

Open Access Article

Improving Marketing Performance of Small-Medium Enterprises of Food Stall by Innovation on Online Orders

Widodo

Department of Agribusiness, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia

Abstract: The food and beverage industry should be excellent for small-medium enterprises (SMEs) in Indonesia. The digital economy that has swiftly entered the SMEs in Indonesia has also become a new driver for the economy. Digital companies have made innovations to take advantage of the potential market of SMEs. This article brings an insight into how SMEs can benefit from leveraging the creative work of digital companies. Specifically, this study investigated the effect of online market orientation, online service innovation, and online service creativity on the marketing performance of SMEs of food stalls. Data were collected by distributing questionnaires to SME owners, which were the samples for this study. Multiple linear regression tested the influence of online market orientation, online service innovation, and online service creativity variables on the marketing performance of processed food SMEs. The results showed that most SMEs ran their business for less than three years, but they have an online sales turnover of less than IDR 10 million per month. The multiple linear regression analysis results showed that online market orientation variables, online service innovation, and online service creativity created by digital companies affected the marketing performance of SMEs. This research provided novelty in digital companies' creative innovations for food stall SMEs' marketing performance.

Keywords: digital company, food stall, marketing performance, partnership.

在线订单创新提升中小食档企业营销绩效

摘要：食品和饮料行业应该非常适合印度尼西亚的中小企业。迅速进入印尼中小企业的数字经济也成为了经济的新动力。数字公司进行创新以利用中小企业的潜在市场。本文深入探讨了中小企业如何从利用数字公司的创造性工作中受益。具体而言，本研究调查了在线市场导向、在线服务创新和在线服务创意对大排档中小企业营销绩效的影响。通过向中小企业所有者分发调查问卷来收集数据，这些调查问卷是本研究的样本。多元线性回归测试了在线市场导向、在线服务创新和在线服务创意变量对加工食品中小企业营销绩效的影响。结果显示，大多数中小企业的业务经营时间不到三年，但其在线销售额每月不到 1000 万印尼盾。多元线性回归分析结果表明，数字化公司创造的在线市场导向变量、在线服务创新和在线服务创意影响了中小企业的营销绩效。

关键词：数字公司、大排档、营销业绩、合作伙伴关系。

1. Introduction

Small-medium enterprises (SMEs) have a significant role in the Indonesian national economy. The business from this sector reached 3.4 million units in 2013, 90% of the total business unit of national industries. Indonesian SMEs absorbed more than 9.7 million workforces, about 65.4% of the workforce

employed in the non-oil & gas industrial sector, which significantly influenced poverty reduction [1]. In 2011–2015, SMEs grew at 2.4, while the employment rate also increased by 5.9% [2]. The digital economy has greatly influenced SMEs in Indonesia. In 2018, a total of 9.6 million SMEs began conducting their business online [3]. The Indonesian Internet Service Providers

Received: June 1, 2021 / Revised: June 6, 2021 / Accepted: July 30, 2021 / Published: September 30, 2021

About the author: Widodo, Department of Agribusiness, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia

Corresponding author Widodo, widodo@umy.ac.id

Association survey showed that 74.9% of medium-sized entrepreneurs and 57.1% of small traders were internet users [4].

The potential of online marketing products in Indonesia was enormous. Internet users in 2018 were 171.17 million people, an increase of 10.12% from the previous year [5]. The growth of internet users was a force that drove online commerce growth. Merchant Machine research institute released that Indonesia was the country with the fastest online trade growth in 2018. Indonesian people's average spending on online shopping sites reached the US \$ 228 per person or around IDR 3.19 million per person in 2018 [6].

The most frequent purchases online were made mostly by youths. As many as 45% of online market consumers were between 18–24 years old, followed by 25–34 years old (41%), and the remaining 14% were consumers aged over 35 years [7]. Over 80% of the individuals in this age group were internet users [4]. Furthermore, students contribute to the Special Region of Yogyakarta's economy. The Indonesian Young Entrepreneurs Association of the Special Region of Yogyakarta (DIY) estimated all DIY students' economic potential to reach IDR 600 billion per month or IDR. 7.2 trillion per year [8].

One of the most popular online purchases was food deliveries [7]. Business in the food and beverage industry continued to be excellent. However, SMEs still face obstacles in marketing their products. SMEs' ability to read market needs was still not sharp, so it did not carefully capture the market's requirements. Product marketing still relied on simple marketing as word-of-mouth and did not create social media or internet networks [9]. The development of start-ups, unicorns, and decacorns increases its business partners' economy.

Indonesia's digital economy has become a new driver for SME partners' economies. Achieving unicorn and decacorn status must be followed by technology transfer and small business partners' skills. Initiation, innovation, and pioneering of digital companies can answer their consumers' lifestyle demands. Thus, the creativity and innovation of digital company services were attractive to consumers of digital companies and consumers of their partner products [10]. The rapid development of technology provides new facilities for processed food SMEs to offer their consumers service. The specific feature of digital companies that SMEs widely used for food deliveries was enabling online orders. The use of smartphones that are easy to run makes this digital technology innovation attractive for processed food SMEs to partner with digital companies. Moreover, this online food order has a broad target audience supported by a partner motorbike fleet that delivers food to consumers.

There is extensive research on applying and using information technology in SMEs. SMEs in the City of

Jambi, Indonesia, had used the internet to explore product excellence information and find ways to improve the quality of the products produced [11]. Many SMEs in Malaysia have emphasized the adoption of information and communication technology (ICT). However, ICT was used only for basic functionalities, not to activate new information services or improve Malaysian SMEs' communication [12]. The application of ICT has a diverse impact on SMEs. The adoption of information technology in SMEs has not improved the business performance of Rural Credit Banks [13]. However, another research showed that investment in information technology positively affected SMEs' business performance in East Java, Indonesia [14]. Conceptually, information technology integration would enhance relations between stakeholders more effectively [15].

Marketing performance has gained much attention from several studies. Some variables that influence marketing performance included market orientation [16], product innovation [17], and creativity variable [18], and all variables had a positive effect on marketing performance. All previous research showed that business actors themselves carried out the results of creative processing. The development of technology has encouraged digital companies to share their creative processing results with their business partners.

One way to increase companies' competitiveness was by using information technology [19]. Better market knowledge encouraged traders to improve their performance [20]. Some digital companies have produced creative works utilized by other businesses with mutually beneficial partnerships in the digital economy. Online food orders provided by application companies were able to enhance the development of SMEs. This research provided novelty in the aspects of digital companies' creative innovations on the marketing performance of food stall SMEs partners. Specifically, this study aims to analyze the impact of online market orientation, online service innovation, and online service creativity on food stall SMEs' marketing performance.

2. Research Methods

The problem discussed in this study was online orders provided by a digital company, namely Gojek. In this study, the subjects were food stall SMEs that used the online food order system provided by the digital company of Gojekin, the Special Region of Yogyakarta, for at least two months. There was no preliminary data about SMEs who had used food online orders, so the samples in this study were taken accidentally. A sample of 50 food stall SMEs located around the university campus was studied for this research.

The selected food stall SMEs filled out the questionnaires. The questionnaire consisted of five

parts: the respondent's personal and business data, SMEs' marketing performance, online market orientation, online service innovation, and online service creativity. Indicators that measured the online market orientation variable were (i) customer orientation, (ii) competitor orientation, and (iii) function orientation among actors. Indicators that measured the online service innovation variable were (i) service renewal, (ii) service excellence, and (iii) support service renewal. Indicators that measured the online service creativity variable were (i) service authenticity, (ii) attracts attention, and (iii) inspires user interest. Indicators that measured marketing performance variables were (i) sales volume growth, (ii) increase in the reach of target markets, (iii) increase in customers, and (iv) increase in revenue. A Likert scale measured each indicator with a score of one for "strongly disagree" and five for "strongly agree" responses. The linear regression tested the effect of online market orientation variables (X_1), online service innovation (X_2), and online service creativity (X_3) on the SMEs' marketing performance (Y). The model used was:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

The F-test was used to test the independent variables' effect on the dependent variable. The t-test examined each independent variable's impact on the dependent variable [21].

3. Results

The object used in this study was an online food order from the digital company of Gojek. The digital company of Gojek initially designated the bike-rider booking through the call center and then added various services, one of which was a food delivery order named Gofood. This service allowed application users to order food from various restaurants located around them. This feature was a development of the motorcycle taxi named by Gojek [22]. The food delivery courier was the Gojek motorcycle taxi driver. The Gofood online food orders claimed to serve food orders within 60 minutes from ordering through this application.

The development of technology provides new facilities for SME food stall entrepreneurs to deliver products to a broader range of consumers efficiently. These online orders of Gofood helped the food stall SMEs. Requirements to cooperate with the digital company of Gojek were not complicated. SMEs owner registered and followed the procedures given by Gojek digital company, then Gofood displayed all SMEs' menus on consumer's smartphones. Approximately two million motorcycle drivers in Indonesia were tasked with delivering consumer orders [22]. This condition was an opportunity for food stall SMEs to enhance their business.

Table 1 shows that the monthly sales of SMEs' food stalls in partnership with the Gojek digital company

with the most significant percentage are up to IDR 10,000,000, which was as much as 60%. However, 24% of food stall SMEs, whose monthly sales were more than IDR 25,000,000, also used the Gofood application. This study indicates that the Gofood application attracted various scale groups of food stall SMEs to establish partnerships. It was caused by the SMEs transferring the cost of the order to consumers.

Table 1 The number of monthly sales of participant SMEs

Number of Sales Per Month (IDR)	Total	Percentage
5,000,000 or less	11	22%
5,000,001 - 10,000,000	19	38%
10,000,001 - 15,000,000	1	2%
15,000,001 - 20,000,000	5	10%
20,000,001 - 25,000,000	2	4%

The digital company Gojek charged some fees from SMEs to utilize, based on sales value, a certain percentage of the sales value. In general, SMEs increased the selling price for consumers who bought through this application. The consumer also bore food transportation costs. This application integrated SMEs and motorcycle taxi drivers to serve food consumers. Integrating e-marketing and market orientation concepts opens a new way to gain competitive advantages through serious attention to implementing marketing activities [23].

Running a business inspired food stall SMEs to take advantage of various opportunities to develop their business further. Table 2 presents study results of SMEs' distribution based on the business duration.

Table 2 shows that the food stall SMEs with partnerships with Gojek digital company had varied business experiences. Even though the food stall SMEs with running business spanning 1–3 years were 44% more than other groups, the percentage of actors with business experience of less than one year and more than three years was also quite large, namely 26% and 30%, respectively. Opportunities opened by Gojek digital company for food stall SMEs to develop the marketing of their products have been captured by food stall SMEs, even though their business was not long-established. Some owners' food stall SMEs started their business because they knew marketing opportunities from collaboration with Gojek digital company would benefit their business. Gojek digital company did not provide requirements regarding the length of doing business for prospective business partners. Marketing cooperation with Gojek digital company reduced marketing risk, which lifted marketing sales when the number of product requests was at a low point.

Table 2 The business experience of participant SMEs

Business experience	Total	Percentage
Less than one year	13	26%
1– 3 years	22	44%
More than three years	15	30%
Total	50	100%

With the increasingly fierce business competition and the increasingly popular news of business disruption, some businesses finessed the available market opportunities. Businesses from small to large scale started to learn the patterns offered by application companies, including Gojekdigitalcompany. When many transportation companies went out of business because they could not resist the disruption of their business by the Gojek application, many other such companies began to ponder that their companies would suffer the same fate as those that went out of business. However, the lack of a combination of e-commerce with traditional industry was also why many of Beijing's SMEs withdrew from e-commerce practice. Conventional enterprises need to start online marketing to exploit the market [24]. The processed food SMEs, aware of this strategy, used Gofood application orders to improve their business. Table 3 shows the duration that SMEs have used food online orders.

Table 3 The duration of using online orders of participant SMEs'

Duration of utilizing online orders	Total	Percentage
At most 3 months	6	12%
3 to 6 months	9	18%
More than 6 months	35	70%
Total	50	100%

Based on the results of the research shown in Table 3, a majority of 70% of respondents have used the Gofoodonline food ordering service for more than six months, the remaining 18% have used it between 3 to 6 months, and 12% have been used it for no more than 3 months. The results indicate that some SMEs of food stalls in the Special Region of Yogyakarta have long been using Gofoodonline food orders to increase their product sales. Many SMEs operated traditional businesses and combined them with online marketing orders using social media. When e-commerce emerged as a new trigger for expanding markets, several SMEs in Beijing also combined traditional marketing and e-commerce [24]. A process model for Enterprise Information Technology Application (EITA) implantation in medium-sized enterprises has emerged. EITA covers three main phases (pre-implantation, implantation, and post-implantation), besides cross-cutting concerns (leadership & communication, change

management, and project management) [25].

Table 4 presents the results of multiple linear regression analyses of the influence of online market orientation variables, online service innovation, and online service creativity on processed food SMEs' marketing performance.

Table 4 Results of multiple linear regression tests

Variable	Regression Coefficient	t-count	Sig.
Online market orientation	0.418	3.302	0.002
Online service innovation	0.309	1.812	0.077
Online service creativity	0.639	5.307	0.000
A constant	-1.823		
$R^2 = 0.715$ F-count = 37.550			

Simultaneous testing of the independent variables presented in Table 4 shows that online market orientation, online service innovation, and online service creativity in the food delivery service simultaneously have a positive and significant effect on processed food SMEs' marketing performance in the Special Region of Yogyakarta. The magnitude of variations in SMEs' marketing performance could be explained by online market orientation, online service innovation, and online service creativity, which was 71.5%. Individually, online market orientation, online service innovation, and online service creativity significantly influenced processed food SMEs' marketing performance.

Table 4. shows that the online market orientation of online food orders has a positive and significant effect on the marketing performance of food stall SMEsin the Special Region of Yogyakarta. The findings in this study indicated that the market orientation managed by Gojek digital company manifested in several inter-food order service features, which could improve the marketing performance of food stall SMEs managed by partners.

4. Discussions

Market orientation is a culture developed by companies that make all their resources sustainably committed to creating the best value for their customers. Companies can take two approaches to build market orientation: a planned approach and a market back approach [26]. Companies use educational plans and organizational change to implement norms that continuously produce the best value for customers in a planned approach. A market back approach is a trial-and-error approach made by the company by studying, evaluating, developing, and continuously

adjusting to provide the best value for consumers. In companies that partner with several stakeholders, the best customer service culture must encourage collaborative approaches, pointing toward the importance of actively managing market orientation [27], [28]. The promotion and maintenance of successful cultural change require strong leadership to collaborate all resources [26].

This online market orientation study focused on customers, competitors, and functions among stakeholders [26]. Customer focus includes awareness of customer complaints and statements and regular reviews to develop the best service for consumers. The competitor's focus comprises various efforts to monitor its marketing actions. In contrast, the inter-function focus is an action to ensure that all parties involved in marketing through online ordering have acted under established procedures. Several studies showed the positive influence of market orientation on marketing performance, e.g., on hotel services in the UK [29] and the batik business in Jombang, Indonesia [16].

The results of this online market orientation study on online food orders developed by Gojek digital company also proved an increase in other processed food SMEs' marketing performance. Thus, food stall SMEs that did not carry out market orientation activities also benefited in improved marketing performance by partnering with Gojek digital company, which provided the online food ordering application. This study's results enrich previous research where a company can only benefit from developing market orientation itself.

The online service innovation variable on online food orders had a positive and significant effect on food stall SMEs' marketing performance in the Special Region of Yogyakarta. With higher innovation, the competitive advantage of companies was increasing. Competitive advantage can be built, including product innovation and technical innovation [17]. The perception of the innovation itself determined the diffusion of innovation by an SME and the interest of SME owners to take advantage of the innovation [23]. The adoption of innovation is also related to perceived ease of use and perceived complexity. In general, if innovation is easy to use and less complicated, users require less effort, thus increasing the likelihood of adoption and usage [30].

Innovation should be an activity that every person in business continuously carries out. If the owners of SMEs do not clearly define their companies' modernization, they can not take advantage of the technological and other resources [31]. The improvement in marketing performance due to information technology has primarily come from reducing transaction costs for buyers [32]. In addition, new and more advanced services will increase productivity and ultimately increase competitiveness

[31]. Various companies invest in information technology to increase competitive advantage and to improve customer satisfaction [33].

Innovations from the information and technology sector that focus on specific consumers require substantial investment and cooperation [34], characterized short life span and high research and development costs [35]. SMEs must collaborate to utilize the technology. Gojek digital company has successfully developed many innovations in food online orders. These innovations included service updates, breakthroughs in online food orders, and other support service updates. The owners of food stall SMEs could take advantage of these innovative services by sharing benefits. In addition to the online food ordering process, Gojek digital company could still compete with other similar companies and improve their marketing performance for processed food SME partners.

The online service creativity variable had a positive and significant effect on food stall SMEs' marketing performance in the Special Region of Yogyakarta. Creativity is the beginning of an innovation that is essential for better performance and competitiveness of companies. Utilizing creativity in collaboration with digital companies will produce services that match the customers' needs [36], which will increase customer interest in conducting transactions.

In online marketing, service creativity is developed in response to complaints and suggestions submitted by customers. Based on these customers' complaints and recommendations, the company carefully designs creative activities to produce interesting innovations for all customers. This response shows that a company's investment in marketing communications can pay off with improved brand awareness, reduced negative electronic word-of-mouth, and intrusive and irritating online brand presence [37].

Creativity produces a unique service that constrains competitors from doing the same service. Creative effort is essential for creating a new economic structure and destroying an established system. Gojek digital company presented a payment method in the Gofoodonline food orders using Gopayelectronic wallet. With promotions as discounted prices for customers who used this electronic wallet, they increased customer interest to shop through the application. This study's results provided evidence that creativity carried out by a digital company could be a direct advocate for the development of partner businesses in the digital economy. In a conventional economy, creativity must be carried out by the business owners themselves. The Kudus Regency findings showed that the merchant's creativity had a positive and significant influence on the company's performance [18].

A rapidly evolving and growing digital economy

creates overall prospects for national economic development [38], [39] and environmental performance [40]. Digitalization contributes to economic growth [41] and protects rural areas from depopulation [42]. It also generates a deep impact on consumption, communication, and work style [43]. Digital transformation can create new jobs, although it does not further close the economic divide in creating new jobs [42]. Traditional occupations vanish through time, and new others replace them [44]. Applying information technology guarantees a transparent data exchange among the members [45].

Businesses can create value by requiring less material in this age of information [46]. Start-ups have been the drivers of much radical innovation in the transition to a digital economy [47]. Web of businesses that integrate links in a value chain gained market share advantage, and the bigger the market share, the more it grows. Aggregation and integration feed increasing returns [45]. Traders benefited from applying social media for marketing communication activities [48]. However, the emerging trend is that markets are dominated by foreign rather than local investments [38]. The creation of knowledge and its adaptation to product designs and production techniques are crucial for commercial competitiveness in a digital economy [46].

SMEs were challenged to adopt a new working method and improve their competitiveness based on ICTs [12]. This study indicated that information technology innovations developed by Gojek digital company could increase the marketing efficiency of their partner SMEs. A study showed that SMEs' growing opportunities could promote economic growth, create jobs, and alleviate poverty [49]. The study strongly suggested a partnership scheme among information technology start-up companies and SMEs to promote the latter growth. Pro-entrepreneurship policies should facilitate the emergence of start-up entrepreneurs and the transition of start-up entrepreneurs in ICT to small, medium, and even large entrepreneurs [49]. Furthermore, it is important to provide a productive ICT business climate so that start-up entrepreneurs can receive sufficient protection from open competition with established foreign entrepreneurs.

5. Conclusion

The potential of marketing products online in Indonesia is enormous. Internet users increase by 10.12%; this drives online commerce growth, while Indonesian people's average money on online shopping sites reached the US \$ 228 per person. One of the most popular online consumer trends was food delivery that continued to be excellent, including for SMEs. However, SMEs still face obstacles in online marketing.

The rapid development of technology by start-ups provides new facilities for food stall SMEs to provide service to consumers. Initiation, innovation, and pioneering of digital companies were attractive to consumers of digital companies and consumers of their partner products of SMEs. This study analyzed the influence of online market orientation, online service innovation, and online service creativity on food stall SMEs' marketing performance.

In this study, the subjects were SMEs that provided food through online food orders provided by Gojek digital company in the Special Region of Yogyakarta for at least two months. No preliminary data were obtained about SMEs who had used food online orders, so the samples in this study were taken accidentally. The linear regression was applied to test the effect of online market orientation variables, online service innovation, and online service creativity on processed food SMEs' marketing performance variables.

The results showed that most food stall SMEs ran businesses for less than three years and had less than IDR 10 million online sales per month. The multiple linear regression analysis results showed that variables of online market orientation, online service innovation, and online service creativity improved the marketing performance of processed food SMEs. Any invention or innovation developed by a digital company could advocate for partner business in the digital economy. Therefore, the government is recommended to provide a good business climate for establishing and developing start-up companies with SMEs.

In conventional marketing, a company's marketing innovation process should be carried out to provide the best service for its consumers. Various complaints and suggestions from customers that are given through the company's website are valuable inputs to improve the company's online marketing services. However, SMEs cannot develop online marketing services because they are constrained by a lack of capital, human resources, and technology. Digital companies develop online marketing services by developing marketing innovations for their partners. This research provided new insight into the marketing performance of SMEs as an impact of marketing innovations carried out by digital company core partners.

Our research has limitations, especially concerning the methodology to generalize the results. The limitation on the number of samples, the sample selection, and the subject of food stall SMEs could have limited the validity of our results. Future studies could evaluate our findings by extending the research to a more diverse geographical zone and various other kinds of SMEs to reduce this problem.

References

- [1] MINISTRY OF INDUSTRY REPUBLIC OF INDONESIA. *Industry Facts & Figures 2017*. Ministry of

- Industry Republic of Indonesia, Jakarta, 2018. <https://kemenperin.go.id/download/17369>
- [2] KEMETERIAN PPN/BAPPENAS. Penguatan UMKM Untuk Pertumbuhan Ekonomi yang Berkualitas. *Warta KUMKM*, 2016, 5(1): 1-36. https://www.bappenas.go.id/files/8014/8116/6753/Warta_KUMKM_2016_Vol_5_No_1.pdf
- [3] RIKA H. Ministry of Communication and Information: 9.6 million SMEs already Selling Online. *Kementerian Komunikasi dan Informatika Republik Indonesia*, 2019. https://www.kominfo.go.id/content/detail/16707/kominfo-96-juta-umkm-sudah-jualan-daring/0/sorotan_media
- [4] INDONESIA INTERNET SERVICE PROVIDER ASSOCIATION. *Survey Report on Indonesian Internet User Penetration & Behavior Profile 2018*. Polling Indonesia, 2019. <https://diskominfo.purwakartakab.go.id/panel/assets/files/547e1e75b59e668bda451e92f9246d00.pdf>
- [5] INDONESIA INTERNET SERVICE PROVIDER ASSOCIATION. Indonesia Internet Penetration 2018. *Bulletin of APJII*, 2019, 40. <https://apjii.or.id/downfile/file/BULETINAPJIIEDISI40Mei2019.pdf>
- [6] MERCHANT MACHINE. Saturated Sectors: Finding Gaps in The Ecommerce Market In 2019. *Merchant Machine*, 2019. <https://merchantmachine.co.uk/saturated-sectors/>
- [7] ISWARA A.J. Online Shopping in Indonesia in 2019 Figures. *Good News From Indonesia*, 2019. <https://www.goodnewsfromindonesia.id/2019/03/26/belanja-online-di-indonesia-dalam-angka>
- [8] SUDJATMIKO T. Potential of Student Economic in Yogyakarta IDR 7.2T in 2016. *KRJogja*, 2016. https://krjogja.com/web/news/read/13490/Potensi_Ekonomi_Mahasiswa_di_DIY_Rp_7_2_T
- [9] FEDERAL DEPARTMENT OF ECONOMIC AFFAIRS, EDUCATION AND RESEARCH. *Financing Small Businesses in Indonesia: Challenges and Opportunities*. International Labour Organization, 2019. https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms_695134.pdf
- [10] INDONESIA INTERNET SERVICE PROVIDER ASSOCIATION. Look beyond the start-up and decacorn in Indonesia. *Bulletin APJII*, 2019, 39. <https://apjii.or.id/downfile/file/BULETINAPJIIEDISI39Mei2019.pdf>
- [11] LUBIS T. A., & JUNAIDI J. Utilization of Information Technology in Micro, Small, and Medium Enterprises in Jambi City. *Journal of Regional Financing and Development Perspectives*, 2016, 3(3): 163–174. <https://doi.org/10.22437/ppd.v3i3.3535>
- [12] BAKAR M. F. A., TALUKDER M., QUAZI A., and KHAN I. Adoption of Sustainable Technology in the Malaysian SMEs Sector: Does the Role of Government Matter? *Information*, 2020, 11(4): 215. <https://doi.org/10.3390/info11040215>
- [13] CHAIROEL L., & RISKI T. R. Internal and external factor influence ICT adoption: A case of Indonesian SMEs. *Jurnal Manajemen Dan Kewirausahaan*, 2018, 20(1): 38–44. <https://doi.org/10.9744/jmk.20.1.38-44>
- [14] PURNAMA C., & SUBROTO W. T. Competition intensity, uncertainty environmental on the use of information technology and its impact on business performance small and medium enterprises. *International Review of Management and Marketing*, 2016, 6(4): 984–992. <http://www.econjournals.com/index.php/irmm/article/view/3294>
- [15] ZHAO S., & PRIPORAS C. V. Information technology and marketing performance within international market-entry alliances: A review and an integrated conceptual framework. *International Marketing Review*, 2017, 34(1): 5–28. <https://doi.org/10.1108/imr-01-2016-0024>
- [16] WIRAWAN Y. R. The Influence of Market Orientation, Entrepreneurship Orientation on Marketing Performance of Batik MSMEs in Jombang Regency. *Equilibrium: Scientific Journal of Economics and Learning*, 2017, 5(1): 56–69. <https://doi.org/10.25273/equilibrium.v5i1.1006>
- [17] ROKHMAN M. T. N. Market orientation to improve marketing performance through the competitive advantages of batik SMEs. *Jurnal Aplikasi Manajemen*, 2019, 17(3): 489–495. <https://doi.org/10.21776/b.jam.2019.017.03.13>
- [18] SUTAPA S., MULYANA M., and WASITOWATI W. The Role of Market Orientation, Creativity and Innovation in Creating Competitive Advantages and Creative Industry Performance. *Jurnal Dinamika Manajemen*, 2017, 8(2): 152–166. <https://doi.org/10.15294/jdm.v1i1.12756>
- [19] SAHIN H., & TOPAL B. Impact of information technology on business performance : Integrated structural equation modeling and artificial neural network approach. *Scientia Iranica*, 2018, 25: 1272–1280. <https://doi.org/10.24200/sci.2018.20526>
- [20] PARK S., CHUNG S., and LEE S. The effects of online product reviews on sales performance: Focusing on a number, extremity, and length. *Journal of Distribution Science*, 2019, 17(5): 85–94. <https://doi.org/10.15722/jds.17.5.201905.85>
- [21] LEE C. F., CHEN H. Y., and LEE J. *Financial Econometrics, Mathematics, and Statistics*. Springer, New York, 2019. <https://doi.org/10.1007/978-1-4939-9429-8>
- [22] GOJEK. *The new spirit of Gojek in 2019*. www.gojek.com/about
- [23] SHALTONI A. M., WEST D., ALNAWAS I., and SHATNAWI T. Electronic marketing orientation in the Small and Medium-sized Enterprises context. *European Business Review*, 2018, 30(3): 272–284. <https://doi.org/10.1108/ebrev-02-2017-0034>
- [24] ALZHRANI J. The impact of e-commerce adoption on business strategy in Saudi Arabian small and medium enterprises (SMEs). *Review of Economics and Political Science*, 2019, 4(1): 73–88. <https://doi.org/10.1108/revps-10-2018-013>
- [25] PAREDES I. R., & CARVALHO J. A. Implantation process of Enterprise IT Application in a medium-sized enterprise. *2019 International Conference on Information Systems and Software Technologies Implantation*, IEEE, 2019. <https://doi.org/10.1109/ici2st.2019.00021>
- [26] ALABSY N. M. A. Market orientation and corporate performance of small and medium-sized enterprises in Saudi Arabia. *Innovative Marketing*, 2021, 17(1): 66–77. [https://doi.org/10.21511/im.17\(1\).2021.06](https://doi.org/10.21511/im.17(1).2021.06)
- [27] MOLANDER S, FELLESON M, and FRIMAN M. Market Orientation in Public Service — A Comparison Between Buyers and Providers. *Journal of Nonprofit and Public Sector Marketing*, 2018, 30(1): 74–94. <https://doi.org/10.1080/10495142.2017.1326342>

- [28] METZ D., ILIEȘ L., and NISTOR R. L. The impact of organizational culture on customer service effectiveness from a sustainability perspective. *Sustainability*, 2020, 12(15): 3–6. <https://doi.org/10.3390/su12156240>
- [29] ALNAWAS I., & HEMSLEY-BROWN, J. Market orientation and hotel performance: investigating the role of high-order marketing capabilities. *International Journal of Contemporary Hospitality Management*, 2019, 31(4): 1885–1905. <https://doi.org/10.1108/ijchm-07-2018-0564>
- [30] SHANMUGAM J. K., PING T. A., and THURAISAMY R. The Effect of Perceived Characteristics of DOI and Technology Adoption on SMEs Performance in Malaysia. *International Journal of Recent Technology and Engineering*, 2019, 8(4): 4773–4779. <https://doi.org/10.35940/ijrte.d7292.118419>
- [31] MARIUS DAN D. Small and Medium Enterprise's Growth and New Technologies Implementation. *Romanian Economic and Business Review*, 2011, 6(2): 7–18. <https://cyberleninka.ru/article/n/determinants-of-innovations-in-small-and-medium-enterprises-a-european-and-international-experience>
- [32] RANGASWAMY A., MOCH N., FELTEN C., VAN BRUGGEN G., WIERINGA J. E., and WIRTZ J. The Role of Marketing in Digital Business Platforms. *Journal of Interactive Marketing*, 2020, 51: 72–90. <https://doi.org/10.1016/j.intmar.2020.04.006>
- [33] PURWITA A. W., & SUBRIADI A. P. Information technology investment: In search of the closest accurate method. *Procedia Computer Science*, 2019, 161: 300–307. <https://doi.org/10.1016/j.procs.2019.11.127>
- [34] TALWAR S., TALWAR M., KAUR P., and DHIR A. Consumers' resistance to digital innovations: A systematic review and framework development. *Australasian Marketing Journal*, 2020, 28(4): 286–299. <https://doi.org/10.1016/j.ausmj.2020.06.014>
- [35] CHOY M., & PARK G. Sustaining innovative success: A case study on consumer-centric innovation in the ICT industry. *Sustainability*, 2016, 8(10). <https://doi.org/10.3390/su8100986>
- [36] STOJCIC N., HASHI I., and ORLIC E. Creativity, innovation effectiveness and productive efficiency in the UK. *European Journal of Innovation Management*, 2018, 21(4): 564–580. <https://doi.org/10.1108/ejim-11-2017-0166>
- [37] DWIVEDI Y. K., ISMAGILOVA E., HUGHES D. L., CARLSON J., FILIERI R., JACOBSON J., JAIN V., KARJALUOTO H., KEFI H., KRISHEN A. S., KUMAR V., RAHMAN M. M., RAMAN R., RAUSCHNABEL P. A., ROWLEY J., SALO J., TRAN G. A., and WANG Y. Setting the future of digital and social media marketing research: Perspectives and research propositions. *International Journal of Information Management*, 2021, 59: 102168. <https://doi.org/10.1016/j.ijinfomgt.2020.102168>
- [38] EFERIN Y., HOHLOV Y., and ROSSOTTO C. Digital platforms in Russia: competition between national and foreign multi-sided platforms stimulates growth and innovation. *Digital Policy, Regulation and Governance*, 2019, 21(2): 129–145. <https://doi.org/10.1108/dprg-11-2018-0065>
- [39] SOLOMON E. M., & VAN KLYTON A. The impact of digital technology usage on economic growth in Africa. *Utilities Policy*, 2020, 67: 101104. <https://doi.org/10.1016/j.jup.2020.101104>
- [40] LI Y., DAI J., and CUI L. The impact of digital technologies on economic and environmental performance in the context of industry 4.0: A moderated mediation model. *International Journal of Production Economics*, 2020, 229: 107777. <https://doi.org/10.1016/j.ijpe.2020.107777>
- [41] MYOVELLA G., KARACUKA M., and HAUCAP J. Digitalization and economic growth: A comparative analysis of Sub-Saharan Africa and OECD economies. *Telecommunications Policy*, 2020, 44(2): 101856. <https://doi.org/10.1016/j.telpol.2019.101856>
- [42] BRIGLAUER W., DÜRR N. S., FALCK O., and HÜSCHEL RATH K. Does state aid for broadband deployment in rural areas close the digital and economic divide? *Information Economics and Policy*, 2019, 46: 68–85. <https://doi.org/10.1016/j.infoecopol.2019.01.001>
- [43] TAKAGI S. Literature survey on the economic impact of digital platforms. *International Journal of Economic Policy Studies*, 2020, 14(2): 1–16. <https://doi.org/10.1007/s42495-020-00043-0>
- [44] ALY H. Digital transformation, development, and productivity in developing countries: is artificial intelligence a curse or a blessing? *Review of Economics and Political Science*, 2020. <https://doi.org/10.1108/revs-11-2019-0145>
- [45] APRIYANI D., NURMALINA R., and BURHANUDDIN B. Bullwhip Effect Study in Leaf Organic Supply Chain. *AGRARI: Journal of Agribusiness and Rural Development Research*, 2021, 7(1): 1–10. <https://doi.org/10.18196/agraris.v7i1.9842>
- [46] THOMAS A., PASSARO R., and QUINTO I. Developing Entrepreneurship in Digital Economy: The Ecosystem Strategy for Startups Growth. *Strategy and Behaviors in the Digital Economy*. IntechOpen, 2020. <https://www.intechopen.com/chapters/66381>
- [47] CHOI S. K., HAN S., and KWAK K. T. Innovation capabilities and the performance of start-ups in Korea: The role of government support policies. *Sustainability*, 2021, 13(11): 1–14. <https://doi.org/10.3390/su13116009>
- [48] AKHMADI H., SUSANAWATI S., PUTRI UTAMI N., and WIDODO A. S. Use of WhatsApp Application on Fruit Marketing Communication. *Journal of Information and Organizational Sciences*, 2021, 45(1): 95–113. <https://doi.org/10.31341/jios.45.1.6>
- [49] EDOHO F. M. Entrepreneurship paradigm in the new millennium: A critique of public policy on entrepreneurship. *Journal of Entrepreneurship in Emerging Economies*, 2016, 8(2): 279–294. <https://doi.org/10.1108/jee-08-2015-0043>

参考文献:

- [1] 印度尼西亚工业部. 2017 年行业事实和数据。印度尼西亚工业部，雅加达，2018. <https://kemenperin.go.id/download/17369>
- [2] 凯门利安 PPN/巴比纳斯. 加强中小微企业以实现高质量经济增长。库克姆新闻，2016，5(1): 1-36. https://www.bappenas.go.id/files/8014/8116/6753/Warta_KU_MKM_2016_Vol_5_No_1.pdf
- [3] RIKHA H. 通信和信息化部：960 万中小企业已经在网上销售。印度尼西亚共和国通信和信息部，2019. https://www.kominfo.go.id/content/detail/16707/kominfo-96-juta-umkm-sudah-jualan-daring/0/sorotan_media
- [4] 印度尼西亚互联网服务提供商协会. 2018 年印度尼西亚互联网用户渗透率和行为概况调查报告。投票印度尼西亚，2019.

<https://diskominfo.purwakartakab.go.id/panel/assets/files/547e1e75b59e668bda451e92f9246d00.pdf>

- [5] 印度尼西亚互联网服务提供商协会. 2018 年印度尼西亚互联网渗透率。印度尼西亚互联网服务提供商协会公告, 2019, 40. <https://apjii.or.id/downfile/file/BULETINAPJIIEDISI40Mei2019.pdf>
- [6] 商机. 饱和行业：寻找 2019 年电子商务市场的空白。商家机器, 2019. <https://merchantmachine.co.uk/saturated-sectors/>
- [7] ISWARA A.J. 2019 年印度尼西亚网上购物数据。来自印度尼西亚的好消息, 2019. <https://www.goodnewsfromindonesia.id/2019/03/26/belanja-online-di-indonesia-dalam-angka>
- [8] SUDJATMIKO T. 2016 年日惹日惹特区 7.2 兆的学生经济潜力。克若贾, 2016. https://krjogja.com/web/news/read/13490/Potensi_Ekonomi_Mahasiswa_di_DIY_Rp_7_2_T
- [9] 联邦经济、教育和研究部. 印度尼西亚的小型企业融资：挑战与机遇。国际劳工组织, 2019. https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms_695134.pdf
- [10] 印度尼西亚互联网服务提供商协会. 超越印度尼西亚的初创企业和独角兽。印度尼西亚互联网服务提供商协会公告, 2019, 39. <https://apjii.or.id/downfile/file/BULETINAPJIIEDISI39Mei2019.pdf>
- [11] LUBIS T. A., & JUNAIDI J. 占碑市微型、中小型企业的信息技术利用。区域融资与发展展望杂志, 2016, 3(3): 163–174. <https://doi.org/10.22437/ppd.v3i3.3535>
- [12] BAKAR M. F. A., TALUKDER M., QUAZI A., 和 KHAN I. 马来西亚中小企业部门采用可持续技术：政府的作用重要吗？信息, 2020, 11(4): 215. <https://doi.org/10.3390/info11040215>
- [13] CHAIROEL L., 和 RISKI T. R. 影响信息通信技术采用的内部和外部因素：印度尼西亚中小企业的案例。管理与创业杂志, 2018, 20(1): 38–44. <https://doi.org/10.9744/jmk.20.1.38-44>
- [14] PURNAMA C., 和 SUBROTO W. T. 竞争强度、信息技术使用的不确定性环境及其对中小企业经营业绩的影响。国际管理与营销评论, 2016, 6(4): 984–992. <http://www.econjournals.com/index.php/irmm/article/view/3294>
- [15] ZHAO S., 和 PRIPORAS C. V. 国际市场准入联盟内的信息技术和营销绩效：审查和综合概念框架。国际营销评论, 2017, 34(1): 5–28. <https://doi.org/10.1108/imr-01-2016-0024>
- [16] WIRAWAN Y. R. 市场导向、创业导向对仲邦摄政蜡染中小微企业营销绩效的影响。均衡：经济与学习科学杂志, 2017, 5(1): 56–69. <https://doi.org/10.25273/equilibrium.v5i1.1006>
- [17] ROKHMAN M. T. N. 以市场为导向，通过蜡染中小企业的竞争优势提高营销绩效。管理应用期刊, 2019, 17(3): 489–495. <https://doi.org/10.21776/b.jam.2019.017.03.13>
- [18] SUTAPA S., MULYANA M., 和 WASITOWATI W. 市场导向、创造力和创新在创造竞争优势和创意产业绩效

- 中的作用。杂志管理动态, 2017, 8(2): 152–166. <https://doi.org/10.15294/jdm.v1i1.12756>
- [19] SAHIN H., 和 TOPAL B. 信息技术对业务绩效的影响：集成结构方程建模和人工神经网络方法。伊朗科学, 2018, 25: 1272–1280. <https://doi.org/10.24200/sci.2018.20526>
- [20] PARK S., CHUNG S., 和 LEE S. 在线产品评论对销售业绩的影响：关注数量、极限和长度。配电科学杂志, 2019, 17(5): 85–94. <https://doi.org/10.15722/jds.17.5.201905.85>
- [21] LEE C. F., CHEN H. Y., 和 LEE J. 金融计量经济学、数学和统计学。纽约斯普林格, 2019. <https://doi.org/10.1007/978-1-4939-9429-8>
- [22] GOJEK. 戈耶克 2019 年新精神. www.gojek.com/about
- [23] SHALTONI A. M., WEST D., ALNAWAS I., 和 SHATNAWI T. 中小企业背景下的电子营销定位。欧洲商业评论, 2018, 30(3): 272–284. <https://doi.org/10.1108/eb-02-2017-0034>
- [24] ALZAHIRANI J. 电子商务采用对沙特阿拉伯中小企业商业战略的影响。经济学和政治学评论, 2019, 4(1): 73–88. <https://doi.org/10.1108/rep-10-2018-013>
- [25] PAREDES I. R., 和 CARVALHO J. A. 企业信息技术应用在中型企业的植入过程。2019 年信息系统与软件技术植入国际会议，电气与电子工程师学会, 2019. <https://doi.org/10.1109/ici2st.2019.00021>
- [26] ALABSY N. M. A. 沙特阿拉伯中小企业的市场定位和企业绩效。创新营销, 2021, 17(1): 66–77. [https://doi.org/10.21511/im.17\(1\).2021.06](https://doi.org/10.21511/im.17(1).2021.06)
- [27] MOLANDER S, FELLESON M, 和 FRIMAN M. 公共服务的市场导向——购买者和提供者之间的比较。非营利和公共部门营销杂志, 2018, 30(1): 74–94. <https://doi.org/10.1080/10495142.2017.1326342>
- [28] METZ D., ILIEȘ L., 和 NISTOR R. L. 从可持续性角度看组织文化对客户服务有效性的影响。可持续性, 2020, 12(15): 3–6. <https://doi.org/10.3390/su12156240>
- [29] ALNAWAS I., 和 HEMSLEY-BROWN, J. 市场导向与酒店绩效：调查高阶营销能力的作用。国际当代酒店管理杂志, 2019, 31(4): 1885–1905. <https://doi.org/10.1108/ijchm-07-2018-0564>
- [30] SHANMUGAM J. K., PING T. A., 和 THURASAMY R. 数字对象标识符的感知特征和技术采用对马来西亚中小企业绩效的影响。国际最新技术与工程杂志, 2019, 8(4): 4773–4779. <https://doi.org/10.35940/ijrte.d7292.118419>
- [31] MARIUS DAN D. 中小企业的成长和新技术的实施。罗马尼亚经济和商业评论, 2011, 6(2): 7–18. <https://cyberleninka.ru/article/n/determinants-of-innovations-in-small-and-medium-enterprises-a-european-and-international-experience>
- [32] RANGASWAMY A., MOCH N., FELTEN C., VAN BRUGGEN G., WIERINGA J. E., 和 WIRTZ J. 营销在数字业务平台中的作用。互动营销杂志, 2020, 51: 72–90. <https://doi.org/10.1016/j.intmar.2020.04.006>
- [33] PURWITA A. W., 和 SUBRIADI A. P. 信息技术投资：寻找最接近的准确方法。普罗西迪亚计算机科学, 2019, 161: 300–307. <https://doi.org/10.1016/j.procs.2019.11.127>

- [34] TALWAR S., TALWAR M., KAUR P., 和 DHIR A. 消费者对数字创新的抵制：系统审查和框架开发。澳大利亚营销杂志, 2020, 28(4): 286–299. <https://doi.org/10.1016/j.ausmj.2020.06.014>
- [35] CHOY M., 和 PARK G. 持续创新成功：信息通信技术行业以消费者为中心的创新案例研究。可持续性, 2016, 8(10). <https://doi.org/10.3390/su8100986>
- [36] STOJCIC N., HASHI I., 和 ORLIC E. 英国的创造力、创新效率和生产效率。欧洲创新管理杂志, 2018, 21(4): 564–580. <https://doi.org/10.1108/ejim-11-2017-0166>
- [37] DWIVEDI Y. K., ISMAGILOVA E., HUGHES D. L., CARLSON J., FILIERI R., JACOBSON J., JAIN V., KARJALUOTO H., KEFI H., KRISHEN A. S., KUMAR V., RAHMAN M. M., RAMAN R., RAUSCHNABEL P. A., ROWLEY J., SALO J., TRAN G. A., 和 WANG Y. 设定数字和社交媒体营销研究的未来：观点和研究主张。国际信息管理杂志, 2021, 59: 102168. <https://doi.org/10.1016/j.ijinfomgt.2020.102168>
- [38] EFERIN Y., HOHLOV Y., 和 ROSSOTTO C. 俄罗斯的数字平台：国内外多边平台之间的竞争刺激了增长和创新。数字政策、监管和治理, 2019, 21(2): 129–145. <https://doi.org/10.1108/dprg-11-2018-0065>
- [39] SOLOMON E. M., 和 VAN KLYTON A. 数字技术使用对非洲经济增长的影响。公用事业政策, 2020, 67: 101104. <https://doi.org/10.1016/j.jup.2020.101104>
- [40] LI Y., DAI J., 和 CUI L. 工业 4.0 背景下数字技术对经济和环境绩效的影响：有调节的中介模型。国际生产经济学杂志, 2020, 229: 107777. <https://doi.org/10.1016/j.ijpe.2020.107777>
- [41] MYOVELLA G., KARACUKA M., 和 HAUCAP J. 数字化与经济增长：撒哈拉以南非洲和经合组织经济体的比较分析。电信政策, 2020, 44(2): 101856. <https://doi.org/10.1016/j.telpol.2019.101856>
- [42] BRIGLAUER W., DÜRR N. S., FALCK O., 和 HÜSCHEL RATH K. 国家对农村地区宽带部署的援助是否缩小了数字和经济鸿沟？信息经济学与政策, 2019, 46: 68–85. <https://doi.org/10.1016/j.infoecopol.2019.01.001>
- [43] TAKAGI S. 关于数字平台经济影响的文献调查。国际经济政策研究杂志, 2020, 14(2): 1–16. <https://doi.org/10.1007/s42495-020-00043-0>
- [44] ALY H. 发展中国家的数字化转型、发展和生产力：人工智能是祸还是福？经济学和政治学评论, 2020. <https://doi.org/10.1108/rep-11-2019-0145>
- [45] APRIYANI D., NURMALINA R., 和 BURHANUDDIN B. 叶有机供应链中的牛鞭效应研究。农业部：农业综合企业和农村发展研究杂志, 2021, 7(1): 1–10. <https://doi.org/10.18196/agraris.v7i1.9842>
- [46] THOMAS A., PASSARO R., 和 QUINTO I. 在数字经济中发展创业精神：初创企业成长的生态系统战略。数字经济中的战略和行为。英泰开放, 2020. <https://www.intechopen.com/chapters/66381>
- [47] CHOI S. K., HAN S., 和 KWAK K. T. 韩国初创企业的创新能力和业绩：政府扶持政策的作用。可持续性, 2021, 13(11): 1–14. <https://doi.org/10.3390/su13116009>
- [48] AKHMADI H., SUSANAWATI S., PUTRI UTAMI N., 和 WIDODO A. S. 在水果营销传播中使用微信应用程序。信息与组织科学杂志, 2021, 45(1): 95–113. <https://doi.org/10.31341/jios.45.1.6>
- [49] EDOHO F. M. 新千年的创业范式：对创业公共政策的批判。新兴经济体创业杂志, 2016, 8(2): 279–294. <https://doi.org/10.1108/jee-08-2015-0043>