3= Moderate Dissagraee, 4 =Neutral, 5= Moderate

agree, 6= Agree and 7= Strongly agree). Mengingat model studi ini merupakan model yang bersifat pengembangan maka standar pengukuran nilai kelayakan model variabel berdasarkan hasil kajian dari (Chin, 1998) dimana pengukuran standar AVE, Cronbach Alpha dan composite reliability (C.R) adalah minimum 0.50 sedangkan di beberapa literatur yang lain terutama penggunaan Partial Least Square (PLS) nilai AVE, Cronbach Alpha dan CR adalah minimal 0.60 (See Hair *et al.*, 2017; Hair, Gabriel, & Patel, 2014). Sedangkan standar penilaian lainnya seperti pengujian signifikansi tetap mengacu pada konsensus umum statistika dengan margin error 5%, Normalitas > 0.50 , dan VIF < 10 .

Studi ini melalui tiga skenario analisis yaitu skenario I adalah re-conseptualization of Innovation Modelling yang di moderasi oleh variabel customer satisfaction seperti pada Figure 1.

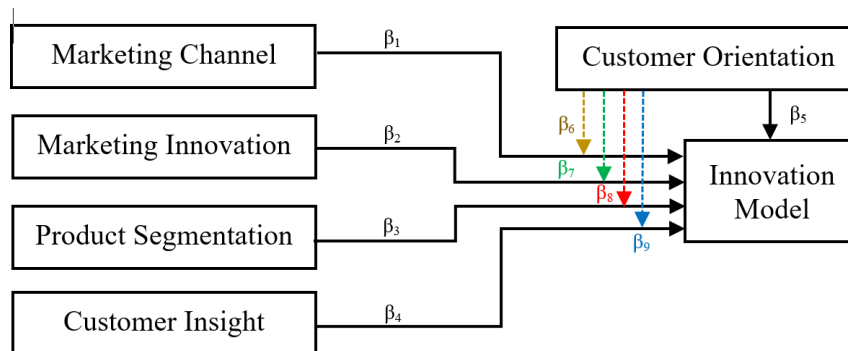


Figure 1: Step one, Re-Conceptualization of Innovation

Skenario pertama pada Figure 1 adalah dengan menyajikan model re-conseptualization innovation model dengan moderasi variabel customer orientation. Selanjutnya pada skenario II, Innovation model menjadi variabel independent untuk mengukur pengaruh dan hubungan terhadap variabel business strategi (Intervening variabel) terhadap variabel competitive advantage (variabel dependent) seperti yang ditunjukkan pada Figure 2. Pendekatan untuk memecahkan rumusan penelitian pada studi ini menggunakan kuantitatif eksploratif yang melalui beberapa tahapan pengujian, diantaranya uji outlier untuk menentukan kriteria sampel yang bias, uji normalitas dengan metode Kolmogorov-Smirnov dengan pendekatan Asymptotic yang diperoleh pada software SPSS. Pengujian validitas dengan pendekatan Discriminant Validity dan Uji reliabilitas dengan pendekatan cronbach Alpha dan Average variance Extract. Secara keseluruhan pengujian pada studi ini melibatkan Smart-PLS sebagai alat uji analisis. Dengan pengujian dua tahap yakni tahapan algorithm untuk mengukur uji pre-test dan kelayakan model, serta pengujian bootstrapping dengan mode konstant bootstrapping untuk menguji dan prediksi model.

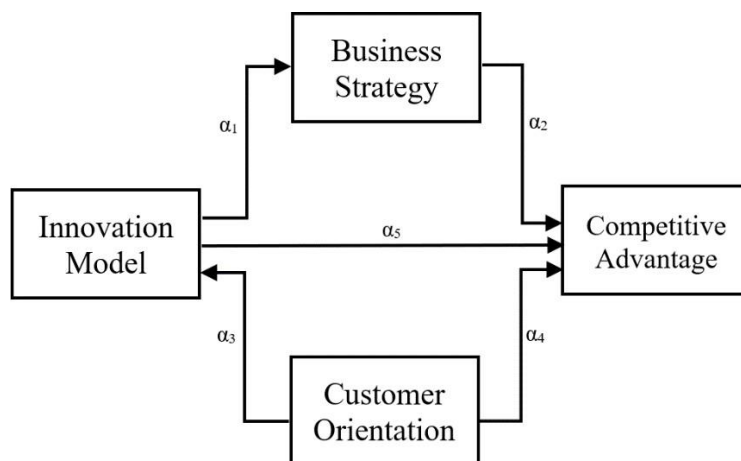


Figure 2: Step two, Direct and Intervening Variable Relationship

Skenario III adalah analisis jalur secara komprehensif yakni analisis jalur Struktur konseptual dengan pendekatan berbasis hubungan langsung, intervening dan moderasi. Hubungan langsung antar variabel melibatkan variabel saluran pemasaran (Independent var.1), variabel inovasi pemasaran (Independent var. 2), Segmentasi Produk (Independent var. 3), Wawasan Pelanggan (Independent var. 4) terhadap Competitive advantage sebagai dependent Variabel yang terdiri dari Efisiensi Superior (construct dependent variabel.1), Kualitas superior (construct dependent variabel.2), Tanggung jawab terhadap pelanggan (construct dependent variabel.3). Kemudian dimoderasi oleh Variabel Orientasi Pelanggan (moderating variabel). Sedangkan variabel intervening adalah business strategy. Secara detail mengenai kerangka konseptual studi ini di jelaskan pada Appendix 1 dalam bentuk penyajian statistik PLS.

IV. Result and Discussion

4.1. Statistical Analysis

4.1.1. Scenario I

Skenario I dalam analisis studi ini adalah sesuai dengan Figure 1. Yaitu analisis model re-conceptualization innovation model menunjukkan bahwa setiap nilai outer loading (> 0.60) baik dalam sebagai construct manifest maupun construct moderasi dari customer orientation. Sehingga nilai outer loading tersebut menyatakan bahwa seluruh item dan construct indikator dalam membangun variabel innovation adalah baik dan layak. Selanjutnya pada pengujian validitas dengan melihat nilai discriminant validity dan Average Variance Extracted (AVE) juga dinyatakan baik dan layak serta memenuhi asumsi daripada studi terdahulu tentang uji pra-syarat PLS seperti Chin, 1998 yang menyatakan bahwa pada model pengembangan nilai terendah untuk AVE adalah 0.50. Selain daripada itu, pada pengujian reliabilitas atau pengujian keandalan indikator dalam menyusun elemen variabel dengan melihat nilai cronbach alpha dan nilai Composite Reliability yakni berada pada rentan 0.763 – 0.941, Hal ini memberikan indikasi bahwa indikator dan construct item dalam memanifest suatu variabel adalah sangat handal. Kemudian, pada pengujian multikolinearitas dengan metode VIF pada studi ini menyatakan bahwa seluruh construct juga layak dengan nilai VIF < 10 . Ilustrasi tentang nilai setiap pengujian pada tahap pertama ini disajikan seperti pada Appendix 2.

4.1.2. Scenario II

Seperti yang tergambar pada Figure 2 dan atau Appendix 3, menjelaskan tentang pengujian secara langsung dan intervening yang secara model untuk menganalisis peran dan hubungan daripada model inovasi yang di re-conceptualization terhadap berbagai variabel dependent. Seperti pengujian skenario I, pada skenario II juga dilalui dengan uji kelayakan model dengan menganalisis validitas, reliabilitas melalui proses algorithm di PLS dan uji pengaruh melalui proses constant bootstrapping. Adapun penjelasan mengenai pengujian tahap kedua diilustrasikan pada Appendix 3. Pada penjelasan discriminant validity (See Appendix 3) menggambarkan bahwa masing-masing item saling memiliki keterkaitan satu sama lain. Keterkaitannya juga berada pada rentang yang erat sampai pada keterkaitan validitas yang sangat erat. Misalnya seperti kausalitas yang menjelaskan tentang construct Marketing Innovation (MI) on customer insight (CI) yakni 0.722 or 72.2%, (MI on Co = 0.682 or 68.2%), (MI on IM = 0.874 or 87.4%), (MI on MC = 0.780 or 78%) dan seterusnya seperti yang dipaparkan pada kolom discriminant validity. Simpulannya secara statistik dengan kaidah signifikansi < 0.05 , dapat dinyatakan bahwa seluruh item sangat baik untuk memodifikasi model inovasi terkini seperti yang ditargetkan pada studi ini. Selain daripada itu peran item / construct yang berpatokan dan dikontrol oleh variabel customer orientation memberikan peran penting sebagai manifest utama dalam mengembangkan inovasi atau dengan kata lain bahwa Marketing Channel (MC), Marketing Innovation (MI), Product Segmentation (PS), Customer Insight (CI) harus didasari pada urgensi Customer Orientation (CO).

4.1.3. Scenario III

Pada hubungan antar variabel melalui direct effect (See. Appendix 4) menggambarkan bahwa seluruh jalur analisis (path α and β) adalah signifikan. Merujuk pada Figure 2 yang menjelaskan tentang hubungan antar variabel, menggambarkan hubungan antara Innovation model (IM) on Business Strategy (BS) yang direfleksikan pada jalur analisis α_1 menunjukkan nilai hubungan dan efek yang paling dominan ($t\text{-stats}=41.038$). Begitupula dengan seluruh jalur analisis α_2 sampai α_5 juga menunjukkan hubungan yang positif dan signifikan.

Konstruk Item dari variabel Innovation Model (e.g., *marketing channel, marketing innovation, product segmentation, customer insight*) sebagai pembentuk variabel innovation model (IM) seperti yang telah digambarkan pada Figure 1 dengan jalur analisis β_1 sampai β_4 , juga menggambarkan situasi yang signifikan dan positif terutama pada jalur analisis β_4 bahwa item customer insight memiliki pengaruh yang paling dominan ($t\text{-stats} = 41.803$).

Selanjutnya masih merujuk hasil pada Figure 2 yakni dalam hal hubungan moderasi. Variabel Customer Orientation (CO) dalam memifest Innovation Model (IM) yang digambarkan pada Appendix 4 pada kolom moderating effect hanya terdapat satu jalur analisis yang tidak signifikan yaitu jalur analisis β_7 . Sedangkan jalur analisis dengan hubungan moderasi yakni jalur analisis β_6 , β_8 , β_9 memiliki pengaruh yang positif dan signifikan. Secara statistik dapat disimpulkan bahwa jalur analisis yang tidak signifikan melalui hubungan moderasi yang digambarkan melalui jalur analisis β_7 yaitu moderasi variabel customer orientation on marketing innovation adalah tidak saling memberikan pengaruh.

Sehubungan dengan skenario ketiga yang melibatkan hubungan secara tidak langsung / intervening secara spesifik, ditemukan bahwa jalur analisis μ_5 tidak memiliki efek yang signifikan ($\text{sig level}=0.55 < 0.05$) sedangkan lima belas jalur analisis lainnya memiliki efek yang signifikan dan positif. Bahwa secara permodelan PLS terdapat enam belas jalur analisis secara tidak langsung yang secara garis besar terbagi atas enam jalur analisis berdasarkan variabel dependent. Seperti hubungan direct effect yang menempatkan item Customer Insight sebagai variabel dependen (Jalur analisis μ_1 sampai μ_3), item Customer orientation (Jalur analisis μ_4 sampai μ_6), item Marketing Channel (Jalur analisis μ_7 sampai μ_9), item marketing innovation (Jalur analisis μ_{10} sampai μ_{12}), item product segmentation (Jalur analisis μ_{13} sampai μ_{15}), jalur analisis variabel utama yakni innovation model (IM) terhadap competitive

advantage (CA) dengan moderasi business Strategy (BS) pada jalur analisis $\mu 16$ juga menunjukkan efek dan kausalitas yang signifikan dan positif.

4.2. Discussion

Model inovasi yang dikembangkan pada studi ini melibatkan item (e.g., marketing channel, marketing innovation, product segmentation dan customer insight) ternyata memberikan bukti nyata bahwa kombinasi item tersebut dapat memberikan hasil yang positif dan signifikan. Marketing channel berarti menggunakan seluruh potensi kanal marketing yang ada, baik dengan cara konvensional ataupun digital. Inovasi bisnis terkait marketing-channel dewasa ini, menuntut para pebisnis tidak lagi fokus pada saluran konvensional (e.g., melakukan penjualan tatap muka yang kuno, fokus pada memperindah kondisi store seperti yang umum terjadi dimasa lalu). Akan tetapi pebisnis juga harus dapat melihat potensi pemasaran dengan melakukan penjualan secara digital pada kanal e-commerce. Tentunya berbagai kelebihan dan kekurangan antara menjual secara konvensional versus melakukan penjualan dengan cara digital. Kemudahan dalam memasarkan produk secara digital berarti menghilangkan batasan dan segmentasi pasar yang absurd, hal ini tentu kabar gembira bagi dunia bisnis hari ini, setiap orang punya potensi untuk dapat menjadi seorang marketer tanpa harus memiliki aktiva besar atau tangible assets capital tetap berupa tanah, store, gedung seperti model pemasaran konvensional dizaman dulu. Tentu saja dalam penggunaan saluran digital sebagai pondasi dasar inovasi masa kini juga wajib memperhitungkan berbagai faktor (e.g., kemampuansumberdaya manusia dalam menggunakan teknologi, faktor kecukupan modal untuk menyediakan perangkat teknologi, serta model core-business, apakah bisnis yang dimiliki memang sudah waktunya untuk menggunakan teknologi atau belum). Tentunya tidak seluruh karakter bisnis wajib menggunakan saluran pemasaran digital, seorang pebisnis harus jeli dan rasional dalam mengukur potensi tumbuh dari bisnis yang dimilikinya, terutama produk yang akan dijual dan kalangan siapa saja yang merupakan pelanggan utamanya.

Re-konseptualisasi inovasi pemasaran yang dikembangkan dalam studi ini, mengedepankan aspek edukasi kepada calon konsumen. Artinya dalam berbagai situasi dan posisi edukasi yang dimaksud adalah memberikan segala informasi yang jelas dan akurat kepada konsumen, membantu konsumen untuk menentukan pilihan yang dianggap sesuai serta memberikan referensi dan preferensi yang ideal kepada konsumen. Sebab, dalam ukuran bisnis tentu saja profit yang besar tidak bermakna tanpa melahirkan sustainability dimasa yang akan datang. Edukasi dan preferensi yang dilakukan oleh seorang marketer kepada calon konsumen tentu akan memberikan nilai positif tersendiri misalnya kesan baik atau personal branding yang positif. Oleh sebab itu, memberikan preferensi dan edukasi yang ideal kepada calon konsumen, maka seorang pebisnis / marketer harus juga memiliki kemampuan dalam hal penguasaan dan wawasan suatu produk. Mengkaji persoalan bisnis / penjualan / target penjualan, tidak lengkap tanpa membahas serta memahami keinginan konsumen dan keinginan pasar. Pergerakan perilaku konsumen yang terus mengalami perubahan yang dinamis memberikan peringatan kepada pebisnis dan marketer untuk terus berupaya berorientasi pada pelanggan. Pengetahuan yang dimiliki oleh pebisnis / marketer tentang perilaku konsumen, wawasan pelanggan, serta psikologi pelanggan dan pasar tentunya merupakan wujud dalam menciptakan bisnis yang sustainable ditengah persaingan yang terjadi. Model empiric yang menggabungkan moderasi variabel customer orientation, memberikan bukti bahwa inovasi harus bertumpu pada customer orientation.

V. Conclusion

Pendekatan service-dominant logic (S-D Logic) theory oleh (Lusch et al., 2007) pada studi ini memberikan penegasan penting bahwa dalam menunjang keberhasilan bisnis dan

keberlangsungan bisnis, orientasi industri dan para pelaku bisnis adalah berpusat pada kebutuhan service kepada pelanggan. Studi ini pula juga memberikan pengembangan dari segi keilmuan bidang manajemen strategi tentang Resource Based View (RBV) Theory dimana aspek untuk mengungguli persaingan tidak hanya bertumpu pada pemanfaatan sumberdaya secara maksimal. Dengan kombinasi service-dominant logic terhadap RBV bentuk pelayanan kepada konsumen adalah bentuk tanggung-jawab kepada pelanggan seperti: ketepatan dan kecepatan pengelola bisnis dalam memberikan pelayanan, serta keahlian internal bisnis dalam memberikan penjelasan (preferensi) kepada konsumen. Oleh sebab itu, keterkaitan antara service dominant logic (Lusch et al., 2007) dan RBV (Lewis, 1981; Porter & Advantage, 1985; Brouthers & Brouthers, 1997; Barney, 1991) sangat erat dan saling memiliki keterkaitan sehingga prediksi model inovasi bisnis dimasa mendatang pendekatan berbasis kebutuhan pelanggan merupakan inovasi merupakan perihal yang sangat dibutuhkan. Selain daripada itu, model pengembangan pada variabel inovasi ini terbukti dapat menjadi bagian atau melengkapi konstruk model inovasi yang telah ada sebelumnya.

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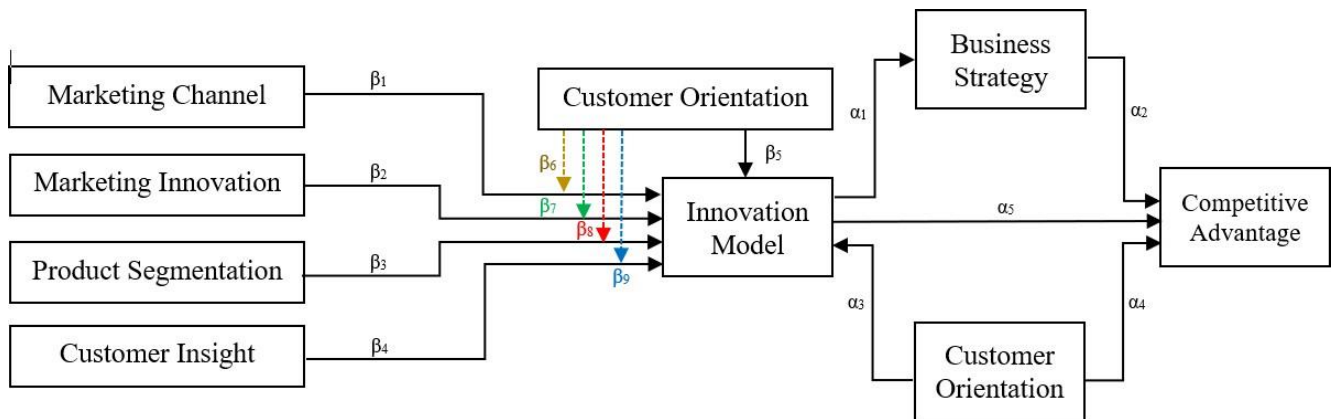
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Appendix 1: Step Three, Path Analysis & Conceptual Framework

Appendix 2: Pengujian Kelayakan Model Skenario I

Variable	Item	Construct	Outer Loading	Cronbach Alpha	rho_A	C.R	AVE
Conceptualization of Innovation	Marketing Channel	Mc1	0.845	0.846	0.846	0.896	0.684
		Mc2	0.843				
		Mc3	0.827				
		Mc4	0.793				
	Marketing Innovation	Im1	0.864	0.763	0.760	0.864	0.679
		Im2	0.840				
		Im3	0.765				
	Product Segmentation	Ps1	1.000	1.000	1.000	1.000	1.000
	Customer Insight	Ci1	0.864	0.931	0.930	0.947	0.781
		Ci2	0.922				
Ci3		0.895					
Ci4		0.902					
Ci5		0.835					
Customer orientation (intervening variable)	Co1	0.902	1.000	1.000	1.000	1.000	
	Co2	0.911					
	Co3	0.792					
	Mod-c1		1.000	1.000	1.000	1.000	
	Mod-mc						
	Mod-ps						
	Mod-mi						
Discriminant Validity							
	C.I	C.O	I.M	M.C	M.I	P.S	
Customer Insight	0.884						
Customer Orientation	0.753	0.841					
Innovation Model	0.939	0.789	0.767				
Marketing Channel	0.689	0.689	0.873	0.827			
Marketing Innovation	0.722	0.682	0.874	0.780	0.824		
Product Segmentation	0.793	0.569	0.769	0.519	0.554	1.000	

Appendix 3: Pengujian Kelayakan Model Skenario II

Variable	Item	Construct	Outer Loading	Cronbach Alpha	rho_A	C.R	AVE	
Conceptualization of Innovation	Marketing Channel	Mc1	0,700	0,941	0,946	0,949	0,689	
		Mc2	0,821					
		Mc3	0,864					
		Mc4	0,854					
	Marketing Innovation	Im1	0,846					
		Im2	0,710					
		Im3	0,750					
	Product Segmentation	Ps1	0,706					
	Customer Insight	Ci1	0,692					
		Ci2	0,669					
Ci3		0,778						
Ci4		0,771						
Ci5		0,780						
Business Strategy	Managerial Capability	BS1	0,823	0,891	0,908	0,911	0,696	
		BS2	0,821					
		BS3	0,842					
	Product, Process and Service	BS4	0,748					
		BS5	0,729					
	Resource Capability	BS6	0,797					
		BS7	0,734					
Customer orientation	Co	Co1	0,905	0,787	0,827	0,877	0,707	
		Co2	0,914					
		Co3	0,884					
	Mod	Mod-c1	1.000	1.000	1.000	1.000	1.000	
		Mod-mc						
		Mod-ps						
		Mod-mi						
Competitive Advantage	Superior Efficiency	CA1	0,791	0,948	0,952	0,956	0,708	
		CA2	0,797					
	Superior Quality	CA3	0,827					
		CA4	0,772					
		CA5	0,854					
	Customer Responsibility	CA6	0,879					
		CA7	0,888					
		CA8	0,894					
		CA9	0,863					
Saturated Model			Estimated Model					
Standardized root mean square residual (SRMR)			0.0711		0.0711			
NFI			0.7		0.7			
Kolmogorv-smirnov = 0.06								
Discriminant Validity								
	B.S	C.A	C.O	IM				
Business Strategy	0,772							
Competitive Advantage	0,704	0,841						
Customer Orientation	0,687	0,621	0,841					
Innovation Model	0,803	0,691	0,791			0,767		
R-Square								
	<i>R-Square</i>			<i>R-Square Adjusted</i>				
Business Strategy	0,644			0,643				
Competitive advantage	0,547			0,545				
Innovation Model	1,000			1,000				
F-Square								
	<i>BS</i>	<i>CA</i>	<i>CI</i>	<i>CO</i>	<i>IM</i>	<i>MC</i>	<i>MI</i>	<i>PS</i>
BS		0,122						
CA								
CI					1271,505			
CO		0,016			0,048			
IM	1,810	0,037						
MC					860,468			
MI					473,650			
PS					77,733			

Appendix 4: Path Analysis

Direct Effect							
Path Analysis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
α1	Innovation Model → Business Strategy	0,803	0,804	0,020	41,038	0,000	Support
α2	Business Strategy → Competitive advantage	0,398	0,394	0,079	5,062	0,000	Support
α3	Customer Orientation → Innovation Model	0,002	0,002	0,001	2,589	0,010	Support
α4	Customer Orientation → Competitive advantage	0,142	0,140	0,061	2,346	0,019	Support
α5	Innovation Model → Competitive advantage	0,260	0,265	0,091	2,845	0,005	Support
β1	Marketing Channel → Innovation Model	0,297	0,297	0,008	36,266	0,000	Support
β2	Marketing Innovation → Innovation Model	0,227	0,226	0,007	31,979	0,000	Support
β3	Product Segmentation → Innovation Model	0,097	0,097	0,004	24,854	0,000	Support
β4	Customer Insight → Innovation Model	0,496	0,496	0,012	41,803	0,000	Support
Moderating Effect							
Path Analysis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
β6	mod-mc → Innovation Model	0,001	0,001	0,001	1,899	0,049	Support
β7	mod_mi → Innovation Model	0,000	0,000	0,001	0,316	0,752	Not Support
β8	mod-ps → Innovation Model	0,002	0,002	0,001	2,378	0,018	Support
β9	mod-ci → Innovation Model	0,002	0,002	0,001	1,983	0,018	Support
Specific Indirect Effect							
Path Analysis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
μ1	Customer Insight → Innovation Model → Business Strategy	0,398	0,399	0,012	31,945	0,000	Support
μ2	Customer Insight → Innovation Model → Business Strategy → Competitive advantage	0,158	0,157	0,031	5,071	0,000	Support
μ3	Customer Insight → Innovation Model → Competitive advantage	0,129	0,132	0,045	2,845	0,005	Support
μ4	Customer Orientation → Innovation Model → Business Strategy	0,002	0,002	0,001	2,646	0,008	Support
μ5	Customer Orientation → Innovation Model → Competitive advantage	0,001	0,001	0,000	1,927	0,055	Not Support
μ6	Customer Orientation → Innovation Model → Business Strategy → Competitive advantage	0,001	0,001	0,000	2,279	0,023	Support
μ7	Marketing Channel → Innovation Model → Business Strategy	0,238	0,239	0,008	28,212	0,000	Support
μ8	Marketing Channel → Innovation Model → Competitive advantage	0,077	0,079	0,027	2,824	0,005	Support
μ9	Marketing Channel → Innovation Model → Business Strategy → Competitive advantage	0,095	0,094	0,018	5,128	0,000	Support
μ10	Marketing Innovation → Innovation Model → Business Strategy → Competitive advantage	0,072	0,072	0,014	5,041	0,000	Support
μ11	Marketing Innovation → Innovation Model → Business Strategy	0,182	0,182	0,007	27,388	0,000	Support
μ12	Marketing Innovation → Innovation Model → Competitive advantage	0,059	0,060	0,021	2,845	0,005	Support
μ13	Product Segmentation → Innovation Model → Business Strategy → Competitive advantage	0,031	0,031	0,006	5,010	0,000	Support
μ14	Product Segmentation → Innovation Model → Competitive advantage	0,025	0,026	0,009	2,793	0,005	Support
μ15	Product Segmentation → Innovation Model → Business Strategy	0,078	0,078	0,004	20,476	0,000	Support
μ16	Innovation Model → Business Strategy → Competitive advantage	0,319	0,317	0,062	5,115	0,000	Support

Appendix 5: Measurement of Variable

Variables	Item	Konstruk
Re conceptualization Model Innovation	Saluran Pemasaran	1. Kemampuan bisnis menggunakan akses penjualan e-commerce 2. Repeat advertising 3. Kemampuan bisnis menggunakan akses sosial media sebagai media marketing dan promosi 4. Penggunaan tokoh endorser untuk lebih meyakinkan produk yang dipasarkan
	Inovasi Pemasaran	5. Kemampuan entrepreneur dan internal bisnis dalam penguasaan produk yang dipasarkan 6. Melakukan evaluasi berkala terhadap produk yang dipasarkan 7. Bisnis tidak hanya melakukan aktivitas pemasaran tapi juga memberikan edukasi kepada pelanggan
	Segmentasi Produk	8. Produk yang dipasarkan jelas pada segement tertentu yang meliputi usia, gender dan tingkat pendapatan
	Wawasan Pelanggan	9. Bisnis Berorientasi pada pengembangan yang sesuai dengan kemajuan zaman 10. Bisnis Berorientasi pada perlindungan dan keamanan data pengguna 11. Bisnis Berorientasi pada pemilihan bahan baku yang terbaik 12. Bisnis Beorientasi pada Quality control yang baik sebelum di jual di pasar 13. Bisnis Berorientasi pada pelayanan prima dan purna jual yang tidak menyulitkan konsumen
Business Strategy	Kapabilitas Manajerial	14. Bisnis Memiliki visi misi bisnis yang jelas 15. Kemampuan menjalin komunikasi yang baik dengan pelanggan 16. Kemampuan untuk mencapai target yang ditentukan
	Produk, Proses dan Pelayanan	17. Kesesuaian antara produk yang ditawarkan dengan produk yang diberikan kepada konsumen 18. Pemanfaatan teknologi untuk memudahkan konsumen dalam proses pemesanan dan pembayaran barang yang dibeli 19. Pelayanan yang baik, ramah dan tanggap terhadap setiap keluhan pelanggan
	Kapabilitas Sumberdaya	20. Kemampuan bisnis yang memiliki karyawan yang cakap dalam penggunaan teknologi terkini untuk memudahkan akses pemasaran
Customer Orientation		21. Pemenuhan kebutuhan produksi berbasis pelanggan 22. Jalinan hubungan yang baik dengan pelanggan 23. Pelayanan prima pre selling dan after selling
Competitive advantage	Efisiensi Superior	24. Penggunaan anggaran yang efisien yang digambarkan melalui pemilihan teknologi tepat guna untuk memangkas variabel cost 25. Kemampuan bisnis dalam perolehan produk yang ingin dipasarkan yang langsung dari sumbernya (industri)
	Kualitas Superior	26. Kemampuan bisnis UKM dalam menyajikan kualitas produk dengan harga yang kompetitif 27. Kemampuan bisnis UKM dalam menyediakan akses pengiriman yang lebih cepat dan responsible 28. Produk yang dipasarkan memiliki sisi durability yang baik
	Tanggung Jawab terhadap Pelanggan	29. Ketepatan dan kecepatan UKM didalam memberikan pelayanan melalui akses komunikasi yang mudah dan terkini 30. Keahlian internal bisnis UKM dalam memberikan penjelasan detail mengenai produk yang dipasarkan kepada konsumen 31. Kemudahan konsumen didalam menemukan, membayar dan melacak setiap transaksi yang telah mereka lakukan 32. Penyediaan akun e-commerce yang lebih terpercaya bagi konsumen dalam hal bertransaksi

SUBMISSION TRACK



Ahmad Firman <firman.nobel53@gmail.com>

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Re-conceptualization of Business Model For Marketing Nowadays: Theory and Implication

Ahmad FIRMAN¹, Aditya Halim Perdana Kusuma PUTRA², Zainuddin MUSTAPA³,
Gunawan Bata ILYAS⁴, Kasnaeny KARIM⁵

¹ First Author & Corresponding Author. Associate Professor of Magister of Management, STIE Nobel Indonesia, Makassar, Indonesia. [Postal Address: Jl. Sultan Alauddin Number-212, Makassar City, South-Sulawesi 90231]. Tel: +6281241643553. Email: firman.nobel53@gmail.com

² Assistant Professor, Faculty of Economics and Business, Department of Management, Universitas Muslim Indonesia. Tel: +6282292222243. Email: adityatrojhan@gmail.com

³ Assistant Professor, Postgraduate Program, Department of Public Administration, Universitas Bosowa, Makassar, Indonesia.

⁴ Assistant Professor of Department of Management, STIE AMKOP, Makassar. Indonesia

⁵ Associate Professor of Faculty of Economics and Business, Department of Management, Universitas Muslim Indonesia

Abstract

This study aims to develop the concept of innovation models with the marketing channel construct approach, marketing innovation, product segmentation, and customer insight. As well as improvements to the theory of resource-based combined with the method of service-dominant logic. This study approach is based on quantitative descriptive conducted with three stages of testing scenarios; The first test is the mapping of the innovation model construct through testing the validity and reliability with the moderation of customer orientation variables; in the second scenario, namely by examining the relationship of influence between the independent variables on the dependent variable of 29 hypothetical analysis equation modelling. The unit of analysis was conducted on 497 samples of the Food and beverage sectors SMEs with the criteria being SMEs with a rating of 4-5 points on the Go-Food applications software. The results shown that; 1) the construct used to develop an innovative model both directly and moderation are positive and significant 2). Through a complicated relationship that involves all components of the variable outline a positive and significant effect except for the path of analysis ($\mu 5$). The theoretical and managerial implications state the service-dominant logic approach and resource-based view theory have extreme reliability and interrelations.

Keyword: Innovation, Business Strategy, Service-Dominant Logic, Resource-Based View, Competitive advantage

JEL Classification Code: M20, M31, O32, O36

I. Introduction

The business environment continues to experience very significant changes along with the development of the times and technology so that patterns and systems that are commonly used and used are not enough to be a guarantee that the business will last forever. New approaches are needed to overcome every problem that immediately arises and is original. In business, risks and opportunities come almost simultaneously even tricky to guess whether it is risk inactivity or an opportunity which can then be used as a stepping stone in gaining profits and also achievements in the industry, so it needs innovative approaches that are more measurable and clear. Indeed, the presence of the internet and the development of marketing channels must be able to become a new vehicle for business people to be able to create a broader market share.

Grover, Agrawal, & Khan (2004) provide a statement that innovation is one way for companies to be able to survive. Innovation is the reason for differentiation between competitors, and innovation also makes a striking difference regarding product quality. Felício, Caldeirinha, and Dutra, (2019) it also affirms that innovation will increase the company's ability and competitive advantage, which in turn will have an impact on company performance. Innovation is a technological, managerial and social process, in which new ideas or concepts are first introduced to be put into practice in a culture and are a determining factor in industrial competition and are a formidable weapon against the competition (Raja & Wei, 2014).

In meaning, innovation contains two components of capability, namely the ability to explore innovation, meaning that change is carried out through exploration or search to discover something new. Then the ability to innovatively exploit can be said to be an innovation made by making some improvements, or improving the quality of products in the form of goods or services that have been created (Alpkan, Şanal, & Ayden, 2012). The era of innovation is developing, along with the development of market competition strategies. Lusch et al. (2007) extend the concept of service-dominant logic (SD logic) as an effort to improve services to consumers. The idea developed by Lusch et al. (2007) is to prioritize the creation of values rather than size. The concept of SD logic implies some integration to create value-added for consumers, including the role of business people, integration of resources, services, cooperation between elements of institutions, and forms of environmental stewardship. Departing from this, the theory of Service-Dominant Logic is the right choice to develop the concept of innovation in this study. They were also departing from the many criticisms about Resource-based view to achieving competitive advantage. Opinion by Porter (1985) is considered less than optimal if it only presents the competitive advantage model approach without measuring the position of the use of costs. Therefore, in this study, a change in the measurement of the concept of competitive advantage that was coined by Porter in 1985 was to propose a manifest variable cost-efficiency variables that must be in line with the improvement in the quality of production of a product.

This study addresses several research questions, including 1). whether the development of conceptual models using the construct of marketing channels, innovation capabilities, insights on product segmentation as well as business insights towards customers from a Service-Dominant Logic perspective can be a valid and reliable variable for future innovation concepts. 2). Is the idea that has been developed can improve the empirical relationship to competitive advantage.

II. Literature Review

Sustained competitive advantage has been a significant theme of research in strategic management even since the 1960s (See. Agarwal & Goodstadt, 1997; Brouthers & Brouthers, 1997; Roberts, 1998; Annarelli, Battistella, & Nonino, 2020; Liu, Jiang, & Zhao, 2019). The framework used to achieve sustainable competitive advantage is to carry out strategies that maximize internal strength through the exploitation of opportunities in the external environment, neutralize threats from the external environment and minimize internal weaknesses in the company. Most researches on management strategies focus on opportunities, threats, strengths and weaknesses, and the compatibility between the four. However, most study places more emphasis on analyzing opportunities and risks of the external environment rather than internal company analysis (Leigh, 2010; Haming *et al.*, 2019). The popular concept used is the five force model from Porter & Advantage (1985). Porter's theory emphasizes that the company's opportunities will be higher, and the threats will be reduced if the company is an attractive industry. There are two main assumptions used in this concept, namely: first, the resources owned or strategies carried out by the company in a trade or a strategic group are homogeneous. Second, the resources used to implement the strategy have high mobility. With the versatility of resources, heterogeneity of support will not last long because these resources will be readily obtained and owned by other companies in one industry or strategic group.

Discuss the characteristics of resources that can be a source of sustainable competitive advantage of the company, Barney (1991) explicitly reviewed critically, the assumption of homogeneity and mobility of support in one industry. This assumption is the foundation of the five force model with an industrial organization perspective. Barney (1991) also stated that companies could not achieve sustainable competitive advantage if resources can be distributed to various companies and have high mobility in one industry or strategic group. Implementing strategies requires specific resources. Based on the homogeneity assumption, it means that all companies in one sector have the same resources. That is, companies can do the same strategy, so that under these conditions, the company will not achieve sustainable competitive advantage because all companies will achieve the same performance.

Other than that, Barney (1991) also criticized the concept of barriers to entry, which would not be possible if the company's resources in one industry were identical with high activity mobility. If the company has specific resources and competitors in one sector also have the same resources, then these resources are elementary to have other competitors, then the competition has no obstacles. Conversely, if companies have specific and unique resources and other companies have different resources, then these resources cannot be spread across various companies. Barriers to entry in the competition will be created. That is, barriers to entry will be created with the assumption that heterogeneous resources and imperfect mobility will create obstacles. The primary substance of the resource-based view is resources that can produce sustainable competitive advantages, namely resources that are valuable, rare, unique, difficult to imitate, and have no substitutes. Several studies were examining the relevance of RBV to the innovation aspect as part of competitive advantage, e.g., (Distanont & Khongmalai, 2018), Which states that innovation increases profits in the competition through external factors. These external factors are divided into two groups: micro-oriented factors and macro-oriented factors—furthermore, Ho *et al.* (2017). The results of his research on aspects of the value chain in agriculture indicate that there is no significant relationship between market orientation and performance. However, customer orientation and coordination between functions are positively related to innovation, having a positive correlation between applying innovation to financial performance.

Findings from Ho *et al.* (2017) provides insight into the relationships between market orientation, innovation, and performance in agricultural value chains in developing countries. Then (Abdolmaleki & Ahmadian, 2016; Ruiz-Ortega *et al.*, 2017; Elrehail, 2018) Stated that the purpose of innovation through the development of new products is a tactical and systematic effort of the company in responding to customer needs, meeting aspects of the organization's consistency and the existence of market conditions and environmental changes, increasing profits, customer satisfaction and overcoming competitor policies. Strengthened by Alpkhan, Şanal, & Ayden (2012), which also justifies the relevance of innovation associated with aspects of the RBV, is defined as an expression of market orientation and innovation strategy as a form of developing ambitious organizations.

Innovation is a broader concept that addresses the application of new ideas, products, or processes. Innovation as a corporate mechanism to adapt in a dynamic environment (Vila, Bharadwaj, & Bahadir, 2015; Alam *et al.*, 2019; Halim *et al.*, 2019), Therefore companies are required to be able to create new thoughts, new ideas, and offer innovative products and service improvements that satisfy customers. Innovation is defined as the process and results of developing the use or mobilization of knowledge, skills (including technology skills) as well as experience to make or make improvements to products (goods or services). Innovation is also the result of a new process or system that provides significant value to economic and social aspects. Innovation has four main characteristics, namely; First, it has a specificity or specificity, meaning that change has distinctive features such as ideas, programs, order, systems, including the possibility of expected results (Chung & Tan, 2017). *Second, it has a characteristic or novelty.* (D'Este *et al.*, 2016). This means that innovation must have the characteristics as work and thought that has a degree of Originality and novelty, Third, the innovation program is implemented through a planned schedule (Rodríguez *et al.*, 2020; Abdelaal, 2019) It means that innovation is carried out through a process that is not rushed, but innovation activities are prepared carefully with a clear program and planned. Fourth, the change that was rolled out had a purpose (De Silva, Al-Tabbaa, & Khan, 2019), It means that the innovation program carried out must have the direction to be achieved, including the leadership and strategy for achieving that goal.

Grover, Agrawal, & Khan (2004) Provide a statement that innovation is one way for companies to be able to survive. Innovation is the reason for differentiation between competitors, and change also makes a striking difference regarding product quality. (Indahingwati *et al.*, 2019; Merdika *et al.*, 2019). Felício, Caldeirinha & Dutra, (2019) also affirm that innovation will increase the company's ability and competitive advantage, which in turn will have an impact on company performance. Innovation is a technological, managerial, and social process, where new ideas or concepts are first introduced to be put into practice in a culture and are a determining factor in industrial competition and are a formidable weapon against the competition (Raja & Wei, 2014). Ioanid, Deselnicu, & Militaru, (2018), In his research, using a model approach that has been developed by Schmoklers about innovation. He states that innovation can be supported through the use of technology. Furthermore Ionaid,*et.*, al (2018) measure innovation on several important aspects such as the application of the latest marketing ideas in the modern business world, the development of new designs, knowledge of business and integrated management governance, R&D capabilities to the effort of sharing and involving employees (Share of the employee) as a form of maximizing the application of innovative ideas. Putra *et al.*, (2019) dan (Mashur *et al.*, 2019) states several measurements of the dimensions of innovation, namely: 1) Focusing attention and seeking overall improvement in aspects of marketing channels (marketing channels). Where the business in meeting aspects of customer needs is to rely on: The ability of business providers to use technology tools to increase sales on digital e-commerce based sales, the ability to repeat and focused advertising. 2) The strength of business providers to use social media as a medium

for sales and promotion. 3) Use endorsement strategies to be more convincing of the products being marketed. 4) Capability and Reliability Innovations from the marketing aspect through capacity building include The ability of entrepreneurs and internal business in mastering the products being marketed The ability to conduct periodic evaluations of the achievements of the products being sold. 5) The ability to educate customers. 6) Ability and clarity in product segmentation for consumer strata, which include age, gender, and income level. 7) In-depth capabilities regarding customer insight, which means ability oriented to Development by the times, Protection and security of user data, Selection of the best raw materials, Good quality control before selling on the market, and Excellent service and after-sales that do not complicate consumers.

Ioanid, *et. al* (2018) found that the concept of marketing in the 4.0 era emphasized the production process not only based on access to quantity and quality of products but also interconnections involving internal and external parties of a business through optimizing the time and cooperation that was optimally developed between domestic and foreign companies, in this case, prospective customers as an end-user (Ioanid *et al.*, 2018; Mashur *et al.*, 2019). Limaj & Bernroider (2019) emphasizing innovation performance is measured in two main ways namely Explorative Innovation and Exploitative Innovation where the indicators used include the ability of organizations to realize products and services that are in line with consumer and customer expectations, new product innovations and continuous improvement in service aspects, using their products within the internal company as an effort to build advocacy for other consumers, try all positive opportunities and try to enter a broader marketing channel (Marketing Channel) such as e-commerce, maximizing price emphasis oriented to quality and quantity (Limaj & Bernroider, 2019). Then proceed to a more specific study by Rajapathirana & Hui (2018) In his research entitled "Relationship between innovation capability, innovation type, and firm performance."

Rajapathirana & Hui (2018) It is revealed that the success factor for business innovation is taken from several essential aspects, namely: Innovation capability, Innovation type, Innovation Performance, Market Performance, and Financial performance. Where the measurement of market innovation (market innovation) is based on the fulfillment of aspects of promotion and promotion techniques in technology-based media, as well as the placement of online salespeople to monitor sales movements (Rajapathirana & Hui, 2018). The next aspect suggested by Rajapathirana & Hui (2018) is the development of original products, increasing the value of authentic products by adding features to the original product.

A study by Distanont & Khongmalai (2018) entitled The Role of Innovation in creating a competitive advantage, put forward the concept of competitive advantage with three main dimensions, namely superior efficiency, superior quality, and customer responsiveness. Wherefrom the aspect of superior efficiency, Distanont & Khongmalai, (2018) States measurement indicators such as 1). The efficient use of the budget is illustrated through the selection of appropriate technology to cut costs, 2). The ability of business people to obtain products directly through a short distribution process. (Distanont & Khongmalai, 2018b) also provides measurement through improvement in superior quality as a means of creating competitive advantage viz: 1). Business ability in presenting quality products at competitive prices, 2). And the ability of a business organization to provide access to fast and responsible shipping. As well as the responsibility to customers and the environment (CSR) also includes efforts to create competitive advantage (Murdifin *et al.*, 2018).

Business strategy is an essential point in wading through competition and even innovation itself, including procedures in increasing competition. Elrehail (2018), in his study with the competitive advantage theory approach and the RBV, shows the results that there is a positive and significant relationship between entrepreneurship, innovation, and business strategy. Strengthened by Kubíčková, Votoupalová, & Toullová, (2014) This states that there

is a significant relationship between entrepreneurship on the application of innovation and performance. More complex in studies than Kubíčková, Votoupalová, & Toulouva, (2014) It is emphasized that business strategy is the company's efforts to take policies and guidelines that have integrated commitments and actions and are designed to build excellence in business competition to meet and achieve business goals. Lorenzo, Rubio, & Garcés (2018) It was stated that in business strategy, managerial capability is an essential aspect of the organization. (Lorenzo et al., 2018) also said indicators rather than managerial accessibility include the ability of a businessman to have a clear business vision, the ability of a businessman to establish excellent communication with his customers, and the ability of a businessman to achieve a predetermined target. Added by (Lorenzo *et al.*, 2018), this reveals that business strategy means prioritizing the quality of products and services through a balance and suitability between the products offered and the products provided to consumers.

Lorenzo *et al.*, (2018) Also stressed the importance of using technology to facilitate consumers in the ordering and payment process is the right step to start a competitive business strategy. Excellent service and fast and responsive to every customer complaint is also the key to success in building an adequate business strategy. About the RBV, Lorenzo *et al.*, (2018) Provide a statement that the ability of business organizations represented by capable employees in using technology and understanding the rules of business is a valuable asset to increase competition.

III. Research Design and Method

3.1. Samples Criteria

This study involved 497 samples from online food SME actors who used Go-Jek online transportation facilitation as their business media. Determination of sample criteria based on the total number of online food SMEs with community assessment score criteria 4-5 (with star rating). We only make samples for online food SME products on GoFood, whose product production activities are food products made from rice, vegetables, and side dishes such as meat and fish or SMEs in the category of Indonesian food products.

3.2. Materials and Measurement

This study was conducted in Makassar City in the mid-2019 - early 2020 period. Some of the research material came from primary surveys. The survey contains 28 questions (See Appendix 5) with each assessment using a Likert scale (1 = Strongly Disagree, 2 = Not Dissaggre, 3 = Moderate Dissagraee, 4 = Neutral, 5 = Moderate agree, 6 = Agree and 7 = Strongly agree). Considering this study model is a development model, the standard measurement of the feasibility of the variable model is based on the results of the study (Chin, 1998) where the standard measurement of AVE, Cronbach Alpha and composite reliability (CR) is a minimum of 0.50 while in some other literature especially the use of Partial Least Square (PLS) the value of AVE, Cronbach Alpha and CR is a minimum of 0.60 (See Hair *et al.*, 2017; Hair, Gabriel, & Patel, 2014). While other assessment standards, such as significance testing, still refer to the consensus of statistics with a 5% error margin, Normality > 0.50, and VIF <10.

This study, through three analysis scenarios, namely scenario I, is a re-conceptualization of Innovation Modeling that is moderated by customer satisfaction variables, as in Figure. 1.

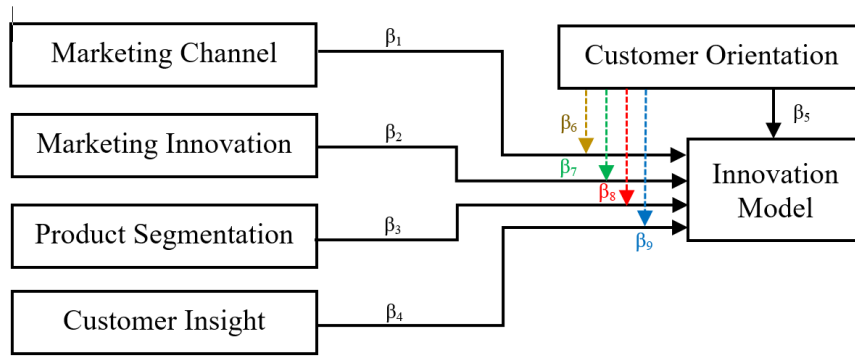


Figure 1: Step one, Re-Conceptualization of Innovation

The scenario I in Figure 1 is to present a re-conceptualization model of the innovation model with moderating customer orientation variables. Then in situation II, the Innovation model becomes an independent variable to measure the effect and relationship of the business strategy variable (Intervening variable) to the competitive advantage variable (dependent variable), as shown in Figure 2. The approach to solving the research formulation in this study uses explorative quantitative through several stages of testing, including the outlier test to determine biased sample criteria, the normality test using the Kolmogorov-Smirnov method with the Asymptotic approach obtained in the SPSS software. We are testing the validity of the Discriminant Validity approach and reliability testing with the Cronbach Alpha approach and Average variance Extract. Overall testing in this study involves Smart-PLS as an analysis test tool. By testing two stages, namely the algorithm stage to measure the pre-test and the feasibility of the model, as well as the bootstrapping test with a constant bootstrapping mode to test and predict the model.

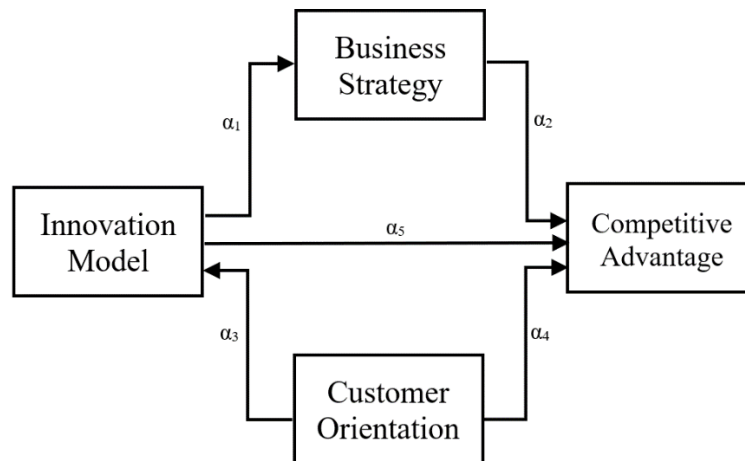


Figure 2: Step two, Direct and Intervening Variable Relationship

Scenario III is a comprehensive path analysis that is a path analysis of a conceptual structure with an approach based on direct relations, intervening, and moderation. The direct relationship between variables involves marketing channel variables (Independent var.1), Marketing innovation variables (Independent var. 2), Product Segmentation (Independent var. 3), Customer Insights (Independent var. 4) to Competitive advantage as dependent variables consisting of Superior Efficiency (construct dependent variable.1), Superior quality (construct dependent variable. 2). Responsibility to customers (construct dependent variable. 3). It was then moderated by the Customer Orientation Variable (moderating variable). While the

intervening variable is the business strategy. In detail, the conceptual framework of this study is explained in Appendix 1 in the form of a PLS statistical presentation.

IV. Result and Discussion

4.1. Statistical Analysis

4.1.1. Scenario I

The scenario I in the analysis of this study is in Figure 1. Namely, the analysis of the re-conceptualization model of the innovation model shows that each outer loading value (> 0.60) both in the construct manifest and in the moderation of the customer orientation. So the external loading value states that all items and construct indicators in building innovation variables are suitable and feasible. Furthermore, in testing the validity by looking at the value of discriminant validity and Average Variance Extracted (AVE) also stated viable and suitable and met the assumptions of previous studies of PLS pre-requisite tests such as Chin, 1998 which says that the development model for the lowest value for AVE is 0.50. Besides that, in reliability testing or indicator reliability testing in compiling variable elements by looking at Cronbach alpha values and Composite Reliability values, which are at vulnerable 0.763 - 0.941, this indicates that indicators and construct items in manifesting a variable are very reliable. Then, the multicollinearity test using the VIF method in this study states that the entire construct is also feasible with a VIF value < 10 . Illustration about the importance of each test in this first stage is presented as in Appendix 2.

4.1.2. Scenario II

As illustrated in Figure 2 and or Appendix 3, it explains direct testing and intervening in a model to analyze the roles and relationships of the innovation model re-conceptualization of various dependent variables. Like testing scenario I, scenario II also passes the model feasibility test by analyzing the validity, reliability through the algorithm process in PLS and testing the effect through the constant bootstrapping process. The explanation of the second stage of testing is illustrated in Appendix 3. In the explanation of discriminant validity (See Appendix 3), illustrate that each item is related to one another. The linkages are also in the close range to the very close relevance of validity. For example, such as causality that explains the construct Marketing Innovation (MI) on customer insight (CI) which is 0.722 or 72.2%, (MI on Co = 0.682 or 68.2%), (MI on IM = 0.874 or 87.4%), (MI on MC = 0.780 or 78%) and so on as described in the discriminant validity column. In conclusion, statistically, with a significance rule < 0.05 , it can be stated that all items are perfect for modifying the latest innovation model as outlined in this study. Apart from that, the role of items/constructs that are based on and controlled by customer orientation variables provide an essential part as the primary manifestation in developing innovation or in other words that Marketing Channel (MC), Marketing Innovation (MI), Product Segmentation (PS), Customer Insight (PS) CI must be based on the urgency of Customer Orientation (CO).

4.1.3. Scenario III

The relationship between variables through direct effects (See Appendix 4) illustrates that all paths of analysis (path α and β) are significant. Referring to Figure 2, which explains the relationship between variables, demonstrates the relationship between the Innovation model (IM) on Business Strategy (BS), which is reflected in the α_1 analysis path showing the most dominant relationship value and effect ($t\text{-stats} = 41.038$). Likewise, with all paths of analysis, α_2 to α_5 also showed a positive and significant relationship.

Item construction of the Innovation Model variable (e.g., *marketing channel, marketing innovation, product segmentation, customer insight*) as forming the innovation model (IM) variable as illustrated in Figure 1 with the β_1 through β_4 analysis path, it also represents a significant and positive situation, especially in the β_4 analysis path that customer insight items have the most dominant influence (t-stats = 41.803).

Furthermore, it still refers to the results in Figure 2, namely, in the case of moderation relationships. The Customer Orientation (CO) variable in manifesting the Innovation Model (IM) depicted in Appendix 4 in the moderating effect column is only one path of analysis that is not significant, the β_7 analysis path. While the path of study with the moderation relationship that is the path of analysis $\beta_6, \beta_8, \beta_9$ has a positive and significant effect. Statistically, it can be concluded that the path of analysis, which is insignificant through the moderation relationship depicted through the β_7 way of summary, namely moderation of the customer orientation on the marketing innovation variable, is not mutually influential.

In connection with the third scenario involving a specific indirect/intervening relationship, it was found that the μ_5 analysis pathway did not have a significant effect (sig level = 0.55 < 0.05). In contrast, the other fifteen analysis pathways had a substantial and positive impact. That the PLS modeling, there are sixteen lines of analysis indirectly, which broadly divided into six lines of investigation based on the dependent variable. Such as direct effect relationships that place Customer Insight items as the dependent variable (Analysis path μ_1 to μ_3), Customer orientation items (Analysis path μ_4 to μ_6), Marketing Channel items (Analysis path μ_7 to μ_9), item marketing innovation (Analysis path μ_{10} through μ_{12}), item product segmentation (way of analysis μ_{13} to μ_{15}), the path of analysis of the main variables namely innovation model (IM) to competitive advantage (CA) with the moderation of business strategy (BS) on the path of analysis μ_{16} also shows significant and positive effects and causality.

4.2. Discussion

The innovation model developed in this study involving items (e.g., marketing channel, marketing innovation, product segmentation, and customer insight) turned out to provide concrete evidence that the combination of these items can produce positive and significant results. Marketing channel means using all the potential marketing channels available, both conventional and digital. Today's business-related marketing-channel innovations require business people to no more extended focus on traditional channels (e.g., make old-time face-to-face sales, focus on beautifying store conditions as was common in the past). However, business people must also be able to see the potential of marketing by making digital sales on e-commerce channels. Of course, the various advantages and disadvantages of selling conventionally versus selling digitally. The ease of marketing products digitally means removing absurd boundaries and market segmentation, and this is undoubtedly good news for the business world today, everyone has the potential to become a marketer without having to have substantial assets or tangible assets fixed in the form of land, stores, building like a conventional marketing model in the past. Of course in the use of digital channels as the necessary foundation of innovation, today must also take into account various factors (e.g., the ability of human resources to use technology, capital adequacy factors to provide technological devices, as well as core-business models, whether the business owned is time to use technology or not). Of course, not all business characters are required to use digital marketing channels, and a business person must be clean and rational in measuring the growth potential of his business, especially the products to be sold and among those who are his main customers.

Re-conceptualization of marketing innovations developed in this study, emphasizes the aspect of education to potential consumers. This means that in various situations and

educational positions in question is to provide all clear and accurate information to consumers, help consumers to make choices that are considered appropriate, and provide ideal references and preferences to consumers. Because, in the size of a business, of course, a substantial profit is worthless without giving birth to future sustainability. Education and preferences conducted by a marketer to prospective customers will undoubtedly provide its positive values, such as a good impression or positive personal branding. Therefore, giving ideal choices and education to potential consumers, a businessman/marketer must also have the ability in terms of mastery and insight of a product. They are reviewing business/sales / targeted sales issues, incomplete without discussing and understanding the desires of consumers and market desires. The movement of consumer behavior that continues to experience dynamic changes gives a warning to business people and marketers to keep trying to be customer-oriented. The knowledge possessed by business people/marketers about consumer behavior, customer insights, and the psychology of customers and markets is undoubtedly a manifestation of creating a sustainable business in competition. The empirical model that combines moderating customer orientation variables provides evidence that innovation must rely on customer orientation.

V. Conclusion

The service-dominant logic (SD Logic) theory approach by (Lusch et al., 2007) This study provides an important affirmation that in supporting business success and business continuity, industry orientation, and business people are centered on the service needs of customers. This study also provides development in terms of scientific management in the field of strategy about Resource-Based View (RBV) Theory, where aspects of surpassing competition do not only rely on the maximum utilization of resources. With the combination of service-dominant logic towards RBV, the form of service to consumers is a type of responsibility to customers, such as the accuracy and speed of business managers in providing services, as well as internal business expertise in providing explanations (preferences) to consumers. Therefore, the relationship between service-dominant logic (Lusch et al., 2007) and RBV (Lewis, 1981; Porter & Advantage, 1985; Brouthers & Brouthers, 1997; Barney, 1991) Very close and interrelated so that the prediction of business innovation models in the future based on the needs of customers is that innovation is a very needed thing. Apart from that, the development model on this innovation variable is proven to be able to be part of or complete the existing innovation model construct.

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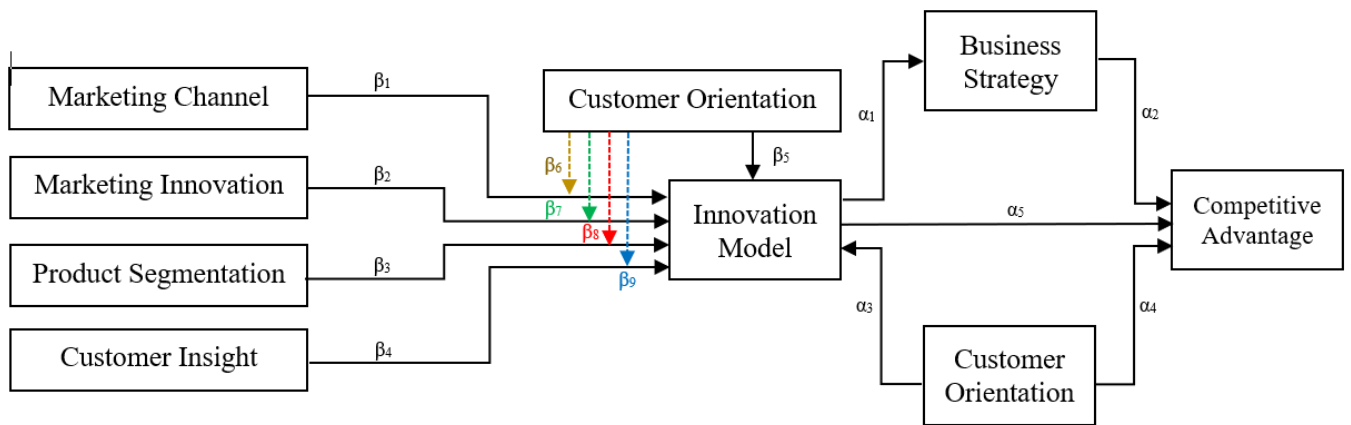
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Appendix 1: Step Three, Path Analysis & Conceptual Framework

Appendix 2: Testing Feasibility Model Scenario I

Variable	Item	Construct	Outer Loading	Cronbach Alpha	rho_A	C.R	AVE
Conceptualization of Innovation	Marketing Channel	Mc1	0.845	0.846	0.846	0.896	0.684
		Mc2	0.843				
		Mc3	0.827				
		Mc4	0.793				
	Marketing Innovation	Im1	0.864	0.763	0.760	0.864	0.679
		Im2	0.840				
		Im3	0.765				
	Product Segmentation	Ps1	1.000	1.000	1.000	1.000	1.000
	Customer Insight	Ci1	0.864	0.931	0.930	0.947	0.781
		Ci2	0.922				
Ci3		0.895					
Ci4		0.902					
Ci5		0.835					
Customer orientation (intervening variable)	Co1	0.902	0.787	0.819	0.877	0.708	
	Co2	0.911					
	Co3	0.792					
	Mod-c1	1.000	1.000	1.000	1.000	1.000	
	Mod-mc	1.000					
	Mod-ps	1.000					
Mod-mi	1.000						
Discriminant Validity							
	C.I	C.O	I.M	M.C	M.I	P.S	
Customer Insight	0.884						
Customer Orientation	0.753	0.841					
Innovation Model	0.939	0.789	0.767				
Marketing Channel	0.689	0.689	0.873	0.827			
Marketing Innovation	0.722	0.682	0.874	0.780	0.824		
Product Segmentation	0.793	0.569	0.769	0.519	0.554	1.000	

Appendix 3: Testing Feasibility Model Scenario II

Variable	Item	Construct	Outer Loading	Cronbach Alpha	rho_A	C.R	AVE	
Conceptualization of Innovation	Marketing Channel	Mc1	0,700	0,941	0,946	0,949	0,689	
		Mc2	0,821					
		Mc3	0,864					
		Mc4	0,854					
	Marketing Innovation	Im1	0,846					
		Im2	0,710					
		Im3	0,750					
	Product Segmentation	Ps1	0,706					
	Customer Insight	Ci1	0,692					
		Ci2	0,669					
Ci3		0,778						
Ci4		0,771						
Business Strategy	Managerial Capability	Ci5	0,780	0,891	0,908	0,911	0,696	
		BS1	0,823					
		BS2	0,821					
	Product, Process, and Service	BS3	0,842					
		BS4	0,748					
		BS5	0,729					
	Resource Capability	BS6	0,797					
BS7		0,734						
Customer orientation	Co	Co1	0,905	0,787	0,827	0,877	0,707	
		Co2	0,914					
		Co3	0,884					
	Mod	Mod-c1	1.000	1.000	1.000	1.000	1.000	
		Mod-mc						
		Mod-ps						
Competitive Advantage	Superior Efficiency	Mod-mi	0,948	0,952	0,956	0,708		
		CA1					0,791	
	Superior Quality	CA2					0,797	
		CA3					0,827	
		CA4					0,772	
	Customer Responsibility	CA5					0,854	
		CA6					0,879	
		CA7					0,888	
		CA8					0,894	
CA9	0,863							
			Saturated Model		Estimated Model			
Standardized root mean square residual (SRMR)			0.0711		0.0711			
NFI			0.7		0.7			
Kolmogorov-Smirnov = 0.06								
Discriminant Validity								
	B.S	C.A	C.O	IM				
Business Strategy	0,772							
Competitive Advantage	0,704	0,841						
Customer Orientation	0,687	0,621	0,841					
Innovation Model	0.803	0.691	0.791	0.767				
R-Square								
	<i>R-Square</i>			<i>R-Square Adjusted</i>				
Business Strategy	0,644			0,643				
Competitive advantage	0,547			0,545				
Innovation Model	1,000			1,000				
F-Square								
	<i>BS</i>	<i>CA</i>	<i>CI</i>	<i>CO</i>	<i>IM</i>	<i>MC</i>	<i>MI</i>	<i>PS</i>
BS		0,122						
CA								
CI					1271,505			
CO		0,016			0,048			
IM	1,810	0,037						
MC					860,468			
MI					473,650			
PS					77,733			

Appendix 4: Path Analysis

Direct Effect							
Path Analysis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
α1	Innovation Model → Business Strategy	0,803	0,804	0,020	41,038	0,000	Support
α2	Business Strategy → Competitive advantage	0,398	0,394	0,079	5,062	0,000	Support
α3	Customer Orientation → Innovation Model	0,002	0,002	0,001	2,589	0,010	Support
α4	Customer Orientation → Competitive advantage	0,142	0,140	0,061	2,346	0,019	Support
α5	Innovation Model → Competitive advantage	0,260	0,265	0,091	2,845	0,005	Support
β1	Marketing Channel → Innovation Model	0,297	0,297	0,008	36,266	0,000	Support
β2	Marketing Innovation → Innovation Model	0,227	0,226	0,007	31,979	0,000	Support
β3	Product Segmentation → Innovation Model	0,097	0,097	0,004	24,854	0,000	Support
β4	Customer Insight → Innovation Model	0,496	0,496	0,012	41,803	0,000	Support
Moderating Effect							
Path Analysis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
β6	mod-mc → Innovation Model	0,001	0,001	0,001	1,899	0,049	Support
β7	mod_mi → Innovation Model	0,000	0,000	0,001	0,316	0,752	Not Support
β8	mod-ps → Innovation Model	0,002	0,002	0,001	2,378	0,018	Support
β9	mod-ci → Innovation Model	0,002	0,002	0,001	1,983	0,018	Support
Specific Indirect Effect							
Path Analysis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
μ1	Customer Insight → Innovation Model → Business Strategy	0,398	0,399	0,012	31,945	0,000	Support
μ2	Customer Insight → Innovation Model → Business Strategy → Competitive advantage	0,158	0,157	0,031	5,071	0,000	Support
μ3	Customer Insight → Innovation Model → Competitive advantage	0,129	0,132	0,045	2,845	0,005	Support
μ4	Customer Orientation → Innovation Model → Business Strategy	0,002	0,002	0,001	2,646	0,008	Support
μ5	Customer Orientation → Innovation Model → Competitive advantage	0,001	0,001	0,000	1,927	0,055	Not Support
μ6	Customer Orientation → Innovation Model → Business Strategy → Competitive advantage	0,001	0,001	0,000	2,279	0,023	Support
μ7	Marketing Channel → Innovation Model → Business Strategy	0,238	0,239	0,008	28,212	0,000	Support
μ8	Marketing Channel → Innovation Model → Competitive advantage	0,077	0,079	0,027	2,824	0,005	Support
μ9	Marketing Channel → Innovation Model → Business Strategy → Competitive advantage	0,095	0,094	0,018	5,128	0,000	Support
μ10	Marketing Innovation → Innovation Model → Business Strategy → Competitive advantage	0,072	0,072	0,014	5,041	0,000	Support
μ11	Marketing Innovation → Innovation Model → Business Strategy	0,182	0,182	0,007	27,388	0,000	Support
μ12	Marketing Innovation → Innovation Model → Competitive advantage	0,059	0,060	0,021	2,845	0,005	Support
μ13	Product Segmentation → Innovation Model → Business Strategy → Competitive advantage	0,031	0,031	0,006	5,010	0,000	Support
μ14	Product Segmentation → Innovation Model → Competitive advantage	0,025	0,026	0,009	2,793	0,005	Support
μ15	Product Segmentation → Innovation Model → Business Strategy	0,078	0,078	0,004	20,476	0,000	Support
μ16	Innovation Model → Business Strategy → Competitive advantage	0,319	0,317	0,062	5,115	0,000	Support

Appendix 5: Measurement of Variable

Variables	Item	Konstruk
Reconceptualization Model Innovation	Marketing channel	1. Business capabilities using e-commerce sales access 2. Repeat advertising 3. The ability of businesses to use social media access as a marketing and promotional media 4. The use of endorser figures to be more convincing of the products being marketed
	Marketing Innovation	5. The ability of entrepreneurs and internal business in mastering the marketed product 6. Conduct periodic evaluations of marketed products 7. Companies not only carry out marketing activities but also provide education to customers
	Product Segmentation	8. Products that are marketed clearly in specific segments that include age, gender and income level
	Customer Insights	9. Business-Oriented development by the times 10. Business Oriented to the protection and security of user data 11. Business Oriented to the selection of the best raw materials 12. Business Oriented to reasonable quality control before selling on the market 13. Business Oriented to excellent service and after-sales that do not complicate consumers
Business Strategy	Managerial Capability	14. Company Have a clear business mission vision 15. The ability to establish excellent communication with customers 16. Ability to reach the specified target
	Products, Processes, and Services	17. Conformity between the products offered and the products provided to consumers 18. Utilization of technology to facilitate consumers in the process of ordering and payment of goods purchased 19. Excellent service, friendly and responsive to every customer complaint
	Resource Capability	20. The ability of a business that has qualified employees to use the latest technology to facilitate marketing access
Customer Orientation		21. Meeting customer-based production needs 22. A good relationship with the customer 23. Excellent service pre-selling and after selling
Competitive advantage	Superior efficiency	24. The use of an efficient budget that is illustrated through the selection of appropriate technology to cut variable costs 25. Business ability in acquiring products to be marketed directly from the source (industry)
	Superior quality	26. The ability of SME businesses in presenting quality products at competitive prices 27. The strength of SME businesses to provide faster and responsible delivery access 28. Products marketed have excellent durability
	Customer Responsibility	29. The accuracy and speed of SMEs in providing services through easy and up-to-date communication access 30. SME's internal business expertise in providing detailed explanations of products marketed to consumers 31. Ease of consumers in finding, paying and tracking every transaction that they have done 32. Provision of more trusted e-commerce accounts for consumers in terms of transactions

REVISED CONTENT



Ahmad Firman <firman.nobel53@gmail.com>

acknowledged Re: Collaborative Efforts by Authors and Editors of JAFEB Re: New Article Submission

1 message

Prof. Lee, Jung Wan <jwlee119@yahoo.com>
Reply-To: "Prof. Lee, Jung Wan" <jwlee119@yahoo.com>
To: Ahmad Firman <firman.nobel53@gmail.com>

Sat, May 2, 2020 at 2:35 PM

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Professor Lee, Jung Wan (Lee, J.W.) Ph.D.

School of International Economics and Trade

Anhui University of Finance and Economics (AUFE)

962 Caoshan Road, Bengbu City, Anhui Province, China 233030

安徽财经大学/安徽财经大学教职工

安徽省蚌埠市曹山路962号

Email: jwlee119@bu.edu; jwlee119@qq.com; jungwan.lee@aufe.edu.cn

Skype ID: jungwan.lee

WeChat ID: Leejungwan119

ORCID Link: <http://orcid.org/0000-0002-8885-6385>

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On Wednesday, April 29, 2020, 02:20:46 AM GMT+9, Ahmad Firman <firman.nobel53@gmail.com> wrote:

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School of International Economics and Trade

Anhui University of Finance and Economics (AUFE)

962 Caoshan Road, Bengbu City, Anhui Province, China 233030

安徽财经大学/安徽财经大学教职工

安徽省蚌埠市曹山路962号

Email: jwlee119@bu.edu; jwlee119@qq.com; jungwan.lee@aufe.edu.cn

Skype ID: jungwan.lee

WeChat ID: Leejungwan119

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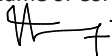
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Ahmad FIRMAN¹, Aditya Halim Perdana Kusuma PUTRA², Zainuddin MUSTAPA³,
Gunawan Bata ILYAS⁴, Kasnaeny KARIM⁵

¹ **First Author and Corresponding Author.** Associate Professor, Magister of Management, STIE Nobel Indonesia, Makassar, Indonesia [Postal Address: Jl. Sultan Alauddin Number-212, Makassar City, South-Sulawesi, 90231, Indonesia] Tel: +62 812 4164 3553, Email: firmannobel53@gmail.com

² Assistant Professor, Faculty of Economics and Business, Department of Management, Universitas Muslim Indonesia. Email: adityatrojhan@gmail.com

³ Assistant Professor, Postgraduate Program, Department of Public Administration, Universitas Bosowa, Makassar, Indonesia.

⁴ Assistant Professor, Department of Management, STIE AMKOP, Makassar. Indonesia

⁵ Associate Professor, Faculty of Economics and Business, Department of Management, Universitas Muslim Indonesia

Abstract

This study aims to develop the concept of innovation models with the marketing channel construct approach, marketing innovation, product segmentation, and customer insight. As well as improvements to the theory of resource-based combined with the method of service-dominant logic. This study approach is based on quantitative descriptive conducted with three stages of testing scenarios; The first test is the mapping of the innovation model construct through testing the validity and reliability with the moderation of customer orientation variables; in the second scenario, namely by examining the relationship of influence between the independent variables on the dependent variable of 29 hypothetical analysis equation modelling. The unit of analysis was conducted on 497 samples of the Food and beverage sectors SMEs with the criteria being SMEs with a rating of 4-5 points on the Go-Food applications software. The results shown that; 1) the construct used to develop an innovative model both directly and moderation are positive and significant 2). Through a complicated relationship that involves all components of the variable outline a positive and significant effect except for the path of analysis (μ_5). The theoretical and managerial implications state the service-dominant logic approach and resource-based view theory have extreme reliability and interrelations.

Keyword: Innovation, Business Strategy, Service-Dominant Logic, Resource-Based View, Competitive Advantage

JEL Classification Code: M20, M31, O32, 036

1. Introduction

The business environment continues to experience very significant changes along with the development of the times and technology so that patterns and systems that are commonly used and used are not enough to be a guarantee that the business will last forever. New approaches are needed to overcome every problem that immediately arises and is original. In business, risks and opportunities come almost simultaneously even tricky to guess whether it is risk inactivity or an opportunity which can then be used as a stepping stone in gaining profits and also achievements in the industry, so it needs innovative approaches that are more measurable and clear. Indeed, the presence of the internet and the development of marketing channels must be able to become a new vehicle for business people to be able to create a broader market share.

Grover, Agrawal, & Khan (2004) provide a statement that innovation is one way for companies to be able to survive. Innovation is the reason for differentiation between competitors, and innovation also makes a striking difference regarding product quality. Felício, Caldeirinha, and Dutra, (2019) it also affirms that innovation will increase the company's ability and competitive advantage, which in turn will have an impact on company performance. Innovation is a technological, managerial and social process, in which new ideas or concepts are first introduced to be put into practice in a culture and are a determining factor in industrial competition and are a formidable weapon against the competition (Raja & Wei, 2014).

In meaning, innovation contains two components of capability, namely the ability to explore innovation, meaning that change is carried out through exploration or search to discover something new. Then the ability to innovatively exploit can be said to be an innovation made by making some improvements, or improving the quality of products in the form of goods or services that have been created (Alpkan, Şanal, & Ayden, 2012). The era of innovation is developing, along with the development of market competition strategies. Lusch et al. (2007) extend the concept of service-dominant logic (SD logic) as an effort to improve services to consumers. The idea developed by Lusch et al. (2007) is to prioritize the creation of values rather than size. The concept of SD logic implies some integration to create value-added for consumers, including the role of business people, integration of resources, services, cooperation between elements of institutions, and forms of environmental stewardship. Departing from this, the theory of Service-Dominant Logic is the right choice to develop the concept of innovation in this study. They were also departing from the many criticisms about Resource-based view to achieving competitive advantage. Opinion by Porter (1985) is considered less than optimal if it only presents the competitive advantage model approach without measuring the position of the use of costs. Therefore, in this study, a change in the measurement of the concept of competitive advantage that was coined by Porter in 1985 was to propose a manifest variable cost-efficiency variables that must be in line with the improvement in the quality of production of a product.

This study addresses several research questions, including 1). whether the development of conceptual models using the construct of marketing channels, innovation capabilities, insights on product segmentation as well as business insights towards customers from a Service-Dominant Logic perspective can be a valid and reliable variable for future innovation concepts. 2). Is the idea that has been developed can improve the empirical relationship to competitive advantage.

2. Literature Review

Sustained competitive advantage has been a significant theme of research in strategic management even since the 1960s (See. Agarwal & Goodstadt, 1997; Brouthers & Brouthers, 1997; Roberts, 1998; Annarelli, Battistella, & Nonino, 2020; Liu, Jiang, & Zhao, 2019). The framework used to achieve sustainable competitive advantage is to carry out strategies that maximize internal strength through the exploitation of opportunities in the external environment, neutralize threats from the external environment and minimize internal weaknesses in the company. Most researches on management strategies focus on opportunities, threats, strengths and weaknesses, and the compatibility between the four. However, most study places more emphasis on analyzing opportunities and risks of the external environment rather than internal company analysis (Leigh, 2010; Haming *et al.*, 2019). The popular concept used is the five force model from Porter & Advantage (1985). Porter's theory emphasizes that the company's opportunities will be higher, and the threats will be reduced if the company is an attractive industry. There are two main assumptions used in this concept, namely: first, the resources owned or strategies carried out by the company in a trade or a strategic group are homogeneous. Second, the resources used to implement the strategy have high mobility. With the versatility of resources, heterogeneity of support will not last long because these resources will be readily obtained and owned by other companies in one industry or strategic group.

Discuss the characteristics of resources that can be a source of sustainable competitive advantage of the company, Barney (1991) explicitly reviewed critically, the assumption of homogeneity and mobility of support in one industry. This assumption is the foundation of the five force model with an industrial organization perspective. Barney (1991) also stated that companies could not achieve sustainable competitive advantage if resources can be distributed to various companies and have high mobility in one industry or strategic group. Implementing strategies requires specific resources. Based on the homogeneity assumption, it means that all companies in one sector have the same resources. That is, companies can do the same strategy, so that under these conditions, the company will not achieve sustainable competitive advantage because all companies will achieve the same performance.

Other than that, Barney (1991) also criticized the concept of barriers to entry, which would not be possible if the company's resources in one industry were identical with high activity mobility. If the company has specific resources and competitors in one sector also have the same resources, then these resources are elementary to have other competitors, then the competition has no obstacles. Conversely, if companies have specific and unique resources and other companies have different resources, then these resources cannot be spread across various companies. Barriers to entry in the competition will be created. That is, barriers to entry will be created with the assumption that heterogeneous resources and imperfect mobility will create obstacles. The primary substance of the resource-based view is resources that can produce sustainable competitive advantages, namely resources that are valuable, rare, unique, difficult to imitate, and have no substitutes. Several studies were examining the relevance of RBV to the innovation aspect as part of competitive advantage, e.g., (Distanont & Khongmalai, 2018), Which states that innovation increases profits in the competition through external factors. These external factors are divided into two groups: micro-oriented factors and macro-oriented factors—furthermore, Ho *et al.* (2017). The results of his research on aspects of the value chain in agriculture indicate that there is no significant relationship between market orientation and performance. However, customer orientation and coordination between functions are positively related to innovation, having a positive correlation between applying innovation to financial performance.

Findings from Ho *et al.* (2017) provides insight into the relationships between market orientation, innovation, and performance in agricultural value chains in developing countries. Then (Abdolmaleki & Ahmadian, 2016; Ruiz-Ortega *et al.*, 2017; Elrehail, 2018) Stated that the purpose of innovation through the development of new products is a tactical and systematic effort of the company

in responding to customer needs, meeting aspects of the organization's consistency and the existence of market conditions and environmental changes, increasing profits, customer satisfaction and overcoming competitor policies. Strengthened by Alpkhan, Şanal, & Ayden (2012), which also justifies the relevance of innovation associated with aspects of the RBV, is defined as an expression of market orientation and innovation strategy as a form of developing ambitious organizations.

Innovation is a broader concept that addresses the application of new ideas, products, or processes. Innovation as a corporate mechanism to adapt in a dynamic environment (Vila, Bharadwaj, & Bahadir, 2015; Alam *et al.*, 2019; Halim *et al.*, 2019), Therefore companies are required to be able to create new thoughts, new ideas, and offer innovative products and service improvements that satisfy customers. Innovation is defined as the process and results of developing the use or mobilization of knowledge, skills (including technology skills) as well as experience to make or make improvements to products (goods or services). Innovation is also the result of a new process or system that provides significant value to economic and social aspects. Innovation has four main characteristics, namely; First, it has a specificity or specificity, meaning that change has distinctive features such as ideas, programs, order, systems, including the possibility of expected results (Chung & Tan, 2017). *Second, it has a characteristic or novelty.* (D'Este *et al.*, 2016). This means that innovation must have the characteristics as work and thought that has a degree of Originality and novelty, Third, the innovation program is implemented through a planned schedule (Rodríguez *et al.*, 2020; Abdelaal, 2019) It means that innovation is carried out through a process that is not rushed, but innovation activities are prepared carefully with a clear program and planned. Fourth, the change that was rolled out had a purpose (De Silva, Al-Tabbaa, & Khan, 2019), It means that the innovation program carried out must have the direction to be achieved, including the leadership and strategy for achieving that goal.

Grover, Agrawal, & Khan (2004) Provide a statement that innovation is one way for companies to be able to survive. Innovation is the reason for differentiation between competitors, and change also makes a striking difference regarding product quality. (Indahingwati *et al.*, 2019; Merdika *et al.*, 2019). Felício, Caldeirinha & Dutra, (2019) also affirm that innovation will increase the company's ability and competitive advantage, which in turn will have an impact on company performance. Innovation is a technological, managerial, and social process, where new ideas or concepts are first introduced to be put into practice in a culture and are a determining factor in industrial competition and are a formidable weapon against the competition (Raja & Wei, 2014). Ioanid, Deselnicu, & Militaru, (2018), In his research, using a model approach that has been developed by Schmoklers about innovation. He states that innovation can be supported through the use of technology. Furthermore Ionaid, *et al.*, al (2018) measure innovation on several important aspects such as the application of the latest marketing ideas in the modern business world, the development of new designs, knowledge of business and integrated management governance, R&D capabilities to the effort of sharing and involving employees (Share of the employee) as a form of maximizing the application of innovative ideas.

Putra *et al.* (2019) dan (Mashur *et al.*, 2019) states several measurements of the dimensions of innovation, namely: 1) Focusing attention and seeking overall improvement in aspects of marketing channels (marketing channels). Where the business in meeting aspects of customer needs is to rely on: The ability of business providers to use technology tools to increase sales on digital e-commerce based sales, the ability to repeat and focused advertising. 2) The strength of business providers to use social media as a medium for sales and promotion. 3) Use endorsement strategies to be more convincing of the products being marketed. 4) Capability and Reliability Innovations from the marketing aspect through capacity building include The ability of entrepreneurs and internal business in mastering the products being marketed The ability to conduct periodic evaluations of the achievements of the products being sold. 5) The ability to educate customers. 6) Ability and clarity in product segmentation for consumer

strata, which include age, gender, and income level. 7) In-depth capabilities regarding customer insight, which means ability oriented to Development by the times, Protection and security of user data, Selection of the best raw materials, Good quality control before selling on the market, and Excellent service and after-sales that do not complicate consumers.

Ioanid, *et. al* (2018) found that the concept of marketing in the 4.0 era emphasized the production process not only based on access to quantity and quality of products but also interconnections involving internal and external parties of a business through optimizing the time and cooperation that was optimally developed between domestic and foreign companies, in this case, prospective customers as an end-user (Ioanid *et al.*, 2018; Mashur *et al.*, 2019). Limaj & Bernroider (2019) emphasizing innovation performance is measured in two main ways namely Explorative Innovation and Exploitative Innovation where the indicators used include the ability of organizations to realize products and services that are in line with consumer and customer expectations, new product innovations and continuous improvement in service aspects, using their products within the internal company as an effort to build advocacy for other consumers, try all positive opportunities and try to enter a broader marketing channel (Marketing Channel) such as e-commerce, maximizing price emphasis oriented to quality and quantity (Limaj & Bernroider, 2019). Then proceed to a more specific study by Rajapathirana & Hui (2018) In his research entitled "Relationship between innovation capability, innovation type, and firm performance."

Rajapathirana & Hui (2018) It is revealed that the success factor for business innovation is taken from several essential aspects, namely: Innovation capability, Innovation type, Innovation Performance, Market Performance, and Financial performance. Where the measurement of market innovation (market innovation) is based on the fulfillment of aspects of promotion and promotion techniques in technology-based media, as well as the placement of online salespeople to monitor sales movements (Rajapathirana & Hui, 2018). The next aspect suggested by Rajapathirana & Hui (2018) is the development of original products, increasing the value of authentic products by adding features to the original product.

A study by Distanont & Khongmalai (2018) entitled The Role of Innovation in creating a competitive advantage, put forward the concept of competitive advantage with three main dimensions, namely superior efficiency, superior quality, and customer responsiveness. Wherefrom the aspect of superior efficiency, Distanont & Khongmalai, (2018) States measurement indicators such as 1). The efficient use of the budget is illustrated through the selection of appropriate technology to cut costs, 2). The ability of business people to obtain products directly through a short distribution process. (Distanont & Khongmalai, 2018b) also provides measurement through improvement in superior quality as a means of creating competitive advantage viz: 1). Business ability in presenting quality products at competitive prices, 2). And the ability of a business organization to provide access to fast and responsible shipping. As well as the responsibility to customers and the environment (CSR) also includes efforts to create competitive advantage (Murdifin *et al.*, 2018).

Business strategy is an essential point in wading through competition and even innovation itself, including procedures in increasing competition. Elrehail (2018), in his study with the competitive advantage theory approach and the RBV, shows the results that there is a positive and significant relationship between entrepreneurship, innovation, and business strategy. Strengthened by Kubíčková, Votoupalová, & Toulová, (2014) This states that there is a significant relationship between entrepreneurship on the application of innovation and performance. More complex in studies than Kubíčková, Votoupalová, & Toulová, (2014) It is emphasized that business strategy is the company's efforts to take policies and guidelines that have integrated commitments and actions and are designed to build excellence in business competition to meet and achieve business goals. Lorenzo, Rubio, & Garcés (2018) It was stated that in business strategy, managerial capability is an essential aspect of the

organization. (Lorenzo et al., 2018) also said indicators rather than managerial accessibility include the ability of a businessman to have a clear business vision, the ability of a businessman to establish excellent communication with his customers, and the ability of a businessman to achieve a predetermined target. Added by (Lorenzo et al., 2018), this reveals that business strategy means prioritizing the quality of products and services through a balance and suitability between the products offered and the products provided to consumers.

Lorenzo et al., (2018) Also stressed the importance of using technology to facilitate consumers in the ordering and payment process is the right step to start a competitive business strategy. Excellent service and fast and responsive to every customer complaint is also the key to success in building an adequate business strategy. About the RBV, Lorenzo et al., (2018) Provide a statement that the ability of business organizations represented by capable employees in using technology and understanding the rules of business is a valuable asset to increase competition.

3. Research Design and Method

3.1. Samples Criteria

This study involved 497 samples from online food SME actors who used Go-Jek online transportation facilitation as their business media. Determination of sample criteria based on the total number of online food SMEs with community assessment score criteria 4-5 (with star rating). We only make samples for online food SME products on GoFood, whose product production activities are food products made from rice, vegetables, and side dishes such as meat and fish or SMEs in the category of Indonesian food products.

3.2. Materials and Measurement

This study was conducted in Makassar City in the mid-2019 - early 2020 period. Some of the research material came from primary surveys. The survey contains 28 questions (see [Appendix 5](#)) with each assessment using a Likert scale (1 = Strongly Disagree, 2 = Not Dissagree, 3 = Moderate Dissagraee, 4 = Neutral, 5 = Moderate agree, 6 = Agree and 7 = Strongly agree). Considering this study model is a development model, the standard measurement of the feasibility of the variable model is based on the results of the study (Chin, 1998) where the standard measurement of AVE, Cronbach Alpha and composite reliability (CR) is a minimum of 0.50 while in some other literature especially the use of Partial Least Square (PLS) the value of AVE, Cronbach Alpha and CR is a minimum of 0.60 (See Hair et al., 2017; Hair, Gabriel, & Patel, 2014). While other assessment standards, such as significance testing, still refer to the consensus of statistics with a 5% error margin, Normality > 0.50, and VIF <10.

This study, through three analysis scenarios, namely scenario I, is a re-conceptualization of Innovation Modeling that is moderated by customer satisfaction variables, as in [Figure 1](#).

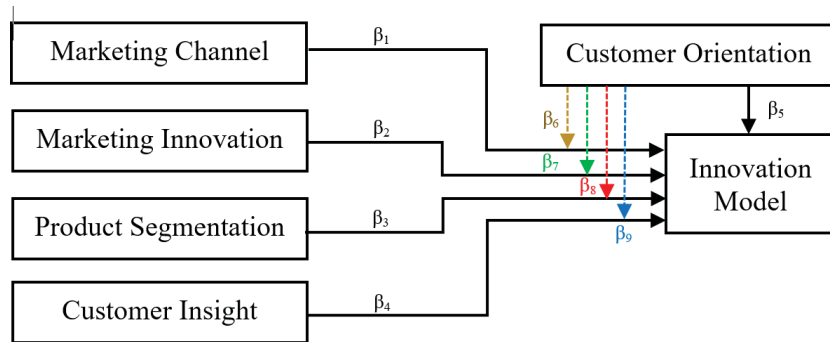


Figure 1: Step one, Re-Conceptualization of Innovation

The scenario I in Figure 1 is to present a re-conceptualization model of the innovation model with moderating customer orientation variables. Then in situation II, the Innovation model becomes an independent variable to measure the effect and relationship of the business strategy variable (Intervening variable) to the competitive advantage variable (dependent variable), as shown in Figure 2.

The approach to solving the research formulation in this study uses explorative quantitatively through several stages of testing, including the outlier test to determine biased sample criteria, then normality test using the Kolmogorov-Smirnov method with the Asymptotic approach obtained in the SPSS software. We are testing the validity of the Discriminant Validity approach and reliability testing with the Cronbach Alpha approach and Average variance Extract. Overall testing in this study involves Smart-PLS as an analysis test tool. By testing two stages, namely the algorithm stage to measure the pre-test and the feasibility of the model, as well as the bootstrapping test with a constant bootstrapping mode to test and predict the model.

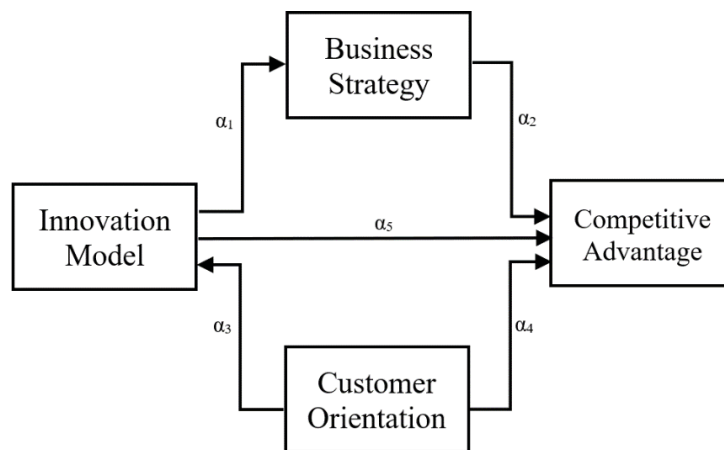


Figure 2: Step two, Direct and Intervening Variable Relationship

Scenario III is a comprehensive path analysis that is a path analysis of a conceptual structure with an approach based on direct relations, intervening, and moderation. The direct relationship between variables involves marketing channel variables (Independent var.1), Marketing innovation variables (Independent var. 2), Product Segmentation (Independent var. 3), Customer Insights (Independent var. 4) to Competitive advantage as dependent variables consisting of Superior Efficiency (construct

dependent variable.1), Superior quality (construct dependent variable. 2). Responsibility to customers (construct dependent variable. 3). It was then moderated by the Customer Orientation Variable (moderating variable). While the intervening variable is the business strategy. In detail, the conceptual framework of this study is explained in [Appendix 1](#) in the form of a PLS statistical presentation.

4. Results and Discussion

4.1. Statistical Analysis

4.1.1. Scenario I

The scenario I in the analysis of this study is in Figure 1. Namely, the analysis of the re-conceptualization model of the innovation model shows that each outer loading value (> 0.60) both in the construct manifest and in the moderation of the customer orientation. So the external loading value states that all items and construct indicators in building innovation variables are suitable and feasible. Furthermore, in testing the validity by looking at the value of discriminant validity and Average Variance Extracted (AVE) also stated viable and suitable and met the assumptions of previous studies of PLS prerequisite tests such as Chin, 1998 which says that the development model for the lowest value for AVE is 0.50. Besides that, in reliability testing or indicator reliability testing in compiling variable elements by looking at Cronbach alpha values and Composite Reliability values, which are at vulnerable 0.763 - 0.941, this indicates that indicators and construct items in manifesting a variable are very reliable. Then, the multicollinearity test using the VIF method in this study states that the entire construct is also feasible with a VIF value < 10 . Illustration about the importance of each test in this first stage is presented as in [Appendix 2](#).

4.1.2. Scenario II

As illustrated in Figure 2 and or [Appendix 3](#), it explains direct testing and intervening in a model to analyze the roles and relationships of the innovation model re-conceptualization of various dependent variables. Like testing scenario I, scenario II also passes the model feasibility test by analyzing the validity, reliability through the algorithm process in PLS and testing the effect through the constant bootstrapping process. The explanation of the second stage of testing is illustrated in Appendix 3. In the explanation of discriminant validity (see [Appendix 3](#)), illustrate that each item is related to one another. The linkages are also in the close range to the very close relevance of validity. For example, such as causality that explains the construct Marketing Innovation (MI) on customer insight (CI) which is 0.722 or 72.2%, (MI on Co = 0.682 or 68.2%), (MI on IM = 0.874 or 87.4%), (MI on MC = 0.780 or 78%) and so on as described in the discriminant validity column. In conclusion, statistically, with a significance rule < 0.05 , it can be stated that all items are perfect for modifying the latest innovation model as outlined in this study. Apart from that, the role of items/constructs that are based on and controlled by customer orientation variables provide an essential part as the primary manifestation in developing innovation or in other words that Marketing Channel (MC), Marketing Innovation (MI), Product Segmentation (PS), Customer Insight (PS) CI must be based on the urgency of Customer Orientation (CO).

4.1.3. Scenario III

The relationship between variables through direct effects (see [Appendix 4](#)) illustrates that all paths of analysis (path α and β) are significant. Referring to Figure 2, which explains the relationship

between variables, demonstrates the relationship between the Innovation model (IM) on Business Strategy (BS), which is reflected in the α_1 analysis path showing the most dominant relationship value and effect (t-stats = 41.038). Likewise, with all paths of analysis, α_2 to α_5 also showed a positive and significant relationship.

Item construction of the Innovation Model variable (e.g., *marketing channel*, *marketing innovation*, *product segmentation*, *customer insight*) as forming the innovation model (IM) variable as illustrated in Figure 1 with the β_1 through β_4 analysis path, it also represents a significant and positive situation, especially in the β_4 analysis path that customer insight items have the most dominant influence (t-stats = 41.803).

Furthermore, it still refers to the results in Figure 2, namely, in the case of moderation relationships. The Customer Orientation (CO) variable in manifesting the Innovation Model (IM) depicted in Appendix 4 in the moderating effect column is only one path of analysis that is not significant, the β_7 analysis path. While the path of study with the moderation relationship that is the path of analysis β_6 , β_8 , β_9 has a positive and significant effect. Statistically, it can be concluded that the path of analysis, which is insignificant through the moderation relationship depicted through the β_7 way of summary, namely moderation of the customer orientation on the marketing innovation variable, is not mutually influential.

In connection with the third scenario involving a specific indirect/intervening relationship, it was found that the μ_5 analysis pathway did not have a significant effect (sig level = 0.55 < 0.05). In contrast, the other fifteen analysis pathways had a substantial and positive impact. That the PLS modeling, there are sixteen lines of analysis indirectly, which broadly divided into six lines of investigation based on the dependent variable. Such as direct effect relationships that place Customer Insight items as the dependent variable (Analysis path μ_1 to μ_3), Customer orientation items (Analysis path μ_4 to μ_6), Marketing Channel items (Analysis path μ_7 to μ_9), item marketing innovation (Analysis path μ_{10} through μ_{12}), item product segmentation (way of analysis μ_{13} to μ_{15}), the path of analysis of the main variables namely innovation model (IM) to competitive advantage (CA) with the moderation of business strategy (BS) on the path of analysis μ_{16} also shows significant and positive effects and causality.

4.2. Discussion

The innovation model developed in this study involving items (e.g., marketing channel, marketing innovation, product segmentation, and customer insight) turned out to provide concrete evidence that the combination of these items can produce positive and significant results. Marketing channel means using all the potential marketing channels available, both conventional and digital. Today's business-related marketing-channel innovations require business people to no more extended focus on traditional channels (e.g., make old-time face-to-face sales, focus on beautifying store conditions as was common in the past). However, business people must also be able to see the potential of marketing by making digital sales on e-commerce channels. Of course, the various advantages and disadvantages of selling conventionally versus selling digitally. The ease of marketing products digitally means removing absurd boundaries and market segmentation, and this is undoubtedly good news for the business world today, everyone has the potential to become a marketer without having to have substantial assets or tangible assets fixed in the form of land, stores, building like a conventional marketing model in the past. Of course in the use of digital channels as the necessary foundation of innovation, today must also take into account various factors (e.g., the ability of human resources to use technology, capital adequacy factors to provide technological devices, as well as core-business models, whether the business owned is time to use technology or not). Of course, not all business characters are

required to use digital marketing channels, and a business person must be clean and rational in measuring the growth potential of his business, especially the products to be sold and among those who are his main customers.

Re-conceptualization of marketing innovations developed in this study, emphasizes the aspect of education to potential consumers. This means that in various situations and educational positions in question is to provide all clear and accurate information to consumers, help consumers to make choices that are considered appropriate, and provide ideal references and preferences to consumers. Because, in the size of a business, of course, a substantial profit is worthless without giving birth to future sustainability. Education and preferences conducted by a marketer to prospective customers will undoubtedly provide its positive values, such as a good impression or positive personal branding. Therefore, giving ideal choices and education to potential consumers, a businessman/marketer must also have the ability in terms of mastery and insight of a product. They are reviewing business/sales /targeted sales issues, incomplete without discussing and understanding the desires of consumers and market desires. The movement of consumer behavior that continues to experience dynamic changes gives a warning to business people and marketers to keep trying to be customer-oriented. The knowledge possessed by business people/marketers about consumer behavior, customer insights, and the psychology of customers and markets is undoubtedly a manifestation of creating a sustainable business in competition. The empirical model that combines moderating customer orientation variables provides evidence that innovation must rely on customer orientation.

5. Conclusion

The service-dominant logic (SD Logic) theory approach by (Lusch et al., 2007) This study provides an important affirmation that in supporting business success and business continuity, industry orientation, and business people are centered on the service needs of customers. This study also provides development in terms of scientific management in the field of strategy about Resource-Based View (RBV) Theory, where aspects of surpassing competition do not only rely on the maximum utilization of resources. With the combination of service-dominant logic towards RBV, the form of service to consumers is a type of responsibility to customers, such as the accuracy and speed of business managers in providing services, as well as internal business expertise in providing explanations (preferences) to consumers. Therefore, the relationship between service-dominant logic (Lusch et al., 2007) and RBV (Lewis, 1981; Porter & Advantage, 1985; Brouthers & Brouthers, 1997; Barney, 1991) Very close and interrelated so that the prediction of business innovation models in the future based on the needs of customers is that innovation is a very needed thing. Apart from that, the development model on this innovation variable is proven to be able to be part of or complete the existing innovation model construct.

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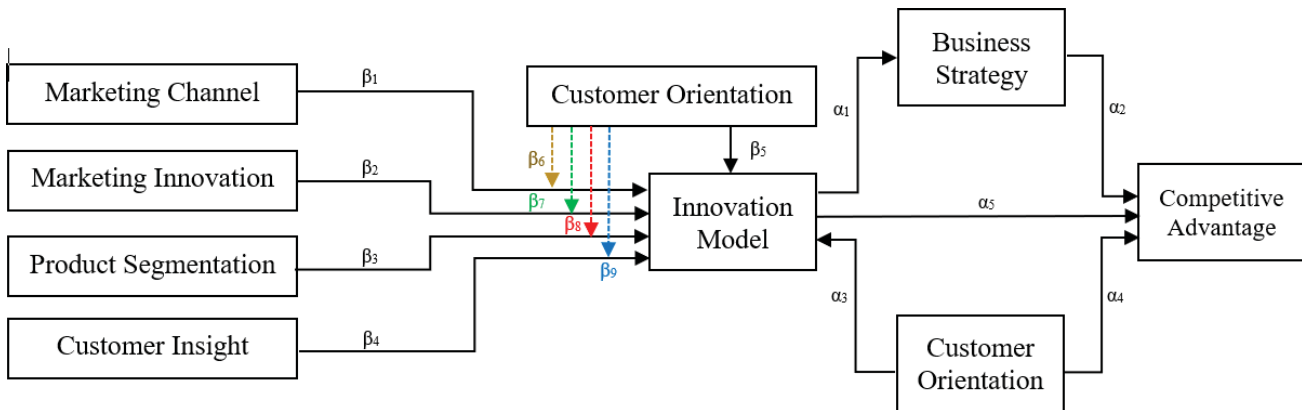
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Appendix 1: Step Three, Path Analysis & Conceptual Framework

Appendix 2: Testing Feasibility Model Scenario I

Variable	Item	Construct	Outer Loading	Cronbach Alpha	rho_A	C.R	AVE
Conceptualization of Innovation	Marketing Channel	Mc1	0.845	0.846	0.846	0.896	0.684
		Mc2	0.843				
		Mc3	0.827				
		Mc4	0.793				
	Marketing Innovation	Im1	0.864	0.763	0.760	0.864	0.679
		Im2	0.840				
		Im3	0.765				
	Product Segmentation	Ps1	1.000	1.000	1.000	1.000	1.000
	Customer Insight	Ci1	0.864	0.931	0.930	0.947	0.781
		Ci2	0.922				
Ci3		0.895					
Ci4		0.902					
Ci5		0.835					
Customer orientation (intervening variable)	Co1	0.902	0.787	0.819	0.877	0.708	
	Co2	0.911					
	Co3	0.792					
	Mod-c1	1.000	1.000	1.000	1.000	1.000	
	Mod-mc						
	Mod-ps						
Mod-mi							
Discriminant Validity							
	C.I	C.O	I.M	M.C	M.I	P.S	
Customer Insight	0.884						
Customer Orientation	0.753	0.841					
Innovation Model	0.939	0.789	0.767				
Marketing Channel	0.689	0.689	0.873	0.827			
Marketing Innovation	0.722	0.682	0.874	0.780	0.824		
Product Segmentation	0.793	0.569	0.769	0.519	0.554	1.000	

Appendix 3: Testing Feasibility Model Scenario II

Variable	Item	Construct	Outer Loading	Cronbach Alpha	rho_A	C.R	AVE	
Conceptualization of Innovation	Marketing Channel	Mc1	0,700	0,941	0,946	0,949	0,689	
		Mc2	0,821					
		Mc3	0,864					
		Mc4	0,854					
	Marketing Innovation	Im1	0,846					
		Im2	0,710					
		Im3	0,750					
	Product Segmentation	Ps1	0,706					
	Customer Insight	Ci1	0,692					
		Ci2	0,669					
Ci3		0,778						
Ci4		0,771						
Business Strategy	Managerial Capability	Ci5	0,780	0,891	0,908	0,911	0,696	
		BS1	0,823					
		BS2	0,821					
	Product, Process, and Service	BS3	0,842					
		BS4	0,748					
		BS5	0,729					
	Resource Capability	BS6	0,797					
Customer orientation		BS7	0,734	0,787	0,827	0,877	0,707	
		Co1	0,905					
		Co2	0,914					
		Co3	0,884	1.000	1.000	1.000	1.000	
		Mod-c1						
		Mod-mc						
Competitive Advantage	Superior Efficiency	Mod-ps		0,948	0,952	0,956	0,708	
		Mod-mi						
	Superior Quality	CA1	0,791					
		CA2	0,797					
		CA3	0,827					
	Customer Responsibility	CA4	0,772					
		CA5	0,854					
		CA6	0,879					
		CA7	0,888					
	CA8	0,894						
	CA9	0,863						
			Saturated Model		Estimated Model			
Standardized root mean square residual (SRMR)			0.0711		0.0711			
NFI			0.7		0.7			
Kolmogorov-Smirnov = 0.06								
Discriminant Validity								
	B.S	C.A	C.O	IM				
Business Strategy	0,772							
Competitive Advantage	0,704	0,841						
Customer Orientation	0,687	0,621	0.841					
Innovation Model	0.803	0.691	0.791	0.767				
R-Square								
	<i>R-Square</i>			<i>R-Square Adjusted</i>				
Business Strategy	0,644			0,643				
Competitive advantage	0,547			0,545				
Innovation Model	1,000			1,000				
F-Square								
	<i>BS</i>	<i>CA</i>	<i>CI</i>	<i>CO</i>	<i>IM</i>	<i>MC</i>	<i>MI</i>	<i>PS</i>
BS		0,122						
CA								
CI					1271,505			
CO		0,016			0,048			
IM	1,810	0,037						
MC					860,468			

MI					473,650		
PS					77,733		

Appendix 4: Path Analysis

Direct Effect							
Path Analysis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
α_1	Innovation Model → Business Strategy	0,803	0,804	0,020	41,038	0,000	Support
α_2	Business Strategy → Competitive advantage	0,398	0,394	0,079	5,062	0,000	Support
α_3	Customer Orientation → Innovation Model	0,002	0,002	0,001	2,589	0,010	Support
α_4	Customer Orientation → Competitive advantage	0,142	0,140	0,061	2,346	0,019	Support
α_5	Innovation Model → Competitive advantage	0,260	0,265	0,091	2,845	0,005	Support
β_1	Marketing Channel → Innovation Model	0,297	0,297	0,008	36,266	0,000	Support
β_2	Marketing Innovation → Innovation Model	0,227	0,226	0,007	31,979	0,000	Support
β_3	Product Segmentation → Innovation Model	0,097	0,097	0,004	24,854	0,000	Support
β_4	Customer Insight → Innovation Model	0,496	0,496	0,012	41,803	0,000	Support
Moderating Effect							
Path Analysis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
β_6	mod-mc → Innovation Model	0,001	0,001	0,001	1,899	0,049	Support
β_7	mod_mi → Innovation Model	0,000	0,000	0,001	0,316	0,752	Not Support
β_8	mod-ps → Innovation Model	0,002	0,002	0,001	2,378	0,018	Support
β_9	mod-ci → Innovation Model	0,002	0,002	0,001	1,983	0,018	Support
Specific Indirect Effect							
Path Analysis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
μ_1	Customer Insight → Innovation Model → Business Strategy	0,398	0,399	0,012	31,945	0,000	Support
μ_2	Customer Insight → Innovation Model → Business Strategy → Competitive advantage	0,158	0,157	0,031	5,071	0,000	Support
μ_3	Customer Insight → Innovation Model → Competitive advantage	0,129	0,132	0,045	2,845	0,005	Support
μ_4	Customer Orientation → Innovation Model → Business Strategy	0,002	0,002	0,001	2,646	0,008	Support
μ_5	Customer Orientation → Innovation Model → Competitive advantage	0,001	0,001	0,000	1,927	0,055	Not Support
μ_6	Customer Orientation → Innovation Model → Business Strategy → Competitive advantage	0,001	0,001	0,000	2,279	0,023	Support
μ_7	Marketing Channel → Innovation Model → Business Strategy	0,238	0,239	0,008	28,212	0,000	Support
μ_8	Marketing Channel → Innovation Model → Competitive advantage	0,077	0,079	0,027	2,824	0,005	Support
μ_9	Marketing Channel → Innovation Model → Business Strategy → Competitive advantage	0,095	0,094	0,018	5,128	0,000	Support
μ_{10}	Marketing Innovation → Innovation Model → Business Strategy → Competitive advantage	0,072	0,072	0,014	5,041	0,000	Support
μ_{11}	Marketing Innovation → Innovation Model → Business Strategy	0,182	0,182	0,007	27,388	0,000	Support
μ_{12}	Marketing Innovation → Innovation Model → Competitive advantage	0,059	0,060	0,021	2,845	0,005	Support
μ_{13}	Product Segmentation → Innovation Model → Business Strategy → Competitive advantage	0,031	0,031	0,006	5,010	0,000	Support
μ_{14}	Product Segmentation → Innovation Model → Competitive advantage	0,025	0,026	0,009	2,793	0,005	Support

4	advantage						
μ^1 5	Product Segmentation → Innovation Model → Business Strategy	0,078	0,078	0,004	20,476	0,000	Support
μ^1 6	Innovation Model → Business Strategy → Competitive advantage	0,319	0,317	0,062	5,115	0,000	Support

Appendix 5: Measurement of Variable

Variables	Item	Konstruk
Reconceptualization Model Innovation	Marketing channel	1. Business capabilities using e-commerce sales access 2. Repeat advertising 3. The ability of businesses to use social media access as a marketing and promotional media 4. The use of endorser figures to be more convincing of the products being marketed
	Marketing Innovation	5. The ability of entrepreneurs and internal business in mastering the marketed product 6. Conduct periodic evaluations of marketed products 7. Companies not only carry out marketing activities but also provide education to customers
	Product Segmentation	8. Products that are marketed clearly in specific segments that include age, gender and income level
	Customer Insights	9. Business-Oriented development by the times 10. Business Oriented to the protection and security of user data 11. Business Oriented to the selection of the best raw materials 12. Business Oriented to reasonable quality control before selling on the market 13. Business Oriented to excellent service and after-sales that do not complicate consumers
Business Strategy	Managerial Capability	14. Company Have a clear business mission vision 15. The ability to establish excellent communication with customers 16. Ability to reach the specified target
	Products, Processes, and Services	17. Conformity between the products offered and the products provided to consumers 18. Utilization of technology to facilitate consumers in the process of ordering and payment of goods purchased 19. Excellent service, friendly and responsive to every customer complaint
	Resource Capability	20. The ability of a business that has qualified employees to use the latest technology to facilitate marketing access
Customer Orientation		21. Meeting customer-based production needs 22. A good relationship with the customer 23. Excellent service pre-selling and after selling
Competitive advantage	Superior efficiency	24. The use of an efficient budget that is illustrated through the selection of appropriate technology to cut variable costs 25. Business ability in acquiring products to be marketed directly from the source (industry)
	Superior quality	26. The ability of SME businesses in presenting quality products at competitive prices 27. The strength of SME businesses to provide faster and responsible delivery access 28. Products marketed have excellent durability
	Customer Responsibility	29. The accuracy and speed of SMEs in providing services through easy and up-to-date communication access 30. SME's internal business expertise in providing detailed explanations of products marketed to consumers 31. Ease of consumers in finding, paying and tracking every transaction that they have done 32. Provision of more trusted e-commerce accounts for consumers in terms of transactions

LETTER OF ACCEPTANCE



Letter of Acceptance

NAME AND AFFILIATION:

Name: Ahmad FIRMAN

Affiliation: STIE Nobel Indonesia, Makassar, Indonesia

Address: Jl. Sultan Alauddin Number-212, Makassar City, South-Sulawesi, 90231, Indonesia

Corresponding Email: firman.nobel53@gmail.com

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E-mail: kodisajournals@daum.net; kodisajournals@gmail.com

(사단법인) 한국유통과학회 [고유번호증129-82-07896]

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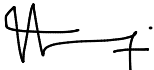
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Journal of Asian Finance, Economics and Business (JAFEB)

Professor Lee, Jung Wan (Lee, J.W.) Ph.D.

School of International Economics and Trade

Anhui University of Finance and Economics (AUFE)

962 Caoshan Road, Bengbu City, Anhui Province, China 233030

安徽财经大学/安徽财经大学教职工

安徽省蚌埠市曹山路962号

Email: jwlee119@bu.edu; jwlee119@qq.com; jungwan.lee@aufe.edu.cn

Skype ID: jungwan.lee

WeChat ID: Leejungwan119

ORCID Link: <http://orcid.org/0000-0002-8885-6385>

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Wed, Apr 29, 2020 at 1:20 AM

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Re-conceptualization of Business Model for Marketing Nowadays: Theory and Implications

Ahmad FIRMAN¹, Aditya Halim Perdana Kusuma PUTRA², Zainuddin MUSTAPA³,
Gunawan Bata ILYAS⁴, Kasnaeny KARIM⁵

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Abstract

This study aims to develop the concept of innovation models with the marketing channel construct approach, marketing innovation, product segmentation, and customer insight; as well as improvements to the theory of resource-based combined with the method of service-dominant logic. This study approach is based on quantitative descriptive conducted with three stages of testing scenarios. The first test is the mapping of the innovation model construct through testing the validity and reliability with the moderation of customer orientation variables. The second scenario examines the relationship of influence between the independent variables on the dependent variable of 29 hypothetical analysis equation modeling. The unit of analysis was conducted on 497 SMEs involved in the food and beverage sectors, with the criteria being SMEs must have a rating of 4-5 points on the Go-Food applications software. The results shown that: 1) the construct used to develop an innovative model both directly and via moderation is positive and significant; 2) Through a complicated relationship that involves all components of the variable, it outlines a positive and significant effect except for the path of analysis (μ_5). The theoretical and managerial implications state that the service-dominant logic approach and resource-based view theory have extreme reliability and interrelations.

Keywords : Innovation, Business Strategy, Service-Dominant Logic, Resource-Based View, Competitive Advantage

JEL Classification Code: M20, M31, O32, O36

1. Introduction

The business environment continues to experience very significant changes along with the development of technology, so that patterns and systems that are commonly

used are not enough to be a guarantee that the business will last forever. New approaches are needed to overcome every problem that immediately arises and is unique. In business, risks and opportunities come almost simultaneously; it is even tricky to guess whether it is risk inactivity or an opportunity, which can then be used as a stepping-stone in gaining profits and achieving goals in the industry. Innovative approaches are needed that are more measurable and clear. Indeed, the presence of the Internet and the development of marketing channels must be able to become a new vehicle for business people to be able to gain a broader market share.

Grover, Agrawal, and Khan (2004) argue that innovation is one way for companies to be able to survive. Innovation is the reason for differentiation between competitors, and innovation also makes a striking difference regarding product quality (Yusuf & Putra, 2019; Firman *et al.*, 2020). Felício, Caldeirinha, and Dutra, (2019) also affirm that innovation will increase the company's ability and competitive advantage, which in turn will have an impact on company performance. Innovation is a technological, managerial, and social process, in which new ideas or

¹First Author and Corresponding Author. Associate Professor, Magister of Management, STIE Nobel Indonesia, Makassar, Indonesia [Postal Address: Jl. Sultan Alauddin Number-212, Makassar City, South-Sulawesi, 90231, Indonesia] Email: firman.nobel53@gmail.com

²Assistant Professor, Faculty of Economics and Business, Department of Management, Universitas Muslim Indonesia. Email: adityatrojhan@gmail.com

³Assistant Professor, Postgraduate Program, Department of Public Administration, Universitas Bosowa, Makassar, Indonesia.

⁴Assistant Professor, Department of Management, STIE AMKOP, Makassar. Indonesia

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concepts are first introduced to be put into practice in the culture, are determining factors in industrial competition, and are formidable weapons against the competition (Raja & Wei, 2014; Aujirpongpan & Hareebin, 2020).

Innovation contains two components of capability, namely, the ability to explore innovation, meaning that change is carried out through exploration or search to discover something new, and the ability to innovate through improving the quality of products in the form of goods or services that have been created (Alpkan, Şanal, & Ayden, 2012). The era of innovation is developing, along with the development of market competition strategies. Lusch *et al.* (2007) extend the concept of service-dominant logic (SD logic) as an effort to improve services to consumers. The idea developed by Lusch *et al.* (2007) is to prioritize the creation of values rather than size. The concept of SD logic implies some integration to create value-added for consumers, including the role of business people, integration of resources, services, cooperation between elements of institutions, and forms of environmental stewardship. Departing from this, the theory of service-dominant logic is the right choice to develop the concept of innovation in this study. They were also departing from the many criticisms about resource-based view to achieving competitive advantage. Porter (1985) considered this view less than optimal if it only presents the competitive advantage model approach without measuring the costs. Therefore, in this study, a change in the measurement of the concept of competitive advantage that was coined by Porter in 1985 was to propose a manifest cost-efficiency variable that must be in line with the improvement in the quality of production of a product.

This study addresses several research questions, including 1) whether the development of conceptual models using the construct of marketing channels, innovation capabilities, insights on product segmentation as well as business insights towards customers from a Service-Dominant Logic perspective can be a valid and reliable variable for future innovation concepts; 2) whether the idea that has been developed can improve the empirical relationship to competitive advantage.

2. Literature Review

Sustained competitive advantage has been a significant theme of research in strategic management since the 1960s (Agarwal & Goodstadt, 1997; Brouthers & Brouthers, 1997; Roberts, 1998; Annarelli, Battistella, & Nonino, 2020; Liu, Jiang, & Zhao, 2019). The framework used to achieve sustainable competitive advantage is to carry out strategies that maximize internal strength through the exploitation of opportunities in the external environment, neutralize threats from the external environment, and minimize internal weaknesses in the company. Most of the research

on management strategies focuses on opportunities, threats, strengths, and weaknesses, and the compatibility between the four (Dahliah *et al.*, 2020). However, most study places more emphasis on analyzing opportunities and risks of the external environment rather than internal company analysis (Leigh, 2010; Haming *et al.*, 2019). The popular concept used is the five-force model from Porter and Advantage (1985). Porter's theory emphasizes that the company's opportunities will be higher, and the threats will be reduced if the company operates in an attractive industry. There are two main assumptions used in this concept. Firstly, the resources owned or strategies carried out by the company in a trade or a strategic group are homogeneous. Secondly, the resources used to implement the strategy have high mobility. With the versatility of resources, heterogeneity of support will not last long because these resources will be readily obtained and owned by other companies in one industry or strategic group.

Discussion of the characteristics of resources that can be a source of sustainable competitive advantage for the company. Barney (1991) explicitly reviewed critically the assumption of homogeneity and mobility of support in one industry. This assumption is the foundation of the five-force model with an industrial organization perspective. Barney (1991) also stated that companies could not achieve sustainable competitive advantage if resources can be distributed to various companies and have high mobility in one industry or strategic group. Implementing strategies requires specific resources. Based on the homogeneity assumption, it means that all companies in one sector have the same resources. That is, companies can carry out the same strategy, so that under these conditions, the company will not achieve sustainable competitive advantage because all companies will achieve the same performance.

Other than that, Barney (1991) also criticized the concept of barriers to entry, which would not be possible if the company's resources in one industry were identical with high activity mobility. If the company has specific resources and competitors in one sector also have the same resources, these resources are likely to have other competitors, then the competition has no obstacles. Conversely, if companies have specific and unique resources and other companies have different resources, then these resources cannot be spread across various companies. Barriers to entry will be created with the assumption that heterogeneous resources and imperfect mobility will create obstacles. The primary substance of the resource-based view is resources that can produce sustainable competitive advantages, namely, resources that are valuable, rare, unique, difficult to imitate, and have no substitutes. Several studies have examined the relevance of RBV to the innovation aspect as part of competitive advantage (Distanont & Khongmalai, 2018), which states that innovation increases profits in the competition through external factors. These external factors

are divided into two groups: micro-oriented factors and macro-oriented factors (Ho *et al.*, 2017). The results of their research on aspects of the value chain in agriculture indicate that there is no significant relationship between market orientation and performance. However, customer orientation and coordination between functions are positively related to innovation, having a positive correlation between applying innovation to financial performance.

Findings from Ho *et al.* (2017) provide insight into the relationships between market orientation, innovation, and performance in agricultural value chains in developing countries. Abdolmaleki and Ahmadian (2016); Ruiz-Ortega *et al.* (2017); and Elrehail (2018) stated that the purpose of innovation through the development of new products is a tactical and systematic effort of the company to respond to customer needs, meeting aspects of the organization's consistency, the existence of market conditions, environmental changes, increasing profits, customer satisfaction, and overcoming competitor policies. Alpkhan, Şanal, and Ayden (2012); Giao, (2020); Le (2020); and Tran, Vo, and Dinh (2020) also justify the relevance of innovation associated with aspects of the RBV, defined as an expression of market orientation and innovation strategy as a form of developing ambitious organizations.

Innovation is a broader concept that addresses the application of new ideas, products, or processes. Innovation is a corporate mechanism to adapt in a dynamic environment (Vila, Bharadwaj, & Bahadir, 2015; Alam *et al.*, 2019; Halim *et al.*, 2019; Chiu & Lin, 2019). Therefore, companies are required to be able to generate new thoughts, new ideas, and offer innovative products and service improvements that satisfy customers. Innovation is defined as the process and results of developing the use or mobilization of knowledge, skills (including technology skills) as well as experience to create or improve products (goods or services). Innovation is also the result of a new process or system that provides significant value to economic and social aspects. Innovation has four main characteristics. First, it has a specificity, meaning that change has distinctive features such as ideas, programs, order, systems, including the possibility of expected results (Chung & Tan, 2017). Second, it has a characteristic or novelty (D'Este *et al.*, 2016). This means that innovation must have characteristics as work and thought that have a degree of originality and novelty. Third, the innovation program is implemented through a planned schedule (Rodríguez *et al.*, 2020; Abdelaal, 2019; Mappamiring *et al.*, 2020). It means that innovation is carried out through a process that is not rushed, but innovation activities are prepared carefully with a clear program that is planned. Fourth, the change that was rolled out had a purpose (De Silva, Al-Tabbaa, & Khan, 2019). It means that the innovation program carried out must have the direction to be achieved, including the leadership and strategy for achieving that goal.

Grover, Agrawal, and Khan (2004) state that innovation is one way for companies to be able to survive. Innovation is the reason for differentiation between competitors, and change also makes a striking difference regarding product quality. (Indahingwati *et al.*, 2019; Merdika *et al.*, 2019). Felício, Caldeirinha & Dutra, (2019) also affirm that innovation will increase the company's ability and competitive advantage, which in turn will have an impact on company's performance. Innovation is a technological, managerial, and social process, where new ideas or concepts are first introduced to be put into practice in a culture, are a determining factor in industrial competition, and are a formidable weapon against the competition (Raja & Wei, 2014). Ioanid, Deselnicu, & Militaru, (2018) in their research, use a model approach that has been developed by Schmoklers about innovation. He states that innovation can be supported through the use of technology. Furthermore, Ionaid *et al.* (2018) measure innovation on several important aspects such as the application of the latest marketing ideas in the modern business world, the development of new designs, knowledge of business, and integrated management governance, R&D capabilities to the effort of sharing and involving employees (Share of the employee) as a form of maximizing the application of innovative ideas.

Putra *et al.* (2019) and Mashur *et al.*, (2019) present several measurements of the dimensions of innovation: 1) Focusing attention and seeking overall improvement in aspects of marketing channels (marketing channels), where the business is to rely on in meeting aspects of customer needs, the ability of business providers to use technology tools to increase sales on digital e-commerce based sales, and the ability to repeat and focused advertising. 2) The strength of business providers to use social media as a medium for sales and promotion. 3) The use of endorsement strategies to be more convincing for the products being marketed. 4) Capability and reliability innovations from the marketing aspect through capacity building include the ability of entrepreneurs and internal business in mastering the products being marketed, and the ability to conduct periodic evaluations of the achievements of the products being sold. 5) The ability to educate customers. 6) Ability and clarity in product segmentation for consumer strata, which include age, gender, and income level. 7) In-depth capabilities regarding customer insight, which means ability oriented to development over times, protection and security of user data, selection of the best raw materials, good quality control before selling on the market, and excellent service and after-sales that do not confuse consumers.

Ionaid *et al.* (2018) found that the concept of marketing in the 4.0 era emphasized the production process, not only based on access to quantity and quality of products, but also interconnections involving internal and external parties of a business through optimizing the time and cooperation that

was developed between domestic and foreign companies, in this case, prospective customers as an end-user (Ioanid *et al.*, 2018; Mashur *et al.*, 2019; Mashur *et al.*, 2020). Limaj and Bernroider (2019) emphasize that innovation performance is measured in two main ways, namely, Explorative Innovation and Exploitative Innovation, where the indicators used include the ability of organizations to realize products and services that are in line with consumer expectations, new product innovations, and continuous improvement in service aspects, using their products within the internal company as an effort to build advocacy for other consumers, try all positive opportunities and try to enter a broader marketing channel (Marketing Channel) such as e-commerce, maximizing price emphasis oriented to quality and quantity (Limaj & Bernroider, 2019). Rajapathirana and Hui (2018) have a research entitled “Relationship between innovation capability, innovation type, and firm performance.”

Rajapathirana and Hui (2018) revealed that the success factor for business innovation is taken from several essential aspects, namely: Innovation capability, Innovation type, Innovation Performance, Market Performance, and Financial performance. Where the measurement of market innovation (market innovation) is based on the fulfillment of aspects of promotion and promotion techniques in technology-based media, as well as the placement of online salespeople to monitor sales movements (Rajapathirana & Hui, 2018). The next aspect suggested by Rajapathirana and Hui (2018) is the development of original products, increasing the value of authentic products by adding features to the original product.

A study by Distanont & Khongmalai (2018) entitled ‘The Role of Innovation in creating a competitive advantage’, put forward the concept of competitive advantage with three main dimensions, namely, superior efficiency, superior quality, and customer responsiveness. Where, from the aspect of superior efficiency, Distanont and Khongmalai (2018) state measurement indicators such as 1) the efficient use of the budget illustrated through the selection of appropriate technology to cut costs, and 2) the ability of business people to obtain products directly through a short distribution process. Distanont and Khongmalai, (2018b) also provide measurement through improvement in superior quality as a means of creating competitive advantage: 1) Business ability in presenting quality products at competitive prices, 2). And the ability of a business organization to provide access to fast and responsible shipping. As well as the responsibility to customers and the environment (CSR) also includes efforts to create competitive advantage (Murdifin *et al.*, 2018).

Business strategy is an essential point in wading through competition and even innovation itself, including procedures in increasing competition. Elrehail (2018), in his study with the competitive advantage theory approach and the RBV, shows that there is a positive and significant relationship between entrepreneurship, innovation, and business strategy.

Kubíčková, Votoupalová, and Toulová, (2014) state that there is a significant relationship between entrepreneurship on the application of innovation and performance. More complex in studies than Kubíčková, Votoupalová, and Toulová, (2014), it is emphasized that business strategy is the company’s efforts to take policies and guidelines that have integrated commitments and actions and are designed to build excellence in business competition to meet and achieve business goals. Lorenzo, Rubio, and Garcés (2018) stated that in business strategy, managerial capability is an essential aspect of the organization. Lorenzo *et al.*, (2018) also said indicators rather than managerial accessibility include the ability of a businessman to have a clear business vision, the ability of a businessman to establish excellent communication with his customers, and the ability of a businessman to achieve a predetermined target. Added by (Lorenzo *et al.*, 2018), this reveals that business strategy means prioritizing the quality of products and services through a balance and suitability between the products offered and the products provided to consumers.

Lorenzo *et al.* (2018) also stressed the importance of using technology to facilitate consumers’ ordering and payment process, which is the right step to start a competitive business strategy. Excellent service, fast, and responsive to every customer complaint is also the key to success in building an adequate business strategy. About the RBV, Lorenzo *et al.* (2018) say that the ability of business organizations represented by capable employees in using technology and understanding the rules of business is a valuable asset to increase competition.

3. Research Design and Method

3.1. Samples Criteria

This study involved 497 samples from online food SME actors who used Go-Jek online transportation facilitation as their business media. Determination of sample criteria was based on the total number of online food SMEs with community assessment score criteria 4-5 (with star rating). We only make samples for online food SME products on GoFood, whose production activities are food products made from rice, vegetables, and side dishes such as meat and fish or SMEs in the category of Indonesian food products.

3.2. Materials and Measurement

This study was conducted in Makassar City in the mid-2019 – early-2020 period. Some of the research material came from primary surveys. The survey contains 28 questions (see Appendix 5) each assessed using a 7-point Likert scale (1 = Strongly disagree, 2 = Disagree, 3 = Moderately disagree, 4 = Neutral, 5 = Moderate agree, 6 = Agree, and 7 = Strongly

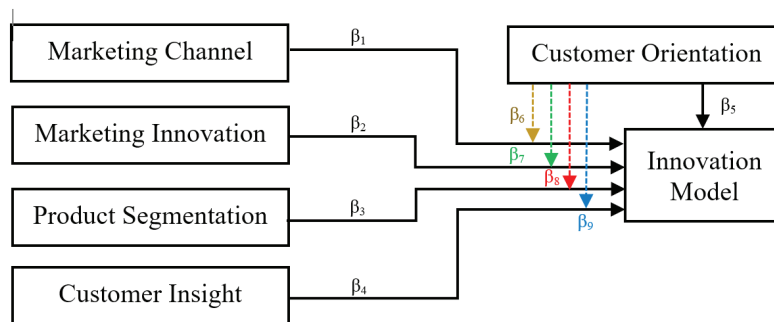


Figure 1: Step one, Re-Conceptualization of Innovation

agree). Considering this study model is a development model, the standard measurement of the feasibility of the variable model is based on the results of the study (Chin, 1998) where the standard measurement of AVE, Cronbach's Alpha and composite reliability (CR) is a minimum of 0.50, while in some literature, especially regarding the use of Partial Least Square (PLS), the value of AVE, Cronbach's Alpha and CR is a minimum of 0.60 (Hair *et al.*, 2017; Hair, Gabriel, & Patel, 2014). While other assessment standards, such as significance testing, still refer to the consensus of statistics with a 5% error margin, Normality > 0.50, and VIF < 10.

This study, through three analysis scenarios, namely, scenario I, is a re-conceptualization of innovation modeling that is moderated by customer satisfaction variables, as in Figure 1.

The scenario I in Figure 1 is to present a re-conceptualization model of the innovation model with moderating customer orientation variables. Then, in scenario II, the Innovation model becomes an independent variable to measure the effect and relationship of the business strategy variable (Intervening variable) to the competitive advantage variable (dependent variable), as shown in Figure 2.

The approach to solving the research formulation in this study uses explorative quantitative through several stages of testing, including the outlier test to determine biased sample criteria, the normality test using the Kolmogorov-Smirnov method with the Asymptotic approach obtained in the SPSS software. We are testing the validity of the Discriminant Validity approach and reliability testing with the Cronbach's Alpha approach and Average Variance Extract. Overall testing in this study involves Smart-PLS as an analysis test tool. By testing two stages, namely, the algorithm stage to measure the pre-test and the feasibility of the model, as well as the bootstrapping test with a constant bootstrapping mode to test and predict the model.

Scenario III is a comprehensive path analysis of a conceptual structure with an approach based on direct relations, intervening, and moderation. The direct relationship between

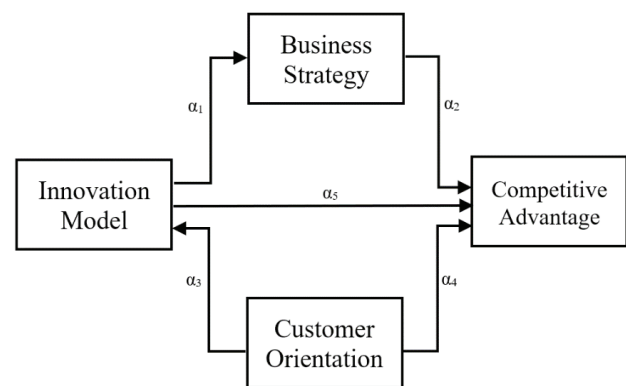


Figure 2: Step two, Direct and Intervening Variable Relationship

variables involves marketing channel variables (Independent var. 1), Marketing innovation variables (Independent var. 2), Product Segmentation (Independent var. 3), and Customer Insights (Independent var. 4) to Competitive advantage as dependent variables consisting of Superior Efficiency (construct dependent variable. 1), Superior quality (construct dependent variable. 2), and Responsibility to customers (construct dependent variable.3). It was then moderated by the Customer Orientation Variable (moderating variable). While the intervening variable is the business strategy. In detail, the conceptual framework of this study is explained in Appendix 1 in the form of a PLS statistical presentation.

4. Results and Discussion

4.1. Statistical Analysis

4.1.1. Scenario I

The scenario I in the analysis of this study is in Figure 1. The analysis of the re-conceptualization model of the

innovation model shows that each outer loading value (> 0.60), both in the construct manifest and in the moderation of the customer orientation. So, the external loading value states that all items and construct indicators in building innovation variables are suitable and feasible. Furthermore, testing the validity by looking at the value of discriminant validity and Average Variance Extracted (AVE) also show it is viable and suitable and met the assumptions of previous studies of PLS pre-requisite tests such as Chin (1998), which says that the development model for the lowest value for AVE is 0.50. Beside that, reliability testing or indicator reliability testing in compiling variable elements by looking at Cronbach's Alpha values and Composite Reliability values, vulnerable at 0.763-0.941, shows that indicators and construct items in manifesting a variable are very reliable. Then, the multicollinearity test using the VIF method in this study states that the entire construct is also feasible with a VIF value < 10 . Illustration about the importance of each test in this first stage is presented as in Appendix 2.

4.1.2. Scenario II

As illustrated in Figure 2 and or Appendix 3, it explains direct testing and intervening in a model to analyze the roles and relationships of the innovation model re-conceptualization of various dependent variables. Like testing scenario I, scenario II also passes the model feasibility test by analyzing the validity, reliability through the algorithm process in PLS and testing the effect through the constant bootstrapping process. The explanation of the second stage of testing is illustrated in Appendix 3. In the explanation of discriminant validity (see Appendix 3), it illustrates that each item is related to one another. The linkages are also in the close range to the very close relevance of validity. For example, the causality that explains the construct Marketing Innovation (MI) on customer insight (CI), which is 0.722 or 72.2%, (MI on Co = 0.682 or 68.2%), (MI on IM = 0.874 or 87.4%), (MI on MC = 0.780 or 78%) and so on as described in the discriminant validity column. In conclusion, statistically, with a significance rule < 0.05 , it can be stated that all items are perfect for modifying the latest innovation model as outlined in this study. Apart from that, the role of items/constructs that are based on and controlled by customer orientation variables provide an essential part as the primary manifestation in developing innovation or in other words that Marketing Channel (MC), Marketing Innovation (MI), Product Segmentation (PS), Customer Insight (PS) CI must be based on the urgency of Customer Orientation (CO).

4.1.3. Scenario III

The relationship between variables through direct effects (see Appendix 4) illustrates that all paths of analysis

(path α and β) are significant. Referring to Figure 2, which explains the relationship between variables, it demonstrates the relationship between the innovation model on Business Strategy (BS), which is reflected in the $\alpha 1$ analysis path showing the most dominant relationship value and effect (t-stats = 41.038). Likewise, with all paths of analysis, $\alpha 2$ to $\alpha 5$ also showed a positive and significant relationship.

Item construction of the innovation model variable (e.g., marketing channel, marketing innovation, product segmentation, customer insight) as forming the innovation model (IM) variable as illustrated in Figure 1 with the $\beta 1$ through $\beta 4$ analysis path, it also represents a significant and positive situation, especially in the $\beta 4$ analysis path that customer insight items have the most dominant influence (t-stats = 41.803).

Furthermore, it still refers to the results in Figure 2, namely, in the case of moderation relationships. The Customer Orientation (CO) variable in manifesting the innovation model depicted in Appendix 4 in the moderating effect column is only one path of analysis that is not significant, the $\beta 7$ analysis path. While the path of study with the moderation relationship that is the path of analysis $\beta 6$, $\beta 8$, $\beta 9$ has a positive and significant effect. Statistically, it can be concluded that the path of analysis, which is insignificant through the moderation relationship depicted through the $\beta 7$ way of summary, namely, moderation of the customer orientation on the marketing innovation variable, is not mutually influential.

In connection with scenario III involving a specific indirect/intervening relationship, it was found that the $\mu 5$ analysis pathway did not have a significant effect (sig level = 0.55 > 0.05). In contrast, the other fifteen analysis pathways had a substantial and positive impact. With the PLS modeling, there are sixteen lines of indirect analysis, which are broadly divided into six lines of investigation based on the dependent variable. Such as direct effect relationships that place Customer Insight items as the dependent variable (Analysis path $\mu 1$ to $\mu 3$), Customer orientation items (Analysis path $\mu 4$ to $\mu 6$), Marketing Channel items (Analysis path $\mu 7$ to $\mu 9$), Marketing innovation item (Analysis path $\mu 10$ through $\mu 12$), Product segmentation item (way of analysis $\mu 13$ to $\mu 15$), the path of analysis of the main variables, namely, innovation model (IM) to competitive advantage (CA) with the moderation of business strategy (BS) on the path of analysis $\mu 16$ also shows significant and positive effects and causality.

4.2. Discussion

The innovation model developed in this study involving items (e.g., marketing channel, marketing innovation, product segmentation, and customer insight) turned out to provide concrete evidence that the combination of these

items can produce positive and significant results. Marketing channel means using all the potential marketing channels available, both conventional and digital. Today's business-related marketing-channel innovations require business people to no more extend focus on traditional channels (e.g., make old-time face-to-face sales, focus on beautifying store conditions as was common in the past).

However, business people must also be able to see the potential of marketing by making digital sales on e-commerce channels. Of course, the various advantages and disadvantages of selling conventionally versus selling digitally must be identified. The ease of marketing products digitally means removing absurd boundaries and market segmentation, and this is undoubtedly good news for the business world today, where everyone has the potential to become a marketer without having to possess substantial assets or tangible fixed assets in the form of land, stores, building like a conventional marketing model in the past. Of course, the use of digital channels as the necessary foundation of innovation today, must also take into account various factors (e.g., the ability of human resources to use technology, capital adequacy factors to provide technological devices, as well as core-business models, whether the business owned is time to use technology or not). Not all business characters are required to use digital marketing channels, and a business person must be clean and rational in measuring the growth potential of his business, especially the products to be sold and who are his main customers.

Re-conceptualization of marketing innovations developed in this study emphasizes the aspect of education to potential consumers. This means that in various situations and educational positions, the question is to provide clear and accurate information to consumers, help consumers to make choices that are considered appropriate, and provide ideal references and preferences to consumers. Given the size of a business, naturally a substantial profit is worthless without planning for future sustainability. Education and preferences conducted by a marketer to prospective customers will undoubtedly provide positive values, such as a good impression or positive personal branding. Therefore, giving ideal choices and education to potential consumers, a businessman/marketer must also have the mastery and insight of a product. They are reviewing business/sales/targeted sales issues, incomplete without discussing and understanding the desires of consumers and market trends.

The movement of consumer behavior that continues to experience dynamic changes gives a warning to business people and marketers to keep trying to be customer-oriented. The knowledge possessed by business people/marketers about consumer behavior, customer insights, and the psychology of customers and markets is undoubtedly a manifestation for creating a sustainable business in competition. The empirical model that combines moderating customer orientation

variables provides evidence that innovation must rely on customer orientation.

5. Conclusions

The service-dominant logic (SD Logic) theory approach is described by Lusch *et al.* (2007). This study provides an important affirmation that supporting business success, business continuity, industry orientation, and business people must be centered on the service needs of customers. This study also contributes to scientific management in the field of strategy about Resource-Based View (RBV) Theory, where aspects of surpassing competition do not only rely on the maximum utilization of resources. With the combination of service-dominant logic towards RBV, the form of service to consumers is a type of responsibility to customers, such as the accuracy and speed of business managers in providing services, as well as internal business expertise in providing explanations (preferences) to consumers. Therefore, the relationship between service-dominant logic (Lusch *et al.*, 2007) and RBV (Lewis, 1981; Porter & Advantage, 1985; Brouthers & Brouthers, 1997; Barney, 1991) is very close and interrelated so that the prediction of business innovation models in the future based on the needs of customers is that innovation is much needed. Apart from that, the development model on this innovation variable is proven to be able to be part of, or complete, the existing innovation model construct.

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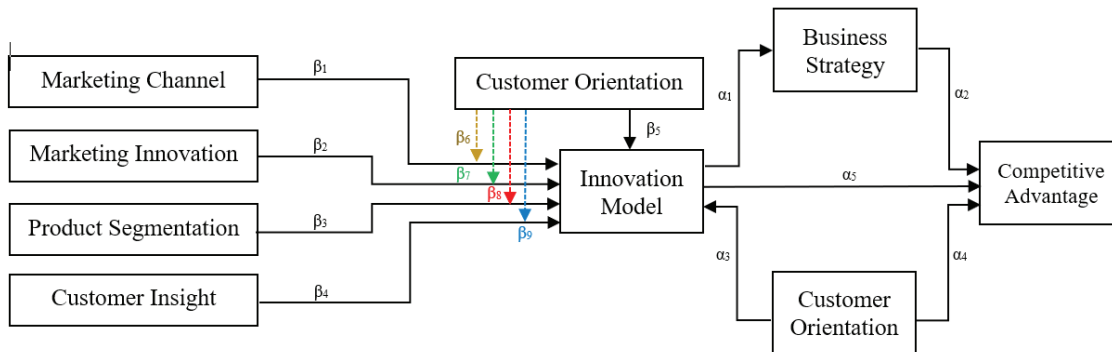
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Appendix

Appendix 1: Step Three, Path Analysis & Conceptual Framework



Appendix 2: Testing Feasibility Model Scenario I

Variables	Item	Construct	Outer Loading	Cronbach's Alpha	rho_A	C.R	AVE
Conceptualization of Innovation	Marketing Channel	Mc1	0.845	0.846	0.846	0.896	0.684
		Mc2	0.843				
		Mc3	0.827				
		Mc4	0.793				
	Marketing Innovation	Im1	0.864	0.763	0.760	0.864	0.679
		Im2	0.840				
		Im3	0.765				
	Product Segmentation	Ps1	1.000	1.000	1.000	1.000	1.000
	Customer Insight	Ci1	0.864	0.931	0.930	0.947	0.781
		Ci2	0.922				
		Ci3	0.895				
	Ci4	0.902					
	Ci5	0.835					
Customer orientation (intervening variable)		Co1	0.902	0.787	0.819	0.877	0.708
		Co2	0.911				
		Co3	0.792				
		Mod-c1	1.000	1.000	1.000	1.000	1.000
		Mod-mc					
		Mod-ps					
	Mod-mi						
Discriminant Validity							
	C.I	C.O	I.M	M.C	M.I	P.S	
Customer Insight	0.884						
Customer Orientation	0.753	0.841					
Innovation Model	0.939	0.789	0.767				
Marketing Channel	0.689	0.689	0.873	0.827			
Marketing Innovation	0.722	0.682	0.874	0.780	0.824		
Product Segmentation	0.793	0.569	0.769	0.519	0.554	1.000	

Appendix 3: Testing Feasibility Model Scenario II

Variable	Item	Construct	Outer Loading	Cronbach's Alpha	rho_A	C.R	AVE	
Conceptualization of Innovation	Marketing Channel	Mc1	0,700	0,941	0,946	0,949	0,689	
		Mc2	0,821					
		Mc3	0,864					
		Mc4	0,854					
	Marketing Innovation	Im1	0,846					
		Im2	0,710					
		Im3	0,750					
	Product Segmentation	Ps1	0,706					
	Customer Insight	Ci1	0,692					
		Ci2	0,669					
Ci3		0,778						
Ci4		0,771						
Business Strategy	Managerial Capability	BS1	0,823	0,891	0,908	0,911	0,696	
		BS2	0,821					
		BS3	0,842					
	Product, Process, and Service	BS4	0,748					
		BS5	0,729					
		BS6	0,797					
	Resource Capability	BS7	0,734					
Customer orientation	Co	Co1	0,905	0,787	0,827	0,877	0,707	
		Co2	0,914					
		Co3	0,884					
	Mod	Mod-c1	1,000	1,000	1,000	1,000	1,000	
		Mod-mc						
		Mod-ps						
Competitive Advantage	Superior Efficiency	CA1	0,791	0,948	0,952	0,956	0,708	
		CA2	0,797					
		CA3	0,827					
	Superior Quality	CA4	0,772					
		CA5	0,854					
		CA6	0,879					
	Customer Responsibility	CA7	0,888					
		CA8	0,894					
		CA9	0,863					
Saturated Model			Estimated Model					
Standardized root mean square residual (SRMR)			0.0711	0.0711				
NFI			0.7	0.7				
Kolmogorov-Smirnov = 0.06								
Discriminant Validity								
	B.S	C.A	C.O	IM				
Business Strategy	0,772							
Competitive Advantage	0,704	0,841						
Customer Orientation	0,687	0,621	0,841					
Innovation Model	0.803	0.691	0.791	0.767				
R-Square								
	<i>R-Square</i>			<i>R-Square Adjusted</i>				
Business Strategy	0,644			0,643				
Competitive advantage	0,547			0,545				
Innovation Model	1,000			1,000				
F-Square								
	<i>BS</i>	<i>CA</i>	<i>CI</i>	<i>CO</i>	<i>IM</i>	<i>MC</i>	<i>MI</i>	<i>PS</i>
BS		0,122						
CA								
CI					1271,505			
CO		0,016			0,048			
IM	1,810	0,037						
MC					860,468			
MI					473,650			
PS					77,733			

Appendix 4: Path Analysis

Direct Effect						
Path Analysis		Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
α_1	Innovation Model → Business Strategy	0,804	0,020	41,038	0,000	Support
α_2	Business Strategy → Competitive advantage	0,394	0,079	5,062	0,000	Support
α_3	Customer Orientation → Innovation Model	0,002	0,001	2,589	0,010	Support
α_4	Customer Orientation → Competitive advantage	0,140	0,061	2,346	0,019	Support
α_5	Innovation Model → Competitive advantage	0,265	0,091	2,845	0,005	Support
β_1	Marketing Channel → Innovation Model	0,297	0,008	36,266	0,000	Support
β_2	Marketing Innovation → Innovation Model	0,226	0,007	31,979	0,000	Support
β_3	Product Segmentation → Innovation Model	0,097	0,004	24,854	0,000	Support
β_4	Customer Insight → Innovation Model	0,496	0,012	41,803	0,000	Support
Path Analysis		Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
β_6	mod-mc → Innovation Model	0,001	0,001	1,899	0,049	Support
β_7	mod_mi → Innovation Model	0,000	0,001	0,316	0,752	Not Support
β_8	mod-ps → Innovation Model	0,002	0,001	2,378	0,018	Support
β_9	mod-ci → Innovation Model	0,002	0,001	1,983	0,018	Support
Path Analysis		Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
μ_1	Customer Insight → Innovation Model → Business Strategy	0,399	0,012	31,945	0,000	Support
μ_2	Customer Insight → Innovation Model → Business Strategy → Competitive advantage	0,157	0,031	5,071	0,000	Support
μ_3	Customer Insight → Innovation Model → Competitive advantage	0,132	0,045	2,845	0,005	Support
μ_4	Customer Orientation → Innovation Model → Business Strategy	0,002	0,001	2,646	0,008	Support
μ_5	Customer Orientation → Innovation Model → Competitive advantage	0,001	0,000	1,927	0,055	Not Support
μ_6	Customer Orientation → Innovation Model → Business Strategy → Competitive advantage	0,001	0,000	2,279	0,023	Support
μ_7	Marketing Channel → Innovation Model → Business Strategy	0,239	0,008	28,212	0,000	Support
μ_8	Marketing Channel → Innovation Model → Competitive advantage	0,079	0,027	2,824	0,005	Support
μ_9	Marketing Channel → Innovation Model → Business Strategy → Competitive advantage	0,094	0,018	5,128	0,000	Support
μ_{10}	Marketing Innovation → Innovation Model → Business Strategy → Competitive advantage	0,072	0,014	5,041	0,000	Support
μ_{11}	Marketing Innovation → Innovation Model → Business Strategy	0,182	0,007	27,388	0,000	Support
μ_{12}	Marketing Innovation → Innovation Model → Competitive advantage	0,060	0,021	2,845	0,005	Support
μ_{13}	Product Segmentation → Innovation Model → Business Strategy → Competitive advantage	0,031	0,006	5,010	0,000	Support
μ_{14}	Product Segmentation → Innovation Model → Competitive advantage	0,026	0,009	2,793	0,005	Support
μ_{15}	Product Segmentation → Innovation Model → Business Strategy	0,078	0,004	20,476	0,000	Support
μ_{16}	Innovation Model → Business Strategy → Competitive advantage	0,317	0,062	5,115	0,000	Support

Appendix 5: Measurement of Variable

Variables	Item	Construct
Reconceptualization Model Innovation	Marketing channel	1. Business capabilities using e-commerce sales access 2. Repeat advertising 3. The ability of businesses to use social media access as a marketing and promotional media 4. The use of endorser figures to be more convincing of the products being marketed
	Marketing Innovation	5. The ability of entrepreneurs and internal business in mastering the marketed product 6. Conduct periodic evaluations of marketed products 7. Companies not only carry out marketing activities but also provide education to customers
	Product Segmentation	8. Products that are marketed clearly in specific segments that include age, gender and income level
	Customer Insights	9. Business-Oriented development by the times 10. Business Oriented to the protection and security of user data 11. Business Oriented to the selection of the best raw materials 12. Business Oriented to reasonable quality control before selling on the market 13. Business Oriented to excellent service and after-sales that do not complicate consumers
Business Strategy	Managerial Capability	14. Company Have a clear business mission vision 15. The ability to establish excellent communication with customers 16. Ability to reach the specified target
	Products, Processes, and Services	17. Conformity between the products offered and the products provided to consumers 18. Utilization of technology to facilitate consumers in the process of ordering and payment of goods purchased 19. Excellent service, friendly and responsive to every customer complaint
	Resource Capability	20. The ability of a business that has qualified employees to use the latest technology to facilitate marketing access
Customer Orientation		21. Meeting customer-based production needs 22. A good relationship with the customer 23. Excellent service pre-selling and after selling
Competitive advantage	Superior efficiency	24. The use of an efficient budget that is illustrated through the selection of appropriate technology to cut variable costs 25. Business ability in acquiring products to be marketed directly from the source (industry)
	Superior quality	26. The ability of SME businesses in presenting quality products at competitive prices 27. The strength of SME businesses to provide faster and responsible delivery access 28. Products marketed have excellent durability
	Customer Responsibility	29. The accuracy and speed of SMEs in providing services through easy and up-to-date communication access 30. SME's internal business expertise in providing detailed explanations of products marketed to consumers 31. Ease of consumers in finding, paying and tracking every transaction that they have done 32. Provision of more trusted e-commerce accounts for consumers in terms of transactions

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Re-conceptualization of Business Model for Marketing Nowadays: Theory and Implication

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Re-conceptualization of Business Model for Marketing Nowadays: Theory and Implications

Ahmad FIRMAN¹, Aditya Halim Perdana Kusuma PUTRA², Zainuddin MUSTAPA³,
Gunawan Bata ILYAS⁴, Kasnaeny KARIM⁵

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Abstract

This study aims to develop the concept of innovation models with the marketing channel construct approach, marketing innovation, product segmentation, and customer insight; as well as improvements to the theory of resource-based combined with the method of service-dominant logic. This study approach is based on quantitative descriptive conducted with three stages of testing scenarios. The first test is the mapping of the innovation model construct through testing the validity and reliability with the moderation of customer orientation variables. The second scenario examines the relationship of influence between the independent variables on the dependent variable of 29 hypothetical analysis equation modeling. The unit of analysis was conducted on 497 SMEs involved in the food and beverage sectors, with the criteria being SMEs must have a rating of 4-5 points on the Go-Food applications software. The results shown that: 1) the construct used to develop an innovative model both directly and via moderation is positive and significant; 2) Through a complicated relationship that involves all components of the variable, it outlines a positive and significant effect except for the path of analysis ($\mu 5$). The theoretical and managerial implications state that the service-dominant logic approach and resource-based view theory have extreme reliability and interrelations.

Keywords : Innovation, Business Strategy, Service-Dominant Logic, Resource-Based View, Competitive Advantage

JEL Classification Code: M20, M31, O32, O36

1. Introduction²

The business environment continues to experience very significant changes along with the development of technology, so that patterns and systems that are commonly used are not enough to be a guarantee that the business will last forever. New approaches are needed to overcome every problem that

immediately arises and is unique. In business, risks and opportunities come almost simultaneously; it is even tricky to guess whether it is risk inactivity or an opportunity, which can then be used as a stepping-stone in gaining profits and achieving goals in the industry. Innovative approaches are needed that are more measurable and clear. Indeed, the presence of the Internet and the development of marketing

1 First Author and Corresponding Author. Associate Professor, Magister of Management, STIE Nobel Indonesia, Makassar, Indonesia [Postal Address: Jl. Sultan Alauddin Number-212, Makassar City, South-Sulawesi, 90231, Indonesia] Tel: +62 812 4164 3553, Email: firman.nobel53@gmail.com

2 Assistant Professor, Faculty of Economics and Business, Department of Management, Universitas Muslim Indonesia. Email: adityatrojhan@gmail.com

3 Assistant Professor, Postgraduate Program, Department of Public Administration, Universitas Bosowa, Makassar, Indonesia.

4 Assistant Professor, Department of Management, STIE AMKOP, Makassar, Indonesia

5 Associate Professor, Faculty of Economics and Business, Department of Management, Universitas Muslim Indonesia

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channels must be able to become a new vehicle for business people to be able to gain a broader market share.

Grover, Agrawal, and Khan (2004) argue that innovation is one way for companies to be able to survive. Innovation is the reason for differentiation between competitors, and innovation also makes a striking difference regarding product quality (Yusuf & Putra, 2019; Firman *et al.*, 2020). Felício, Caldeirinha, and Dutra, (2019) also affirm that innovation will increase the company's ability and competitive advantage, which in turn will have an impact on company performance. Innovation is a technological, managerial, and social process, in which new ideas or concepts are first introduced to be put into practice in the culture, are determining factors in industrial competition, and are formidable weapons against the competition (Raja & Wei, 2014; Aujirpongpan & Hareebin, 2020).

Innovation contains two components of capability, namely, the ability to explore innovation, meaning that change is carried out through exploration or search to discover something new, and the ability to innovate through improving the quality of products in the form of goods or services that have been created (Alpkan, Şanal, & Ayden, 2012). The era of innovation is developing, along with the development of market competition strategies. Lusch *et al.* (2007) extend the concept of service-dominant logic (SD logic) as an effort to improve services to consumers. The idea developed by Lusch *et al.* (2007) is to prioritize the creation of values rather than size. The concept of SD logic implies some integration to create value-added for consumers, including the role of business people, integration of resources, services, cooperation between elements of institutions, and forms of environmental stewardship. Departing from this, the theory of service-dominant logic is the right choice to develop the concept of innovation in this study. They were also departing from the many criticisms about resource-based view to achieving competitive advantage. Porter (1985) considered this view less than optimal if it only presents the competitive advantage model approach without measuring the costs. Therefore, in this study, a change in the measurement of the concept of competitive advantage that was coined by Porter in 1985 was to propose a manifest cost-efficiency variable that must be in line with the improvement in the quality of production of a product.

This study addresses several research questions, including 1) whether the development of conceptual models using the construct of marketing channels, innovation capabilities, insights on product segmentation as well as business insights towards customers from a Service-Dominant Logic perspective can be a valid and reliable variable for future innovation concepts; 2) whether the idea that has been developed can improve the empirical relationship to competitive advantage.

2. Literature Review

Sustained competitive advantage has been a significant theme of research in strategic management since the 1960s (Agarwal & Goodstadt, 1997; Brouthers & Brouthers, 1997; Roberts, 1998; Annarelli, Attistella, & Nonino, 2020; Liu, Jiang, & Zhao, 2019). The framework used to achieve sustainable competitive advantage is to carry out strategies that maximize internal strength through the exploitation of opportunities in the external environment, neutralize threats from the external environment, and minimize internal weaknesses in the company. Most of the research on management strategies focuses on opportunities, threats, strengths, and weaknesses, and the compatibility between the four (Dahliah *et al.*, 2020). However, most study places more emphasis on analyzing opportunities and risks of the external environment rather than internal company analysis (Leigh, 2010; Haming *et al.*, 2019). The popular concept used is the five-force model from Porter and Advantage (1985). Porter's theory emphasizes that the company's opportunities will be higher, and the threats will be reduced if the company operates in an attractive industry. There are two main assumptions used in this concept. Firstly, the resources owned or strategies carried out by the company in a trade or a strategic group are homogeneous. Secondly, the resources used to implement the strategy have high mobility. With the versatility of resources, heterogeneity of support will not last long because these resources will be readily obtained and owned by other companies in one industry or strategic group.

Discussion of the characteristics of resources that can be a source of sustainable competitive advantage for the company. Barney (1991) explicitly reviewed critically the assumption of homogeneity and mobility of support in one industry. This assumption is the foundation of the five-force model with an industrial organization perspective. Barney (1991) also stated that companies could not achieve sustainable competitive advantage if resources can be distributed to various companies and have high mobility in one industry or strategic group. Implementing strategies requires specific resources. Based on the homogeneity assumption, it means that all companies in one sector have the same resources. That is, companies can carry out the same strategy, so that under these conditions, the company will not achieve sustainable competitive advantage because all companies will achieve the same performance.

Other than that, Barney (1991) also criticized the concept of barriers to entry, which would not be possible if the company's resources in one industry were identical with high activity mobility. If the company has specific resources and competitors in one sector also have the same resources, these resources are likely to have other competitors, then the competition has no obstacles. Conversely, if companies have specific and unique resources and other companies have different resources, then these resources cannot be spread

across various companies. Barriers to entry will be created with the assumption that heterogeneous resources and imperfect mobility will create obstacles. The primary substance of the resource-based view is resources that can produce sustainable competitive advantages, namely, resources that are valuable, rare, unique, difficult to imitate, and have no substitutes. Several studies have examined the relevance of RBV to the innovation aspect as part of competitive advantage (Distanont & Khongmalai, 2018), which states that innovation increases profits in the competition through external factors. These external factors are divided into two groups: micro-oriented factors and macro-oriented factors (Ho *et al.*, 2017). The results of their research on aspects of the value chain in agriculture indicate that there is no significant relationship between market orientation and performance. However, customer orientation and coordination between functions are positively related to innovation, having a positive correlation between applying innovation to financial performance.

Findings from Ho *et al.* (2017) provide insight into the relationships between market orientation, innovation, and performance in agricultural value chains in developing countries. Abdolmaleki and Ahmadian (2016); Ruiz-Ortega *et al.* (2017); and Elrehaïl (2018) stated that the purpose of innovation through the development of new products is a tactical and systematic effort of the company to respond to customer needs, meeting aspects of the organization's consistency, the existence of market conditions, environmental changes, increasing profits, customer satisfaction, and overcoming competitor policies. Alpan, Şanal, and Ayden (2012); Gao, (2020); Le (2020); and Tran, Vo, and Dinh (2020) also justify the relevance of innovation associated with aspects of the RBV, defined as an expression of market orientation and innovation strategy as a form of developing ambitious organizations.

Innovation is a broader concept that addresses the application of new ideas, products, or processes. Innovation is a corporate mechanism to adapt in a dynamic environment (Vila, Bharadwaj, & Bahadir, 2015; Alam *et al.*, 2019; Halim *et al.*, 2019; Chiu & Lin, 2019). Therefore, companies are required to be able to generate new thoughts, new ideas, and offer innovative products and service improvements that satisfy customers. Innovation is defined as the process and results of developing the use or mobilization of knowledge, skills (including technology skills) as well as experience to create or improve products (goods or services). Innovation is also the result of a new process or system that provides significant value to economic and social aspects. Innovation has four main characteristics. First, it has a specificity, meaning that change has distinctive features such as ideas, programs, order, systems, including the possibility of expected results (Chung & Tan, 2017). Second, it has a characteristic of novelty (D'Este *et al.*, 2016). This means that innovation must have characteristics as work and thought that

have a degree of originality and novelty. Third, the innovation program is implemented through a planned schedule (Rodríguez *et al.*, 2020; Abdelaal, 2019; Mappamiring *et al.*, 2020). It means that innovation is carried out through a process that is not rushed, but innovation activities are prepared carefully with a clear program that is planned. Fourth, the change that was rolled out had a purpose (De Silva, Al-Tabbaa, & Khan, 2019). It means that the innovation program carried out must have the direction to be achieved, including the leadership and strategy for achieving that goal.

Grover, Agrawal, and Khan (2004) state that innovation is one way for companies to be able to survive. Innovation is the reason for differentiation between competitors, and change also makes a striking difference regarding product quality. (Indahingwati *et al.*, 2019; Merdika *et al.*, 2019). Felício, Caldeirinha & Dutra, (2019) also affirm that innovation will increase the company's ability and competitive advantage, which in turn will have an impact on company's performance. Innovation is a technological, managerial, and social process, where new ideas or concepts are first introduced to be put into practice in a culture, are a determining factor in industrial competition, and are a formidable weapon against the competition (Raja & Wei, 2014). Ioanid, Deselnicu, & Militaru, (2018) in their research, use a model approach that has been developed by Schmoklers about innovation. He states that innovation can be supported through the use of technology. Furthermore, Ionaid *et al.* (2018) measure innovation on several important aspects such as the application of the latest marketing ideas in the modern business world, the development of new designs, knowledge of business, and integrated management governance, R&D capabilities to the effort of sharing and involving employees (Share of the employee) as a form of maximizing the application of innovative ideas.

Putra *et al.* (2019) and Mashur *et al.*, (2019) present several measurements of the dimensions of innovation: 1) Focusing attention and seeking overall improvement in aspects of marketing channels (marketing channels), where the business is to rely on in meeting aspects of customer needs, the ability of business providers to use technology tools to increase sales on digital e-commerce based sales, and the ability to repeat and focused advertising. 2) The strength of business providers to use social media as a medium for sales and promotion. 3) The use of endorsement strategies to be more convincing for the products being marketed. 4) Capability and reliability innovations from the marketing aspect through capacity building include the ability of entrepreneurs and internal business in mastering the products being marketed, and the ability to conduct periodic evaluations of the achievements of products being sold. 5) The ability to educate customers. 6) Ability and clarity in product segmentation for consumer strata, which include age, gender, and income level. 7) In-depth capabilities regarding customer insight, which means ability oriented to

development over times, protection and security of user data, selection of the best raw materials, good quality control before selling on the market, and excellent service and after-sales that do not confuse consumers.

Ioanid *et al.* (2018) found that the concept of marketing in the 4.0 era emphasized the production process, not only based on access to quantity and quality of products, but also interconnections involving internal and external parties of a business through optimizing the time and cooperation that was developed between domestic and foreign companies, in this case, prospective customers as an end-user (Ioanid *et al.*, 2018; Mashur *et al.*, 2019; Mashur *et al.*, 2020). Limaj and Bernroider (2019) emphasize that innovation performance is measured in two main ways, namely, Explorative Innovation and Exploitative Innovation, where the indicators used include the ability of organizations to realize products and services that are in line with consumer expectations, new product innovations, and continuous improvement in service aspects, using their products within the internal company as an effort to build advocacy for other consumers, try all positive opportunities and try to enter a broader marketing channel (Marketing Channel) such as e-commerce, maximizing price emphasis oriented to quality and quantity (Limaj & Bernroider, 2019). Rajapathirana and Hui (2018) have a research entitled "Relationship between innovation capability, innovation type, and firm performance."

Rajapathirana and Hui (2018) revealed that the success factor for business innovation is taken from several essential aspects, namely: Innovation capability, Innovation type, Innovation Performance, Market Performance, and Financial performance. Where the measurement of market innovation (market innovation) is based on the fulfillment of aspects of promotion and promotion techniques in technology-based media, as well as the placement of online salespeople to monitor sales movements (Rajapathirana & Hui, 2018). The next aspect suggested by Rajapathirana and Hui (2018) is the development of original products, increasing the value of authentic products by adding features to the original product.

A study by Distanont & Khongmalai (2018) entitled 'The Role of Innovation in creating a competitive advantage', put forward the concept of competitive advantage with three main dimensions, namely, superior efficiency, superior quality, and customer responsiveness. Where, from the aspect of superior efficiency, Distanont and Khongmalai (2018) state measure three indicators such as 1) the efficient use of the budget illustrated through the selection of appropriate technology to cut costs, and 2) the ability of business people to obtain products directly through a short distribution process. Distanont and Khongmalai, (2018b) also provide measurement through improvement in superior quality as a means of creating competitive advantage: 1) Business ability in presenting quality products at competitive prices, 2). And the ability of a business organization to provide access to fast and responsible shipping. As well as the responsibility to

customers and the environment (CSR) also includes efforts to create competitive advantage (Murdifin *et al.*, 2018).

Business strategy is an essential point in wading through competition and even innovation itself, including procedures in increasing competition. Elrehail (2018), in his study with the competitive advantage theory approach and the RBV, shows that there is a positive and significant relationship between entrepreneurship, innovation, and business strategy. Kubičková, Votoupalová, and Toulová, (2014) state that there is a significant relationship between entrepreneurship on the application of innovation and performance. More complex in studies than Kubičková, Votoupalová, and Toulová, (2014), it is emphasized that business strategy is the company's efforts to take policies and guidelines that have integrated commitments and actions and are designed to build excellence in business competition to meet and achieve business goals. Lorenzo, Rubio, and Garcés (2018) stated that in business strategy, managerial capability is an essential aspect of the organization. Lorenzo *et al.*, (2018) also said indicators rather than managerial accessibility include the ability of a businessman to have a clear business vision, the ability of a businessman to establish excellent communication with his customers, and the ability of a businessman to achieve a predetermined target. Added by (Lorenzo *et al.*, 2018), this reveals that business strategy means prioritizing the quality of products and services through a balance and suitability between the products offered and the products provided to consumers.

Lorenzo *et al.* (2018) also stressed the importance of using technology to facilitate consumers' ordering and payment process, which is the right step to set a competitive business strategy. Excellent service, fast, and responsive to every customer complaint is also the key to success in building an adequate business strategy. About the RBV, Lorenzo *et al.* (2018) say that the ability of business organizations represented by capable employees in using technology and understanding the rules of business is a valuable asset to increase competition.

3. Research Design and Method

3.1. Samples Criteria

This study involved 497 samples from online food SME actors who used Go-Jek online transportation facilitation as their business media. Determination of sample criteria was based on the total number of online food SMEs with community assessment score criteria 4-5 (with star rating). We only make samples for online food SME products on GoFood, whose production activities are food products made from rice, vegetables, and side dishes such as meat and fish or SMEs in the category of Indonesian food products.

3.2. Materials and Measurement

This study was conducted in Makassar City in the mid-2019 – early-2020 period. Some of the research material came from primary surveys. The survey contains 28 questions (see Appendix 5) each assessed using a 7-point Likert scale (1 = Strongly disagree, 2 = Disagree, 3 = Moderately disagree, 4 = Neutral, 5 = Moderate agree, 6 = Agree, and 7 = Strongly agree). Considering this study model is a development model, the standard measurement of the feasibility of the variable model is based on the results of the study (Chin, 1998) where the standard measurement of AVE, Cronbach's Alpha and composite reliability (CR) is a minimum of 0.50, while in some literature, especially regarding the use of Partial Least Square (PLS), the value of AVE, Cronbach's Alpha and CR is a minimum of 0.60 (Hair *et al.*, 2017; Hair, Gabriel, & Patel, 2014). While other assessment standards, such as significance testing, still refer to the consensus of statistics with a 5% error margin, Normality > 0.50, and VIF < 10.

This study, through three analysis scenarios, namely, scenario I, is a re-conceptualization of innovation modeling that is moderated by customer satisfaction variables, as in Figure 1.

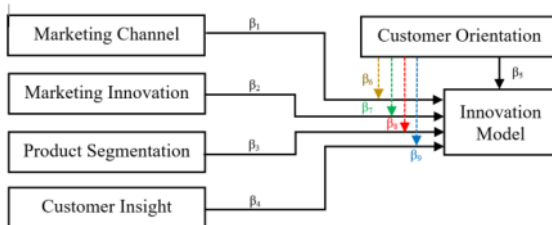


Figure 1: Step one, Re-Conceptualization of Innovation

The scenario I in Figure 1 is to present a re-conceptualization model of the innovation model with moderating customer orientation variables. Then, in scenario II, the Innovation model becomes an independent variable to measure the effect and relationship of the business strategy variable (Intervening variable) to the competitive advantage variable (dependent variable), as shown in Figure 2.

The approach to solving the research formulation in this study uses explorative quantitative through several stages of testing, including the outlier test to determine biased sample criteria, the normality test using the Kolmogorov-Smirnov method with the Asymptotic approach obtained in the SPSS software. We are testing the validity of the Discriminant Validity approach and reliability testing with the Cronbach's Alpha approach and Average Variance Extract. Overall testing in this study involves Smart-PLS as an analysis test tool. By testing two stages, namely, the algorithm stage to measure the pre-test and the feasibility of the model, as well as the

bootstrapping test with a constant bootstrapping mode to test and predict the model.

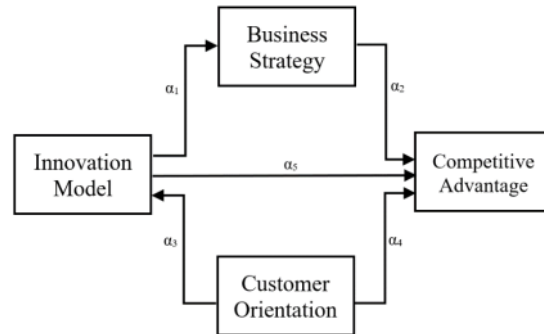


Figure 2: Step two, Direct and Intervening Variable Relationship

Scenario III is a comprehensive path analysis of a conceptual structure with an approach based on direct relations, intervening, and moderation. The direct relationship between variables involves marketing channel variables (Independent var. 1), Marketing innovation variables (Independent var. 2), Product Segmentation (Independent var. 3), and Customer Insights (Independent var. 4) to Competitive advantage as dependent variables consisting of Superior Efficiency (construct dependent variable. 1), Superior quality (construct dependent variable. 2), and Responsibility to customers (construct dependent variable.3). It was then moderated by the Customer Orientation Variable (moderating variable). While the intervening variable is the business strategy. In detail, the conceptual framework of this study is explained in Appendix 1 in the form of a PLS statistical presentation.

4. Results and Discussion

4.1. Statistical Analysis

4.1.1. Scenario I

The scenario I in the analysis of this study is in Figure 1. The analysis of the re-conceptualization model of the innovation model shows that each outer loading value (> 0.60), both in the construct manifest and in the moderation of the customer orientation. So, the external loading value states that all items and construct indicators in building innovation variables are suitable and feasible. Furthermore, testing the validity by looking at the value of discriminant validity and Average Variance Extracted (AVE) also show it is viable and suitable and met the assumptions of previous studies of PLS

pre-requisite tests such as Chin (1998), which says that the development model for the lowest value for AVE is 0.50. Beside that, reliability testing or indicator reliability testing in compiling variable elements by looking at Cronbach's Alpha values and Composite Reliability values, vulnerable at 0.763-0.941, shows that indicators and construct items in manifesting a variable are very reliable. Then, the multicollinearity test using the VIF method in this study states that the entire construct is also feasible with a VIF value <10. Illustration about the importance of each test in this first stage is presented as in Appendix 2.

4.1.2. Scenario II

As illustrated in Figure 2 and or Appendix 3, it explains direct testing and intervening in a model to analyze the roles and relationships of the innovation model re-conceptualization of various dependent variables. Like testing scenario I, scenario II also passes the model feasibility test by analyzing the validity, reliability through the algorithm process in PLS and testing the effect through the constant bootstrapping process. The explanation of the second stage of testing is illustrated in Appendix 3. In the explanation of discriminant validity (see Appendix 3), it illustrates that each item is related to one another. The linkages are also in the close range to the very close relevance of validity. For example, the causality that explains the construct Marketing Innovation (MI) on customer insight (CI), which is 0.722 or 72.2%, (MI on Co = 0.682 or 68.2%), (MI on IM = 0.874 or 87.4%), (MI on MC = 0.780 or 78%) and so on as described in the discriminant validity column. In conclusion, statistically, with a significance rule <0.05, it can be stated that all items are perfect for modifying the latest innovation model as outlined in this study. Apart from that, the role of items/constructs that are based on and controlled by customer orientation variables provide an essential part as the primary manifestation in developing innovation or in other words that Marketing Channel (MC), Marketing Innovation (MI), Product Segmentation (PS), Customer Insight (PS) CI must be based on the urgency of Customer Orientation (CO).

4.1.3. Scenario III

The relationship between variables through direct effects (see Appendix 4) illustrates that all paths of analysis (path α and β) are significant. Referring to Figure 2, which explains the relationship between variables, it demonstrates the relationship between the innovation model on Business Strategy (BS), which is reflected in the $\alpha 1$ analysis path showing the most dominant relationship value and effect (t-stats = 41.038). Likewise, with all paths of analysis, $\alpha 2$ to $\alpha 5$ also showed a positive and significant relationship.

Item construction of the innovation model variable (e.g., marketing channel, marketing innovation, product

segmentation, customer insight) as forming the innovation model (IM) variable as illustrated in Figure 1 with the $\beta 1$ through $\beta 4$ analysis path, it also represents a significant and positive situation, especially in the $\beta 4$ analysis path that customer insight items have the most dominant influence (t-stats = 41.803).

Furthermore, it still refers to the results in Figure 2, namely, in the case of moderation relationships. The Customer Orientation (CO) variable in manifesting the innovation model depicted in Appendix 4 in the moderating effect column is only one path of analysis that is not significant, the $\beta 7$ analysis path. While the path of study with the moderation relationship that is the path of analysis $\beta 6$, $\beta 8$, $\beta 9$ has a positive and significant effect. Statistically, it can be concluded that the path of analysis, which is insignificant through the moderation relationship depicted through the $\beta 7$ way of summary, namely, moderation of the customer orientation on the marketing innovation variable, is not mutually influential.

In connection with scenario III involving a specific indirect/intervening relationship, it was found that the $\mu 5$ analysis pathway did not have a significant effect (sig level = 0.55 < 0.05). In contrast, the other fifteen analysis pathways had a substantial and positive impact. With the PLS modeling, there are sixteen lines of indirect analysis, which are broadly divided into six lines of investigation based on the dependent variable. Such as direct effect relationships that place Customer Insight items as the dependent variable (Analysis path $\mu 1$ to $\mu 3$), Customer orientation items (Analysis path $\mu 4$ to $\mu 6$), Marketing Channel items (Analysis path $\mu 7$ to $\mu 9$), Marketing innovation item (Analysis path $\mu 10$ through $\mu 12$), Product segmentation item (way of analysis $\mu 13$ to $\mu 15$), the path of analysis of the main variables, namely, innovation model (IM) to competitive advantage (CA) with the moderation of business strategy (BS) on the path of analysis $\mu 16$ also shows significant and positive effects and causality.

4.2. Discussion

The innovation model developed in this study involving items (e.g., marketing channel, marketing innovation, product segmentation, and customer insight) turned out to provide concrete evidence that the combination of these items can produce positive and significant results. Marketing channel means using all the potential marketing channels available, both conventional and digital. Today's business-related marketing-channel innovations require business people to no more extend focus on traditional channels (e.g., make old-time face-to-face sales, focus on beautifying store conditions as was common in the past).

However, business people must also be able to see the potential of marketing by making digital sales on e-commerce channels. Of course, the various advantages and disadvantages of selling conventionally versus selling

digitally must be identified. The ease of marketing products digitally means removing absurd boundaries and market segmentation, and this is undoubtedly good news for the business world today, where everyone has the potential to become a marketer without having to possess substantial assets or tangible fixed assets in the form of land, stores, building like a conventional marketing model in the past. Of course, the use of digital channels as the necessary foundation of innovation today, must also take into account various factors (e.g., the ability of human resources to use technology, capital adequacy factors to provide technological devices, as well as core-business models, whether the business owned is time to use technology or not). Not all business characters are required to use digital marketing channels, and a business person must be clean and rational in measuring the growth potential of his business, especially the products to be sold and who are his main customers.

Re-conceptualization of marketing innovations developed in this study emphasizes the aspect of education to potential consumers. This means that in various situations and educational positions, the question is to provide clear and accurate information to consumers, help consumers to make choices that are considered appropriate, and provide ideal references and preferences to consumers. Given the size of a business, naturally a substantial profit is worthless without planning for future sustainability. Education and preferences conducted by a marketer to prospective customers will undoubtedly provide positive values, such as a good impression or positive personal branding. Therefore, giving ideal choices and education to potential consumers, a businessman/marketer must also have the mastery and insight of a product. They are reviewing business/sales/ targeted sales issues, incomplete without discussing and understanding the desires of consumers and market trends.

The movement of consumer behavior that continues to experience dynamic changes gives a warning to business people and marketers to keep trying to be customer-oriented. The knowledge possessed by business people/marketers about consumer behavior, customer insights, and the psychology of customers and markets is undoubtedly a manifestation for creating a sustainable business in competition. The empirical model that combines moderating customer orientation variables provides evidence that innovation must rely on customer orientation.

5. Conclusions

The service-dominant logic (SD Logic) theory approach is described by Lusch *et al.* (2007). This study provides an important affirmation that supporting business success, business continuity, industry orientation, and business people must be centered on the service needs of customers. This study also contributes to scientific management in the field of

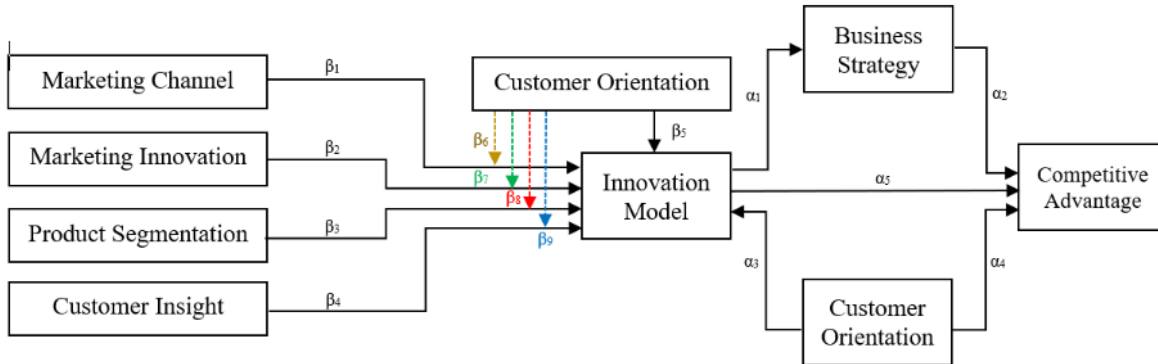
strategy about Resource-Based View (RBV) Theory, where aspects of surpassing competition do not only rely on the maximum utilization of resources. With the combination of service-dominant logic towards RBV, the form of service to consumers is a type of responsibility to customers, such as the accuracy and speed of business managers in providing services, as well as internal business expertise in providing explanations (preferences) to consumers. Therefore, the relationship between service-dominant logic (Lusch *et al.*, 2007) and RBV (Lewis, 1981; Porter & Advantage, 1985; Brouthers & Brouthers, 1997; Barney, 1991) is very close and interrelated so that the prediction of business innovation models in the future based on the needs of customers is that innovation is much needed. Apart from that, the development model on this innovation variable is proven to be able to be part of, or complete, the existing innovation model construct.

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Appendix 1: Step Three, Path Analysis & Conceptual Framework

Appendix 2: Testing Feasibility Model Scenario I

Variables	Item	Construct	Outer Loading	Cronbach's Alpha	rho_A	C.R	AVE
Conceptualization of Innovation	Marketing Channel	Mc1	0.845	0.846	0.846	0.896	0.684
		Mc2	0.843				
		Mc3	0.827				
		Mc4	0.793				
	Marketing Innovation	Im1	0.864	0.763	0.760	0.864	0.679
		Im2	0.840				
		Im3	0.765				
	Product Segmentation	Ps1	1.000	1.000	1.000	1.000	1.000
	Customer Insight	Ci1	0.864	0.931	0.930	0.947	0.781
		Ci2	0.922				
Ci3		0.895					
Ci4		0.902					
Ci5		0.835					
Customer orientation (intervening variable)	Co1	0.902	0.787	0.819	0.877	0.708	
	Co2	0.911					
	Co3	0.792					
	Mod-c1	1.000	1.000	1.000	1.000	1.000	
	Mod-mc						
	Mod-ps						
Mod-mi							
Discriminant Validity							
	C.I	C.O	I.M	M.C	M.I	P.S	
Customer Insight	0.884						
Customer Orientation	0.753	0.841					
Innovation Model	0.939	0.789	0.767				
Marketing Channel	0.689	0.689	0.873	0.827			
Marketing Innovation	0.722	0.682	0.874	0.780	0.824		
Product Segmentation	0.793	0.569	0.769	0.519	0.554	1.000	

Appendix 3: Testing Feasibility Model Scenario II

Variable	Item	Construct	Outer Loading	Cronbach's Alpha	rho_A	C.R	AVE	
Conceptualization of Innovation	Marketing Channel	Mc1	0,700	0,941	0,946	0,949	0,689	
		Mc2	0,821					
		Mc3	0,864					
		Mc4	0,854					
	Marketing Innovation	Im1	0,846					
		Im2	0,710					
		Im3	0,750					
	Product Segmentation	Ps1	0,706					
	Customer Insight	CI1	0,692					
		CI2	0,669					
CI3		0,778						
CI4		0,771						
CI5		0,780						
Business Strategy	Managerial Capability	BS1	0,823	0,891	0,908	0,911	0,696	
		BS2	0,821					
		BS3	0,842					
	Product, Process, and Service	BS4	0,748					
		BS5	0,729					
	Resource Capability	BS6	0,797					
		BS7	0,734					
Customer orientation		Co1	0,905	0,787	0,827	0,877	0,707	
		Co2	0,914					
		Co3	0,884					
		Mod-c1	1,000	1,000	1,000	1,000	1,000	
		Mod-mc						
		Mod-ps						
Competitive Advantage	Superior Efficiency	CA1	0,791	0,948	0,952	0,956	0,708	
		CA2	0,797					
		CA3	0,827					
	Superior Quality	CA4	0,772					
		CA5	0,854					
		CA6	0,879					
	Customer Responsibility	CA7	0,888					
		CA8	0,894					
		CA9	0,863					
			Saturated Model		Estimated Model			
Standardized root mean square residual (SRMR)			0,0711		0,0711			
NFI			0,7		0,7			
Kolmogorov-Smimov = 0,06								
Discriminant Validity								
	B.S	C.A	C.O	IM				
Business Strategy	0,772							
Competitive Advantage	0,704	0,841						
Customer Orientation	0,687	0,621	0,841					
Innovation Model	0,803	0,691	0,791	0,767				
R-Square								
	R-Square			R-Square Adjusted				
Business Strategy	0,644			0,643				
Competitive advantage	0,547			0,545				
Innovation Model	1,000			1,000				
F-Square								
	BS	CA	CI	CO	IM	MC	MI	PS
BS		0,122						
CA								
CI					1271,505			
CO		0,016			0,048			
IM	1,810	0,037						
MC					860,468			
MI					473,650			
PS					77,733			

Appendix 4: Path Analysis

Direct Effect						
Path Analysis		Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
α1	Innovation Model → Business Strategy	0,804	0,020	41,038	0,000	Support
α2	Business Strategy → Competitive advantage	0,394	0,079	5,062	0,000	Support
α3	Customer Orientation → Innovation Model	0,002	0,001	2,589	0,010	Support
α4	Customer Orientation → Competitive advantage	0,140	0,061	2,346	0,019	Support
α5	Innovation Model → Competitive advantage	0,265	0,091	2,845	0,005	Support
β1	Marketing Channel → Innovation Model	0,297	0,008	36,266	0,000	Support
β2	Marketing Innovation → Innovation Model	0,226	0,007	31,979	0,000	Support
β3	Product Segmentation → Innovation Model	0,097	0,004	24,854	0,000	Support
β4	Customer Insight → Innovation Model	0,496	0,012	41,803	0,000	Support
Path Analysis		Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
β6	mod-mc → Innovation Model	0,001	0,001	1,899	0,049	Support
β7	mod_mi → Innovation Model	0,000	0,001	0,316	0,752	Not Support
β8	mod-ps → Innovation Model	0,002	0,001	2,378	0,018	Support
β9	mod-ci → Innovation Model	0,002	0,001	1,983	0,018	Support
Path Analysis		Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Info
μ1	Customer Insight → Innovation Model → Business Strategy	0,399	0,012	31,945	0,000	Support
μ2	Customer Insight → Innovation Model → Business Strategy → Competitive advantage	0,157	0,031	5,071	0,000	Support
μ3	Customer Insight → Innovation Model → Competitive advantage	0,132	0,045	2,845	0,005	Support
μ4	Customer Orientation → Innovation Model → Business Strategy	0,002	0,001	2,646	0,008	Support
μ5	Customer Orientation → Innovation Model → Competitive advantage	0,001	0,000	1,927	0,055	Not Support
μ6	Customer Orientation → Innovation Model → Business Strategy → Competitive advantage	0,001	0,000	2,279	0,023	Support
μ7	Marketing Channel → Innovation Model → Business Strategy	0,239	0,008	28,212	0,000	Support
μ8	Marketing Channel → Innovation Model → Competitive advantage	0,079	0,027	2,824	0,005	Support
μ9	Marketing Channel → Innovation Model → Business Strategy → Competitive advantage	0,094	0,018	5,128	0,000	Support
μ10	Marketing Innovation → Innovation Model → Business Strategy → Competitive advantage	0,072	0,014	5,041	0,000	Support
μ11	Marketing Innovation → Innovation Model → Business Strategy	0,182	0,007	27,388	0,000	Support
μ12	Marketing Innovation → Innovation Model → Competitive advantage	0,060	0,021	2,845	0,005	Support
μ13	Product Segmentation → Innovation Model → Business Strategy → Competitive advantage	0,031	0,006	5,010	0,000	Support
μ14	Product Segmentation → Innovation Model → Competitive advantage	0,026	0,009	2,793	0,005	Support
μ15	Product Segmentation → Innovation Model → Business Strategy	0,078	0,004	20,476	0,000	Support
μ16	Innovation Model → Business Strategy → Competitive advantage	0,317	0,062	5,115	0,000	Support

Appendix 5: Measurement of Variable

Variables	Item	Construct
Reconceptualization Model Innovation	Marketing channel	1. Business capabilities using e-commerce sales access 2. Repeat advertising 3. The ability of businesses to use social media access as a marketing and promotional media 4. The use of endorser figures to be more convincing of the products being marketed
	Marketing Innovation	5. The ability of entrepreneurs and internal business in mastering the marketed product 6. Conduct periodic evaluations of marketed products 7. Companies not only carry out marketing activities but also provide education to customers
	Product Segmentation	8. Products that are marketed clearly in specific segments that include age, gender and income level
	Customer Insights	9. Business-Oriented development by the times 10. Business Oriented to the protection and security of user data 11. Business Oriented to the selection of the best raw materials 12. Business Oriented to reasonable quality control before selling on the market 13. Business Oriented to excellent service and after-sales that do not complicate consumers
Business Strategy	Managerial Capability	14. Company Have a clear business mission vision 15. The ability to establish excellent communication with customers 16. Ability to reach the specified target
	Products, Processes, and Services	17. Conformity between the products offered and the products provided to consumers 18. Utilization of technology to facilitate consumers in the process of ordering and payment of goods purchased 19. Excellent service, friendly and responsive to every customer complaint
	Resource Capability	20. The ability of a business that has qualified employees to use the latest technology to facilitate marketing access
Customer Orientation		21. Meeting customer-based production needs 22. A good relationship with the customer 23. Excellent service pre-selling and after selling
Competitive advantage	Superior efficiency	24. The use of an efficient budget that is illustrated through the selection of appropriate technology to cut variable costs 25. Business ability in acquiring products to be marketed directly from the source (industry)
	Superior quality	26. The ability of SME businesses in presenting quality products at competitive prices 27. The strength of SME businesses to provide faster and responsible delivery access 28. Products marketed have excellent durability
	Customer Responsibility	29. The accuracy and speed of SMEs in providing services through easy and up-to-date communication access 30. SME's internal business expertise in providing detailed explanations of products marketed to consumers 31. Ease of consumers in finding, paying and tracking every transaction that they have done 32. Provision of more trusted e-commerce accounts for consumers in terms of transactions

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