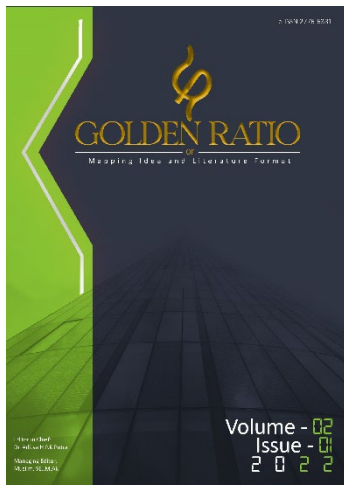




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MAPPING IDEA & LITERATURE FORMAT

Digital-based SME Innovation Development Strategy: Marketing, Entrepreneurship Insight and Knowledge Management

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Abstract The success factor for the knowledge sharing from a management point of view, RBV views that substantially the success factor for knowledge sharing is fully held by business leaders. Leaders are seen as the main driving force for business organizations, because all policies and work procedures that a leader will implement in the organization will shape perceptions, culture and will also affect future organizational activities. Support from all parties is needed, not only the role of the leader but also the cooperation and involvement of employees. Refer to the resume of 20 recent Scopus indexed publications. Mapping the literature in this study provides several clues and propositions which can be clearly seen in this paper.

Keywords: Market Orientation, Entrepreneurship Insight, Knowledge Management, Innovation, Business Strategy, Competitive Advantage.

JEL Classification Code: L1, F2, L21, L84, M1

1. INTRODUCTION

The competitive advantage of SMEs developed by Distanont & Khongmalai, (2018) entitled The Role of Innovation in creating a competitive advantage puts forward the concept of competitive advantage with 3 (three) main dimensions that are used as the main reference, namely first, the success of SMEs in carrying out efficiency. The classic problem in terms of efficiency in SMEs lies is the inefficient use of alternative resources so that the expected solution is the application of appropriate technology to support resource efficiency so that SME business continuity can be well established (Tribun.com, 2013), (www.cnbcindonesia.com, 2018). Especially the issue of eco-efficiency in the MSME sector which is engaged in fashion production where there are constraints regarding eco-efficiency in terms of the disposal of waste substances which are constrained due to time and cost problems and the lack of knowledge and awareness of SME business actors in the fashion sector so that it can also have an impact. on environmental pollution and inefficiency in the SME business (Rifa'atussa'adah, 2017). The results of research that have been put forward by Lorenzo et al. (2018) with the research title "The competitive advantage in business, capabilities and strategy. What general performance factors are found in the Spanish wine industry? Reveal some key dimensions about building a business strategy such as: resource capability, competitive strategy and technology transfer capability as the main idea. Lorezo et., al revealed that competitive advantage is achieved through 5 (five) main things such as removing barriers to enter the competition, supplier strength, buyer power, accuracy in making decisions if at any time there is a shift in business trends and the intensity of competitors in the market (Porter et al. 1980). Although the opinion of Porter et., al in 1980 found many critics who considered Porter's approach could not be fully used to measure competitive advantage in real terms in the industrial world without addressing cost positioning and differentiation as a fundamental part in measuring success. corporate strategy (Banker et al., 2014; Mintzberg et al.,

2009; Campbell-Hunt, 2000). So that Theory of Resources Based View (RBV) plays its role in terms of measuring business strategy which emphasizes that business strategies to measure the performance of a business and the competitive advantage of a business can be pursued through the application of technology, information systems, management systems, incentive systems and building trust between managers and employees (Barney, 1991) and (Amit and Schoemaker, 1993).

Apart from that, research results from Ejdy, (2014) entitled "Future oriented strategy for SMEs". Ejdy emphasized that the future business strategy emphasizes several main aspects, namely: the application of targets, approaches to the environment, communication patterns between managers and employees in a business, responsibilities, processes at each level of production that are maximized and adhered to as feasibility standards, where these goals can be achieved. through methods deemed relevant, effective and efficient. Another opinion is expressed in a complex manner by Paul et al. (2017) in his research entitled "A multilevel approach for assessing business strategies on climate change" which states that business strategies are taken not only by looking at the internal aspects of a business but also micro and macroeconomic aspects such as: geo-political conditions, transactional stakeholders, socio-cultural and regulation. In order to support the business climate in the rapidly growing MSME sector, the Indonesian government is now actively promoting SMEs by making various breakthroughs and regulations that facilitate the movement of SME actors in the form of regulations (Septi Wijayani, 2016) which are pro-SME starting from access to enter the market. e-commerce (Zeila Mutia Devi, 2015).

Government support in the form of regulation is also shown by the role of the Ministry of Cooperatives, namely increasing the competitiveness of cooperatives and SMEs so that they are able to grow into sustainable businesses on a larger scale in order to support the independence of the national economy. The strategies that will be implemented include improving the quality of human resources, increasing access to financing and expanding financing schemes, increasing value added products and marketing reach, strengthening business institutions, as well as convenience, certainty, and business protection (Ramadhan Triwijanarko, 2017). The success of SMEs in this study cannot be separated from the role of innovation as the main bridge to improve performance and competitiveness for the SME sector. The dimensional approach of Marketing Channel, Marketing innovation, product segmentation and customer insight based on Consumer Culture Theory (CCT) and TAM Theory (Technology Acceptance Model Theory), is the right choice in measuring innovation for MSME businesses today. Ioanide et al. (2018) in his research entitled "Push or pull? The Nature of innovation process in the Hungarian food" uses a model approach that has been developed by Schmoklers regarding innovation. The preparation of the innovation variable is also based on the Consumer Culture Theory (CCT) where Ioanide, et., al in 2018 measured innovation in several important aspects such as the application of the latest marketing ideas in the modern business world, development of new ideas, knowledge of business and governance. integrated management, research and development (R&D) capabilities to efforts to share and involve employees (Share of employees) as a form of maximizing the implementation of innovative ideas. The results of research from Ioanide, et., al in 2018 found that the marketing concept in the 4.0 era emphasized the production process not only based on access to product quantity and quality, but also interconnection involving internal and external parties of a business through time optimization and built collaboration. optimally between the company's internal and external companies in this case potential customers as end users (Ioanide et al., 2018).

A different approach to innovation is also shown by Limaj & Bernroider, (2019) in their research entitled "The roles of absorptive capacity and cultural balance for exploratory and exploitative innovation in SMEs" emphasizing that innovation performance is measured in 2 (two) main things, namely: Explorative Innovation and Exploitative Innovation where the indicators used are the organization's ability to realize products and services that are in accordance with consumer and customer expectations, new product innovations and continuous improvement of service aspects, using their own products in the company's internal scope as an effort to build advocacy for other consumers, trying everything positive opportunities as well as trying to enter a wider marketing channel such as e-commerce, maximizing price emphasis that is oriented towards quality and quantity (Limaj & Bernroider, 2019). More specifically, it is shown from the results of research presented by Rajapathirana & Hui, (2018) in their research entitled "Relationship between innovation capability, innovation type, and firm performance". Rajapathirana, et., al revealed that the success factors for

innovation for business are taken from several important 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 promotional aspects and promotional techniques in technology-based media and the placement of online salespeople to monitor sales movements (Rajapathirana & Hui, 2018). The next aspect, according to Rajapathirana, is the development of original products, increasing the value of the original product through adding features to the original product. A business perspective approach that is in accordance with the times, management of technology-based management systems, integrated responsibility in terms of sell after service, establish communication as wide as possible, reduce variable costs that are considered disturbing by incorporating technology and machinery as the main support and development of integrated internal regulations to maximize the application of innovation is also an important thing that is emphasized in research (Rajapathirana & Hui, 2018). Rajapathirana's research results also show very satisfactory results, stating that to ensure the effectiveness of management, this innovation capability has been proven to lead the company and its business to become more effective and perform well.

Knowledge-Sharing is a method or one of the steps in the Knowledge Management cycle that is used to provide opportunities for members of a group, organization, agency or company to share their knowledge with other members. Often people interpret knowledge sharing (KS) or what is usually called knowledge sharing has the same meaning as knowledge transfer (KT) or knowledge transfer. In fact, if examined further, both knowledge sharing and knowledge transfer have different meanings. Knowledge sharing and knowledge transfer are usually defined in two ways, depending on the perspective of the use of knowledge itself. Researchers who view knowledge as an object tend to use the term "knowledge transfer". While others who see knowledge as a process use the term "knowledge sharing" (Yang, 2004). The concepts of knowledge sharing and knowledge transfer can be combined to define knowledge sharing as a voluntary activity (process) to spread knowledge from one person to another or to other groups in an organization (Hansen et al., 1999). Another basic difference regarding knowledge sharing and knowledge transfer is that knowledge sharing refers to sharing knowledge with individuals and organizations, while knowledge transfer is only limited to sharing knowledge about things we know, such as discussions between friends. Knowledge transfer refers more to the transfer of knowledge, where someone who provides the knowledge has special expertise in the field that he has mastered (expert). However, basically knowledge sharing and knowledge transfer actually have the same goal, namely to provide benefits to individuals and organizations. Knowledge sharing is considered as an important process in knowledge management. But unfortunately, knowledge sharing is often considered unfair to the parties involved, namely between knowledge contributors and knowledge consumers. Knowledge contributors may be prevented from sharing their knowledge due to the emergence of a perceived fear of losing power, lack of time, incentives, and other constraints. Knowledge seekers may find it difficult to seek advice from others and desire to find solutions on their own. Therefore, it is important to understand and motivate knowledge contributors to participate in sharing knowledge with each other. Economic, behavioral, and social factors must be considered when assessing the issue of how to motivate individuals to contribute their valuable knowledge, even the most personal knowledge to others that they may not know. In the context of modern business development, Knowledge-sharing relies on several fundamental aspects such as; Internal organizational commitment, business perception, employee engagement and decision-making management. (Elrehail, 2018) in his research entitled "The relationship among leadership, innovation and knowledge sharing: A guidance for analysis" develops knowledge-sharing with an Entrepreneurship in which transformational entrepreneurship and the authentic type of entrepreneurship are the parties responsible for developing knowledge-sharing. in their business (Elrehail, 2018). The ability of transformational entrepreneurship emphasizes the essence of an entrepreneur being able to inspire and motivate employees, the ability to stimulate ideas and influence internally. While authentic entrepreneurship puts forward aspects of recognition (self-awareness), the ability to build relationships/relationships transparently and oriented to a moral perspective (Elrehail, 2018). Another opinion regarding entrepreneurship insight was also expressed by (Kubíčková, Votoupalová, & Toullová, 2014) in his research entitled "Key motives for the internationalization process of small and medium-sized enterprises" which emphasizes the aspects of an

entrepreneur to manage customers, the ability to increase sales and the ability to break through the competition. The thing that has become a polemic in the MSME development sector in Indonesia is that entrepreneurship is always attached to the concept of SMEs, small and medium enterprises. Those who have just opened a business on a small scale are usually immediately referred to by that term. But the word small seems to be a problem (Jaka Perdana, 2017). In Indonesia, many people look down on SMEs and choose to work for larger companies. There are still thoughts about the large income gap by working for SMEs compared to large companies. SME issues related to entrepreneurship are the inability of entrepreneurs to attract human resources to work in SMEs and the inability to produce a good culture (Jaka Perdana, 2017). The development of SMEs can be realized through the spirit of entrepreneurship in the aspect of ensuring the human-life addition to several variables and also the main things that have been described previously above.

Overall competitive advantage factors, business performance in MSMEs that are built on the basis of integrated business strategies, innovation, entrepreneurial skills and knowledge-sharing do not feel complete without presenting the last variable, namely market orientation. Market orientation is something that is important for companies in line with increasing global competition and changes in customer needs where companies in this case are SMEs businesses realize that they must always be close to their markets. Market orientation is a business culture where the organization has a commitment to continue to be creative in creating superior value for customers. defines market orientation as the most effective organizational culture in creating the behaviors essential for the creation of superior value for buyers as well as performance in business. According to (Distanont & Khongmalai, 2018) his research entitled "The role of innovation in creating a competitive advantage" states that market orientation is based on 3 (three) main aspects, namely; Customer orientation, Supplier Orientation and Industry Orientation. Where Customer orientation is an effort made by the industry that leads to the creation of customer-oriented business innovations. Receiving information related to products and services as well as establishing good relationships with customers who are expected to grow new ideas and perspectives in product and service development (Asomaning & Abdulai, 2015); (Ekanayake & Abeysinghe, 2010) and (Rakthin, Calantone, & Wang, 2016). Next is Supplier Orientation which emphasizes the transfer of knowledge between suppliers and companies is an important factor in the development of new products and services. Knowledge exchange and introduction of ideas and recommendations regarding the selection of raw materials by suppliers are useful for companies in creating innovation (Hoegl & Wagner, 2005), (Primo & Amundson, 2002) and (Rosell & Lakemond, 2012). last is Industry orientation, nowadays synergy is the main key to dominate the market.

The pressure from the industry or competitors in the market is very strong. Both in the development of new products in the market, continuous improvement of production processes and even the introduction of new applications for technology. All of them are pressures and threats so that industry orientation must be able to synergize with SMEs. Industry cannot stand alone to face challenges and changes. (Tseng, Tan, & Siriban-Manalang, 2013). Christensen in 1997 developed the theory of disruptive technology (Disruption of Technology Theory) has discussed the birth of destructive innovation and implied that large companies that control the market tend to face problems when faced with new inventions because they are trapped in the euphoria of success.

2. Literature Review Procedure

This study uses a literature review approach with a literature mapping sample of 18 articles from 2014 to 2019 recent study about marketing strategy with Scopus database Indexed. Table 1 illustrates the results of the literacy mapping that we have summarized. In connection with the presentation in the Introduction section, the proportion of our analysis results has also been stated in section 3.

3. Conclusion and Proposition

P1: Entrepreneurship Insight, Innovation, Business Strategy, and Competitive advantage. Research results (Elrehail, 2018) with a competitive advantage theory approach and resource-based view show a positive and significant relationship between

entrepreneurship, innovation, and business strategy. (Kubíčková et al., 2014) stated that there is an important relationship between entrepreneurship and innovation and SME performance. Research results from (Ruiz-Ortega et al., 2017) found that entrepreneurial orientation influences innovation.

- P2: *Market orientation, innovation, business strategy, performance, competitive advantage*
Research results from (Distanont & Khongmalai, 2018) with the Destructive Theory suggest a positive relationship either directly or indirectly between market orientation, innovation, and competitive advantage. Research results from (Ho et al., 2017) state a relationship between market orientation, innovation, and business performance. Research results from (Abdolmaleki & Ahmadian, 2016) show the relationship between market innovation and innovation. The research results from (Alpkan et al., 2012) found a link between market orientation, business performance, and innovation.
- P3: *Knowledge Sharing, Innovation, Business Strategy, SME's Performance*
Research results (Elrehail, 2018) found a link between entrepreneurship, knowledge sharing, and innovation. Research results from (Kubíčková et al., 2014), (Razak et al., 2016); and (Rega et al., 2014) found a positive relationship between knowledge sharing, innovation, and business performance. The research results from (Ibrahim & Heng, 2015) found a strong relationship between knowledge sharing and innovation.
- P4: *Knowledge Sharing, Innovation, Business Strategy, SME's Performance*
Research results from (Limaj & Bernroider, 2019), (Distanont & Khongmalai, 2018), (Ho et al., 2017), (Ioanid et al., 2018), and (Stephen et al., 2018) found solid linkages and relational relationships between business strategy, business performance and competitive advantage.

Table 1: Mapping Literature

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
(Distanont & Khongmalai, 2018) The role of innovation in creating a competitive advantage	The objective of this study was to study the innovation factors that lead to the creation of competitive advantages in the SME level. Objek penelitian SME Frozen Food Method : SEM	• Market orientation • Innovation • International Context • Competitive Advantage	Market Orientation • Customer • Supplier • Industry Innovation • Product Innovation • Process Innovation International Context • Regulation • National Supporting Competitive Advantage • Superior Efficiency • Superior Quality • Customer Responsiveness	Market Orientation • Customer • Supplier • Industry Innovation • Product Innovation • Process Innovation International Context • Regulation • National Supporting Competitive Advantage • Superior Efficiency • Superior Quality • Customer Responsiveness	The results showed that entrepreneurs, especially SME entrepreneurs, need to adapt and readily prepare themselves to face upcoming economic changes, which are about to occur not only at the global level but also at the regional and the country levels. In addition to the internal contexts within the organization, external factors are also important, especially those that will lead to the development of innovation. Innovation will become the strategic tool in this important competition for the improvement, creation, and enhancement of business to create competitive advantages equal to or better than those in foreign countries in order to realize sustainable development.	Middle Range Theory and Prior Research For Market Orientation & Competitive Advantage Variable
(Ho et al., 2017) Exploring market orientation, innovation, and financial performance in agricultural value chains in emerging economies	there is a gap in research on the MO, innovation and performance relationships in agricultural value chains within an emerging market context.	• Market orientation • Innovation • Business performance	Market orientation • Customer orientation • Copetitor orientation • Inter-functional coordination Innovation Financial Chain Performance		The findings indicate that there is no significant relationship between market orientation and performance. However, customer orientation and inter-functional coordination are positively related to innovation, and there is a positive relationship between innovation and financial performance. The findings provide insight into the relationships among market orientation, innovation, and performance in agricultural value chains in emerging economies.	

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
(Abdolmaleki & Ahmadian, 2016) The relationship between product characteristics, customer and supplier involvement and new product development	Development of new product is a new approach to respond environmental changes and is an introduction to enter competitive space and achieving competitive advantage in the current dynamic world. On the other hand, dynamics and complexity of new product development and interdisciplinary nature and competition of organizations with formation of manufacturing new equipment has challenged the production of new products and caused that researchers in their research have applied different approaches and achieved good findings. In the present study, new product development is discussed and we investigate the relationship between product characteristics, customer participation and supplier in development and creation of new product. Today,	• Market Orientation • Innovation	Market Orientation • Product Modularity • Product Differentiation • Supplier involvement • Customer Innovation Innovation • Product Differentiation • Product Innovativeness • New Product Development		The results of data analysis of 380 questionnaires completed by Lisrel software showed that all hypotheses were supported and there was an association between product distinction, innovation and modular product with customer participation and supplier. Also, there is an association between customer participation and suppliers with new product performance.	Middle range theory about market orientation
(Ruiz-Ortega et al., 2017) How does the closure of interorganizational relationships affect entrepreneurial orientation? María	Therefore, the main contribution of the paper is to advance the understanding of the controversial consequences of closed IRs on firm's entrepreneurial orientation, delving into the leading role of generation and development of dynamic capabilities. Secondly, in this paper we analyze the network of IRs measured through their closure, which is characterized by	• Entrepreneurial Orientation • Innovation	Entrepreneurial Orientation • Proactive represent • Risk Taking • Competitive Aggressiveness • Autonomy represent		We detect a positive mediating effect of the closure of interorganizational relationships, mainly cooperative relationships, on entrepreneurial orientation through dynamic capabilities. It highlights the emergence of a suppression effect uncovering the dark side of closed interorganizational relationships in several dimensions of entrepreneurial orientation ---	Middle range theory about market / Entrepreneurial orientation

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
	the predominance of cooperation against competition between				proactiveness, autonomy and risk-taking ---. This paper contributes to link three theoretical approaches --- social capital, entrepreneurship and dynamic capabilities --- to probe further into the implications of interorganizational relationships.	
(Alpkan et al., 2012) Market Orientation, Ambidexterity and Performance Outcomes	This study aims to discuss the relation between market orientation and innovation strategies from an ambidexterity perspective. First, defining ambidexterity as simultaneous pursuit of exploitative and explorative innovation strategies, we argue the role of market orientation with responsive and proactive dimensions as an antecedent of both exploitative and explorative innovation strategies. Secondly,	• Market Oreintation • Business performance • Innovation	Market orientation • Responsive market • Proactive Market Orientation Exploitative Innovation Strategy Explorative Innovation Strategy Business Performance		First, our proposed model and relations should be empirically tested on a sample including organizations or strategic business units from a variety of industries and markets. Secondly, external contingencies such as environmental dynamism and competitiveness and internal firm contingencies such as resource endowments and firm's scope can be added to the model as moderating variables. As control variables such as age and size can be added to the model to investigate the effects of firm characteristics. Thirdly, in order to have a better understanding of the long-term returns of ambidexterity in time (10 years or more), longitudinal studies might be conducted. Despite its expected performance returns ambidexterity is hard to achieve. There are several managerial tasks must be performed. Organizational variables such as structure, systems, and processes should be designed to support the ambidexterity. Building and sustaining an ambidextrous	Middle range theory about market

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
					organization is a strategic decision and requires top-level management involvement in all phases of planning and implementation processes.	
(Elrehail, 2018). The relationship among leadership, innovation and knowledge sharing: A guidance for analysis	Leadership is a well-known predictor of innovation and knowledge sharing that improves innovation in any sector Method : SEM	• Leadership /Entrepreneurship • Knowledge Sharing • Innovation	Leadership / Entrepreneurship • Transformational Leadership • Authentic Leadership Knowledge Sharing Innovation	Transformational Entrepreneurship • Inspirational Motivation • Idealized Influence • Intellectual Stimulation • Individualized Consideration Authentic Leadership • Self-Awareness • Balanced Processing • Relational Transparency • Internalized Moral Perspective Innovation • Product Innovation • Process Innovation	The results obtained from this dataset shows a significant relationship between leadership and innovation, and the results show that the moderation effect of knowledge sharing is partially supported. &	Middle Range Theory and Prior Research For Leadership / Entrepreneurship Insight, Knowledge Sharing, Innovation Variable
(Kubíčková et al., 2014) Key motives for internationalization process of small and medium-sized enterprises	Apart from finding the key motives for entering a foreign market, the aim of this paper is to determine whether there is some dependence between motives and characteristics of a company.	• Entrepreneurship Insight		• Foreign demand for product • Customer portfolio enlargement • Lack of demand in the domestic market	The results show some differences among sectors. Nevertheless, the key motives for internationalization of Czech SMEs are the foreign demand for products, the lack of demand in the domestic market, the customer portfolio enlargement and	

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
				• Increase in sales • Competitive pressure	the increase in sales.	
(Rega et al., 2014) Why Organisational Culture Drives Knowledge Sharing?	The study that is being proposed in this paper will be directed towards investigating the influence of culture of knowledge sharing in Malaysia. This is on the basis of knowing how culture leads into the establishment of knowledge sharing and being able to fill the current gap.. The paper is structured as follows: an in depth literature reviews on culture and knowledge sharing, the proposed model and preposition, the expected findings and conclusion Method : SEM	• Knowledge Sharing	• Trust • Leadershio • Commuitcation • Reward System • Information System • Organization Structure		The researcher expects to find that there is a strong relationship between organizational culture and knowledge sharing behavior within an organization. It is also expected that the study will reveal that a positive situation with regards to the cultural dimensions mentioned will also lead into a more positive knowledge sharing behavior. These findings are in accordance with other studies completed in the past such as that of Islam, Ahmed, Hasan, and Ahmed (2011), Al-Aidaileh (2011), and Al- Alawi, Al-Marzooqi, and Mohammed (2007), which have all found positive relationship between organizational culture and knowledge sharing behavior.	Middle Range & Prior research about Knowledge management
(Ibrahim & Heng, 2015)The roles of learning in stimulating knowledge sharing at SMEs	Thus, the main goal of the study as has been proposed in this paper is to examine the factors that influence knowledge sharing behavior in SMEs. This paper will be directed towards investigating the moderating effect of learning toward individual factors and knowledge sharing behavior. This is on the basis of how learning leads into the enhancing knowledge sharing behavior. Finally, the finding of the study	• Knowledge Sharing • Business Strategy	• Trust • Motivation • Interest • Attitude • Self-Effeciency	• Job Satisfaction, • Job Involvement, • Organization Commitment, • Organizational Citizenship • Behavior Incentives, • Reciprocal Benefits, • Reputation Enhancement,	The researcher expects to find that there is a strong relationship between individual factors (trust, motivation, interest, attitude, self-efficacy) and knowledge sharing in SMEs. These findings are consistent with the findings of past studies by Wu and Zhu (2012); Fathi et al., (2011) and Chatzoglou and Vraimaki (2009), which revealed that individual factors positively influence knowledge sharing. Therefore, the	Middle Range & Prior research about Knowledge management

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
	could provide understanding to SMEs or practitioners towards the factors that influence knowledge sharing behavior. Methode : Literature Review Study			• Loss of Knowledge Power, • Enjoyment in Helping Others, • Organizational Climate, • Technology Achievement, • Responsibilities, Recognition, • Operational Power, • Promotional Opportunities, • Challenge of Work Perceived Losing Face, • Reward, Reduced Workload, • Knowledge Feedback, Personal Relationship, • Knowledge Self-efficacy • Knowledge Technology (ICT), • Motivation, • Reward System, • Trust, • Empowering Leadership, • Formalization	researcher expects that learning will moderate the relationship between individual factors and knowledge sharing. Furthermore, the finding of this could	

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
(Razak et al., 2016) Theories of Knowledge Sharing Behavior in Business Strategy	This paper reviews the nature of knowledge sharing and theories underlying knowledge sharing behavior to understand the factors that influence individual behavior to share their knowledge. Several theories have been applied to study knowledge-sharing behavior included theory of reasoned action (TRA), theory of planned behavior (TPB) and social exchange theory (SET). Method ; Literature Review Study	• Knowledge Sharing	• Attitude • Subjective Norms	• Money • Social Approval • Self-Esteem • Respect • Compliances	This study objectively to understand the knowledge sharing behavior to innovate and retaining the continuing of the business knowledge. Knowledge sharing is important to practice in business as it strategy for business to gain competitive advantages, highly compete with other firms, retaining employees from turnover, increase productivity and develop human capital with innovation and creativity. Most of the studies related to knowledge sharing practices used common theory such as theory of planned behavior, theory of reasoned action and social exchange theory to understand the knowledge sharing behavior. Apparently, the attitude and subjective norms are main factors that contribute to the willingness of individual to share their knowledge and experience with others. Moreover,	Middle Range & Prior research about Knowledge management
(Stephen et al., 2018) Data on the relationships between financing strategies, entrepreneurial competencies and business growth of technology-based SMEs in Nigeria	Understanding the hierarchical importance of financing strategies and the influence of entrepreneurial competencies is a critical factor for enhancing the growth of technology-based SMEs Data Method : SEM	• Business Strategy • Entrepreneurial Competence • SME Performance	Entrepreneurship Competence • Right Skills • Attitude		the data revealed that venture capital and business donations significantly influences profit growth of technology-based SMEs. Moreover, the data revealed that technology-based firms can enhance their access to financing through capacity building in entrepreneurial competencies, such as acquiring the right skills and attitude. &	

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
(Ejdys, 2014) Future oriented strategy for SMEs	The main goal of the paper is to present that, using the foresight approach, small and medium size enterprises can build their innovativeness strategy. Using the literature review methods, the author compares the level of innovativeness of Polish SMEs with the level of innovativeness of other European enterprises. Showing the potential way of improving the innovativeness of SMEs by using the foresight approach, the author proposes a model of adaptation of a foresight strategy by small and medium size enterprises. Method ; Conceptual Review, Foresight Method	• Business Strategy	• Main Goal of Foresight approach • Approach Environmental Encertanity • Scope Foresight • Foresight Focus • Communication Process • Responsibility • Change Initiation • Continuity of The process • Level of process formalization • Final result of foresight process • Used Method	Building a long term strategy for innovation, not only with regard to a particular enterprise, but the whole network. Foresight as a source of unique , difficult to interpret information deriving from various sources Concentration of key factors of change, key and strategic type of information Foresight research in relation to the SME sector should focus on the dynamics of interorganizational networks, that is, the search for relationships between the network participants Foresight project should focus less on determining the future state of technology, and more on the socio-economic, inter-organizational relations (exchange of action strategies, communication, interaction, Social	The applications of foresight studies, on the level of large international corporations, indicate a positive relationship between the applications of foresight studies and the level of innovation. In the context of a low level of innovation of the SME sector in Poland, it seems reasonable to develop a model of foresight studies aimed at raising the level of innovation and competitiveness of the sector. The aim of foresight studies should be building a long term strategy for innovation, not only for a particular enterprise, but the whole network. Foresight should be as a source of unique, difficult to interpret information, deriving from various sources. In the long perspective this type of information should provide a competitive advantage for small and medium-sized enterprises. Through the use of foresight studies, the organizations of this type should position their activities in the value chain of the industry , indicating clear competitive advantages in the network, which they are a part of, with the	Middle Range & Prior research about business strategy

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
				process involving the engagement of a wide group of experts, Process of participation, not only communication, Process of participation, not only communication, All members of the network, Joining top-down and bottom-up approach, Foresight process as a tool of continual improvement, Acceptance for less formalized strategy building, Alternative scenarios, based on key factors, Process using more creative methods (e.g. wild cards, weak signals)	simultaneous involvement of all stakeholders.	
(Lorenzo et al., 2018) The competitive advantage in business, capabilities and strategy. What general performance factors are found in the Spanish wine industry?	The main objective of this article is to empirically test how resources, capabilities and strategies modulate the results of companies. For doing so, this study analyzes the technological and managerial capabilities of the firm, its strategic positioning and the business result in the market, as well as the financial result.	• Business Strategy • Business Performance •	Business Strategy • Resource and capabilities • Strategy Advantage • Technological Capabilities	Business Strategy • Managerial capability Business performance • Market position • Profitability • Economic growth company	The results reveal that resources and capabilities along with strategies define competitive advantage, but their relationship and importance is different for each type of company.	Middle Range & Prior research about business strategy

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
(Lorenzo et al., 2018) How technology-based firms become also highly innovative firms? The role of knowledge, technological and managerial capabilities, and entrepreneurs' background Sergio	study contributes to the specialized literature examining the determining factors associated with the creation and development of TB&InnFs by identifying novel driving forces, such as knowledge-, technology-, and managerial-based capabilities. Method : SEM	• Business Strategy	Managerial Capability		These findings make a clear distinction between TBF and TB&InnF, put in question the traditional definition of TB&InnF, exclusively focused toward R + D activity, and valorise the importance of a CEO with both a broader vision that combines technologies, products, markets and people, with the ability to sense and seize new opportunities.	Middle Range & Prior research about business strategy
(Paul et al., 2017) A multilevel approach for assessing business strategies on climate change	This paper proposes to advance the adoption of multilevel research approach in the context of business strategies and climate change. As a guide for conducting multilevel assessment, a flexible analytical framework is presented. The framework is developed through a process of structured literature review	• Business strategy	• Transantional • National • Sectorial • Organizational • Individual	Transnational • Geo-political • Transnational Stakeholders National • Socio-cultural • Economics • Regulatory * Judiciary Framework • Goe-Physcial • National Stakeholders Sectorial • Product Process and Service Organizational • Organisational culture, structure and process • Resources and capability	The framework consists of thirteen contextual factors spread across five levels and identifies the key multilevel relationships that moderate organisational level climate change related strategy formulation. Level specificities of several theories across these five levels are also identified to facilitate application of the framework in building multilevel hypotheses for business strategies on climate change. In addition, a concise summary of the fundamental concepts of multilevel modelling techniques is provided to help researchers in selecting suitable multilevel models during the operationalization of the framework.	Middle Range & Prior research about business strategy

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
				- Organizational stakeholders - Individual - Disiplinary background and training		
(Limaj & Bernroider, 2019) The roles of absorptive capacity and cultural balance for exploratory and exploitative innovation in SMEs	This study investigates whether balanced forms of organizational cultures moderate the effects of potential and realized absorptive capacities (ACs) to simultaneously generate exploratory and exploitative innovations.	- Innovation - Performance	- Explorative Innovation - Exploitative Innovation	Our organization accepts demands that go beyond existing products and services (EXPR1). We invent new products and services (EXPR2). We experiment with new products and services in our local market (EXPR3). We commercialize products and services that are completely new to our organization (EXPR4). We frequently utilize new opportunities in new markets (EXPR5). Our organization uses new distribution channels (EXPR6). We frequently refine the provision of existing products and services (EXPI1). We	Our results show that the effects of potential AC on organizations' exploratory and exploitative innovations are fully mediated by the organizations' realized AC. The positive effects of realized AC on innovation are contingent on the overall cultural balance of the organization, which, however, does not affect the strong link between potential AC and realized AC. We thus provide novel empirical insights into the multi-dimensional nature of AC and the importance of cultural equilibrium for both exploratory and exploitative innovation, which is of particular importance for ambidextrous SMEs facing dynamic markets.	Middle Range & Prior research about innovation

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
				regularly implement small adoptions to existing products and services (EXPI2). We introduce improved, but existing products and services for our local market (EXPI3). We improve our provision's efficiency of products and services (EXPI4). We increase economies of scale in existing markets (EXPI5). Our organization expands services for existing clients (EXPI6)		
(Ioanid et al., 2018) Push or pull ? The Nature of innovation process in the Hungarian food	We assume that innovation, like other goods or assets, can be produced based on the existing set of knowledge, the absorptive and adaptive capacities of companies together with the availability of new ideas. Therefore, the paper tries to discover, what factors are behind the innovative ideas maintained and developed within the enterprise and – at the end of the process – realized on the market (i.e.	• Innovation Collaboration	Schmookler's Innovation Model	• Share of Idea marketing carried out within enterprise • New Idea • Share of idea development • The enterprise owes exclusive and specific knowledge • R&D Ratio • Share of employee	concept of "Industry 4.0", production processes will be pushed to be increasingly interconnected, information based on a real time basis and, necessarily, much more efficient. In this context, capacity optimization goes beyond the traditional aim of capacity maximization, contributing also for organization's profits	Prior Research
(Rajapathirana & Hui, 2018) Relationship	Innovation is widely regarded as pinnacle success factor in	• Innovation capability	Market Innovation • New Media technique		The results of this study could lead effective management of innovation	

Author / Title	Research Problem / Objectiveness / Method	Variables	Dimension	Construct Item	Result	Role
between innovation capability, innovation type, and firm performance	highly competitive and global economy. An innovation perspective draws a clear picture of future opportunities that lie ahead. The main purpose of this paper is to explore the relationship among innovations capability, innovation type and on the different aspect of firm performance including innovation, market and financial performance based on an empirical study	• Innovation type • Innovation performance • Market Performance • Financial Performance	• New sales channel or placement • New delivery channels Product innovation • Develop original product • Increase the value of the product • Add new element to the products • Tehcnical Spessification Organizational Innovation • New business perspective • New knowledge management system • Distributing responsibility and decision making • Renew in external relationship • Renew the organizational structure • Process Innovation • Increase speed of implementation • Building operating platform • Reduce variable cost • Method allowing work instruction Market performance • Market share • Customer satisfaction • Total Sales Financial performances • ROI / ROA • Return of sales		capability which helps to deliver more effective innovations outcomes to generate better performance and it would be benefits for management of the insurance companies.	

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