

Developing Competitive Strategies with Aesthetical Value Advantage, Ergonomic Value Proposition as an Antecedent Improves Marketing Performance at SMES Furniture in Indonesia

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Abstract

Purpose In this paper we propose and test six 5 variables with the aim of knowing that the five variables have an influence on improving marketing performance. two This work aims to provide solutions to marketing performance that is still inclusive of previous research. The new conceptual origin offered this research acts as a mediator.

Methodology: We tested the research model with seven variables with three mediations as antecedents. The object of this study is Small and medium enterprises Furnitures in Indonesia with analysis tools using structural equation modeling

Finding: We used a questionnaire to test the hypothesis and found two as mediation variables that affect and can enhance marketing performance. These variables are variables Ergonomic Aesthetics Value Advantage and Value Proposition which acts as a mediation and antecedent to improve marketing performance.

Implication The managerial implication of this research is that companies can finalize products with Aesthetical Value Advantages and Ergonomic Value Proposional. both of these variables are integrated with the needs and satisfaction of consumers. convenient value and aesthetic value will be considered by consumers to buy the product. while the theoretical implications of this study are the two antecedent variables become mediations to improve marketing performance.

Limitations: This research model consists of six constructions. The data used to find answers to the hypotheses of this study are 170 furniture SME respondents in Central Java and Surrounding Areas (Central Java Province and Special Region of Yogyakarta Province) So that the Empirical results of this study cannot generally represent Small and Medium Enterprises in Indonesia.

Originality: We have argued that it is indeed necessary to be innovative to lead consumers' views. Therefore the Company can provide aesthetic visuals to provide the value of the products offered as a step to reinforce the unique values needed by the company to match customers and the environment.

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I. Introdcution

Until now, there is still an innovative debate, specifically for small and medium-sized companies, anything that innovated, how long innovative and who the parties that play a role (Ogbari, Ibidunni, Ogunnaike, Olokundun, & Amaihian, 2018; Shabunina, Shchelkina, & Rodionov, 2017). In SMEs not only create and market a unique product as well as to create relationships with customers, but the marketing patterns also have a uniqueness between them considering the products that they market are different, but its marketing patterns have in common (Fadhilah & Andriyansah, 2017; Reijonen, 2010; Siu, 2005; Zhura, Ilyina, & Polozova, 2017). Hendar, Ferdinand, and Nurhayati (2017) That SMEs have the fastest market response to adapt to their customers' demands this may be motivated by their own proprietary ownership of SMEs so that it can be a competitive superiority for those who are highly focused on and information from customers even though they have to share risk (Andriyansah & Sufian, 2017; Keh, Nguyen, & Ng, 2007; O'Dwyer, Gilmore, & Carson, 2009; Rhee, Park, & Lee, 2010).

Beginning with the birth of RBV (Penrose, 1959) many parties realize that there are important assets in the company, but it is difficult to translate into the physical from Intangible Assets of companies in the form of knowledge resources of companies increasingly important and growing as commercial pengetahuan to increase the competitive advantage (Čater, 2005; Caves & Murphy, 1976; Groom & David, 2001; Subramaniam & Youndt, 2005; Teece, 1998). These sources of knowledge play a role for strategic mapping, among others, by making strategic decisions, in marketing

This research is equipped with facts in the field or phenomenon that occurs to give an idea that researchers need to do research and find solutions to improve marketing performance in SMEs in the field of furniture business. Why innovation is important, We illustrate with some facts in the field that big companies are not incapable of resisting market forces and growing consumer tastes and fast-paced demand for product, thus encouraging companies to never stop innovating, Samsung failed with the Galaxy Note 7, Nokia that read late market opportunities that have been enlivened with an android operating system, The SIEMENS Xelibri Line. The failure is presumed that the innovation portfolio does not work well to develop capabilities and utilize resources, the use of technology to cope with some unpredictable market changes that lead to negative arguments such as fewer attractive designs, fewer up-to-date applications, less practical (Cooper, Edgett, & Kleinschmidt, 1999; Mathews, 2013; Mikkola, 2001; Sicotte, Drouin, & Delerue, 2014) Meanwhile, in the Indonesian national market, many large and small companies are falling due to the delayed anticipation of a clear market response crashed by the airlines Bourag water, Sempati Air and the last are Batavia.

Resource Advantages Theory suggests four strategies that can be implemented by the company through market orientation, market segmentation, marketing relationships and brand equity to achieve the competitive advantage (Čater, 2005). Two other approaches as a complement to the performance step of Kinetic and positional advantages can be applied to the company's role in an increasingly tight market in terms of customer satisfaction. Argument (Ma, 2000) That this kinetic approach has the necessary strength for the company to cope with the rapid market

response and for the stability of the shelf companies. While the positional approach can help companies respond to market responses in a relatively short time. This ability is a strength that the company has to produce distinct advantages from other companies and is difficult to duplicate.

II. Theoretical framework

Innovative Capability and Aesthetical Value Advantage

Innovative becomes an absolute thing owned and done by the company to always create excellence from its competitors especially if the market entered is not a homogeneous market (K. Dutta, 2013; Rhee et al., 2010; Sanusi, Olaleye, & Atjonen, 2017). Innovative developers are now developing innovative aesthetic means the company as much as possible to develop or direct the view of consumers by doing aesthetic visual company (Goode, Dahl, & Moreau, 2013). Adopted from the science of psychology, aesthetics directs one's perception of something interesting and shows beauty. In product theory, the expected beauty of the product can exceed the argument and perception of the consumer (Townsend & Sood, 2012). We argue that innovation is necessary for internal strengths but also an innovative strategy for customer, and the environment is required. The fact that human resources and financial resources are available in Small and Medium Enterprises are limited to innovation and strategy maneuvers. In these conditions, companies can produce different products by adapting products on the market and target customers to produce innovative products that contain meaning than meets the needs of consumers into a superior product market (Andriyansah & Aryanto, 2017; Dickson & Ginter, 1987; Gans & Stern, 2003; Im & Workman Jr, 2004).

Market Entry Power and Marketing Performance

Corporate consideration entering the market is the power of market acceptance and experience means the company has a choice of market type to enter (Erramilli, 1991) The characteristics of a suitable market for a company's product form the basis of the company's basic view to enter the market, there are specific strategies and approaches, for example, to enter localized markets regional cultural approaches should take precedence, as well as to enter overseas markets, applicable rules and regulations (Brouthers, 2002; Ekeledo & Sivakumar, 2004; Fabling & Sanderson, 2013). The right time is a consideration to enter the market in addition to this right is a time strategy that is the internal task of the company to look at that time (Lilien & Yoon, 1990). We add in addition to time, the regular markets and products and supported the customary strategy with the aim of market growth and sales growth (Andriyansah et al., 2017; Ferdinand & Batu, 2013; Addams, Allred, Woodbury, and Jones (2014); (Isnarno, Soesanto, & Andriyansah, 2018)).

Entrepreneurial Orientation and Value Proposition Ergonomic

Orientation Entrepreneurial is actually the use of opportunities that can be the focus of the company's business expansion so that many experts who synergize if entrepreneurship is identical to the risk, it takes the ability to observe the market with the aim of corporate growth (Covin, Green, & Slevin, 2006; Lee & Hsieh, 2010; Peterson & McQuitty, 2003; Wolff, Pett, & Ring, 2015). We propose this variable based on the characteristics of risk taking, innovation, aggressiveness, competitive courage and full autonomy (Lechner & Gudmundsson, 2014). So it is advisable to adopt the EO so that the company can improve performance in highly competitive market

conditions (Gupta & Batra, 2016; Shirokova, Bogatyreva, Beliaeva, & Puffer, 2016). For example, by identifying and delivering value to the product offered as a step to reinforce the company's unique value (Frow & Payne, 2011). It must be supported with a willingness to develop a good performance by understanding the business environment (Ferdinand & Killa, 2018), because the transfer of customer value is a strategic decision (Payne & Frow, 2014).

Hypotheses Development

Innovative ability and aesthetical Value Advantages

The ability of innovation is a hidden ability possessed by the company is an ability that has a correlation with experience (Guan & Ma, 2003). The ability of innovation includes the ability to adapt and adopt consumer tastes and the business environment. Why is the business environment because the business environment is a competitive environment that is very difficult to predict (Ahmad & Ahmad, 2018). strength characteristic strength and beauty strength that can realize aesthetic value with aesthetic elements with a touch of art (Holmes, 1998; Tkaczyk & Krzyżanowska, 2014). The ability to design and create beautiful works requires skills and innovation processes to bridge the beauty (Gauvreau, P, 2006). Based on that we propose a hypothesis

H1. The higher the innovative ability, the higher aesthetical Value Advantages

Entrepreneurial Orientation and Aesthetical Value Advantages

Entrepreneurial Orientation (EO) Involvement in finding and creating new ideas that are supported by experiments and also technology Companies and individuals must have to be a proponent or a pioneer to create or produce different from existing ones. This needs an

entrepreneurial spirit that is able to see opportunities and take advantage of minimal resources (Wiklund & Shepherd, 2003). The more the company is oriented towards entrepreneurship, the orientation is the experience of learning to create values and commitment to performance (Wang, 2008).

Entrepreneurial orientation emphasizes relationality and embodiment, so the risk approach to creating aesthetic value must understand interaction and the business environment. to this end, the EO has a role in exploring the values and aesthetics of the company's bargaining value (Elias, Chiles, Duncan, & Vultee, 2017). Based on that we propose a hypothesis

H2. The higher the entrepreneurial orientation, the higher the aesthetical value advantages

Entrepreneurial Orientation and Ergonomic Value Proposition

This Entrepreneurship Orientation is a dynamic capability that is supported by the ability to support and sustainable strategies (Criado-Gomis, Iniesta-Bonillo, & Cervera-Taulet, 2018) The necessary dimension of entrepreneurial orientation is enthusiasm into learning, being proactive behavior in order to increase understanding and competitive knowledge of business that is happening. Therefore EO will always be related to technology to put the company's position. Creating risk and taking risks is an insight that continues to be built to anticipate the company's sustainability in the future. Creating products and services with Ergonomic Value for customers is an EO activity that must be developed with the aim of protecting the market (Farooq & Vij, 2018) Based on that we propose a hypothesis

H3: The higher the entrepreneurial orientation the higher the ergonomic value proposition

Aesthetical value advantages and Market entry power

During this time people always connect the product with quality, there are indeed many experts who have proven empirically. The quality of the product is not only durable, not easily damaged, but the quality of the product can also be seen from its aesthetic value (Dar-Ethiopia, 2016). the hardest thing for a company is to enter and survive in the market if the product offered is not quality. The initial step needs to make targeting so that it can predict potential buyers, To answer that, it clearly has relevance between the aesthetic value of the product and the company's strength to enter the market (Graef, 2015). Based on that we propose a hypothesis

H4: The higher the aesthetical value advantages, the higher the market entry power

Aesthetical value advantages and Marketing Performance

Consumer perception can not be controlled by the company, because consumers are external factors but play a role for product and company development. The company needs to be considered to improve company performance by adding value to the product (Ahmad & Ahmad, 2019). Marketing performance can be interpreted as a concept of company success. The marketing performance of one company to another must have different indicators. Marketing performance cannot be measured by the amount of return on investment or company capital. Marketing performance can be illustrated by increasing market share, ordering products and others (Souchon, Hughes, Farrell, Nemkova, &

Oliveira, 2016). Based on that we propose a hypothesis

H:5 The higher aesthetical value advantages, the higher the Marketing Performance

Market entry power and market performance

The specific strength of the product is the basis for the company's strength to enter the market, the obstacles in entering the market can only occur at the first time, the company should be able to define broader market needs (Webb, J. W, 2010) Need to understand the conditions that benefit the company, these conditions are used to position the company. This is important for companies to increase market share and increase the marketing area of their products (Fornell & Wernerfelt, 1987). Based on that we propose a hypothesis

H6. The higher the Market entry power the higher the market performance

Value proposition Ergonomic and Marketing performance

The basic concept of ergonomics is to integrate human needs with products. Because companies play a role to develop products by designing products that are studied from various sciences. The right first step is research and innovation to understand the wants and needs of the product. Ergonomic products are products that are comfortable for human activity and productivity (Pinel, Maranzana, Segonds, Leroux, & Frerebeau, 2013). A company's supply to win in the market is the value that is offered to potential customers, consumers and customers. No need to worry about being late to enter the market if the product being prepared provides the value they need (Sheth, J. N, 2010) Based on that we propose a hypothesis

H7. The higher the value proposition ergonomic the higher the marketing performance

III. Research Method

The object of SME Furniture research in Central Java Province, Indonesia. Using 170

respondents is the owner and manager of SME Furniture. We require that the respondent is an SME who has exported the product at least three times

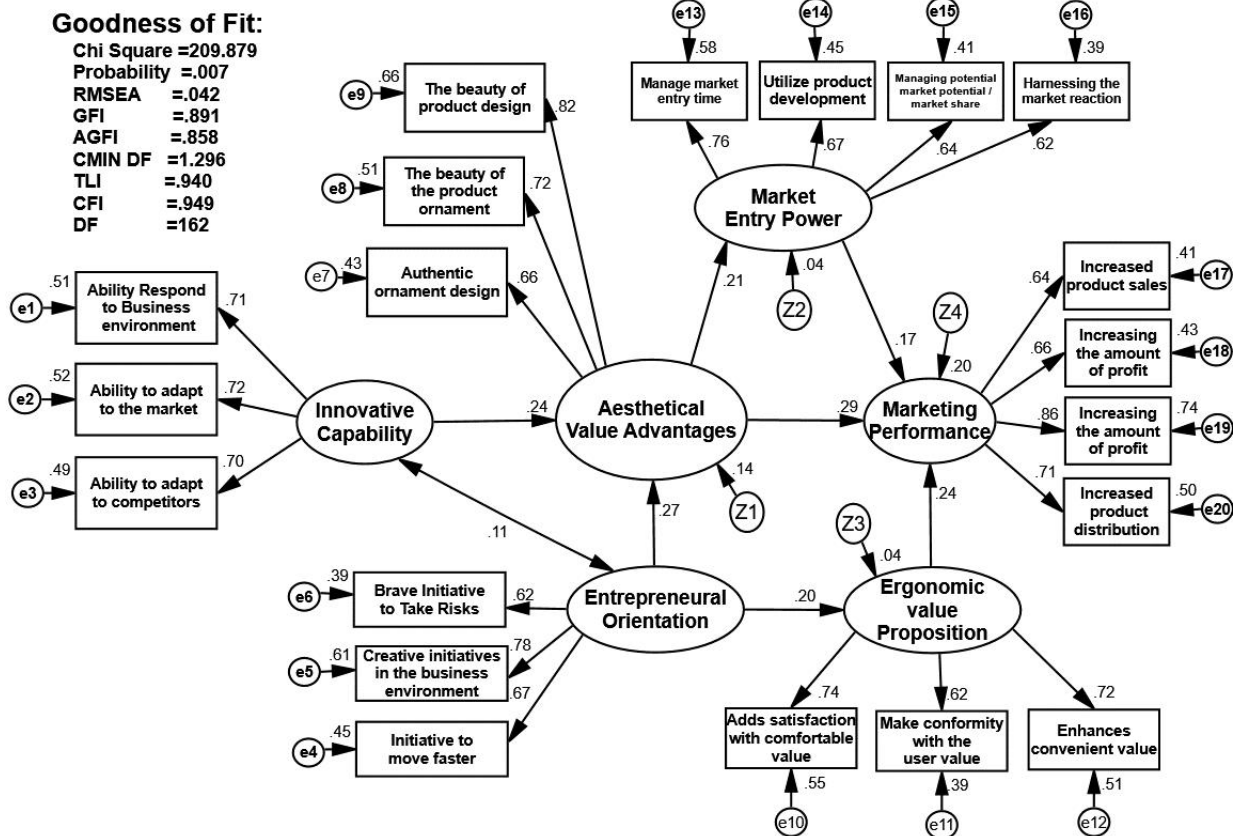


Fig 1. Empirical Research model testing

This research departs from an empirical study that finds inconsistencies in innovative capabilities for marketing performance. We find that mediation as an antecedent can positively affect the marketing performance. There are three antecedents that we proposed for this are the Advantages of Aesthetic Value, Market Entry Power and Ergonomic Value Proposition, but we will focus on two.

The company's ability to significantly increase the value of ergonomic proposition. Some elements encourage that. Beauty design, Beauty product ornament, Design ornament authentic.

The role of aesthetic value is indeed the company's resources to manage and develop it (Noke & Hughes, 2010). Construct Reliability (CR) was employed for testing reliability. Instruments are considered valid if they possess a factor loading value greater than 0.4, and considered reliable if the CR value is greater than 0.7 and the Variance Extract is greater than 0.5 (Hair *et al.*, 2010). Validity and reliability testing were conducted and it has been found that all instruments in this research are valid and reliable. Refer to Table 1 for further clarification of these results.

Table 1. Instrument Validity and Reliability

Variabels	Indicators	Factor Loading	Construct Reliability (CR) & Variance Extract (VE)
Innovative Capability	- Ability Respond to Business environment	.71	CR: 0.75 VE: 0.71 AVE: 0.504
	- Ability to adapt to the market	.72	
	- Ability to adapt to competitors	.70	
Entrepenural Orientation	- Brave Initiative to Take Risks	.67	CR: 0.73 VE: 0.69 AVE: 0.481
	- Creative initiatives in the business environment	.78	
	- Initiative to move faster	.62	
Aestetical Value Advantages	- The beauty of product design	.66	CR: 0.78 VE: 0.74 AVE: 0.542
	- The beauty of the product ornament	.72	
	- Authentic ornament design	.82	
Ergonomic Proposition	- Adds satisfaction with comfortable value	.74	CR: 0.74 VE: 0.69 AVE: 0.483
	- Make conformity with the user value	.62	
	- Enhances convenient value	.82	
Market Entry Power	- Manage market entry time	.76	CR: 0.73 VE: 0.69 AVE: 0.479
	- Utilize product development	.67	
	- Managing potential market potential / market share	.64	
	- Harnessing the market reaction	.62	
Market Performance	- Increased product sales	.64	CR: 0.81 VE: 0.72 AVE: 0.522
	- Increasing the amount of profit	.66	
	- Increased product ordering	.86	
	- Increased product distribution	.71	

The table indicates that all constructs exceed the minimum limit of 0.6 as indicated Hair, Black, Babin, and Anderson (2010) Which indicates that all constructs must meet internal consistency prerequisites. This is reinforced by all construct reliability values exceeding 0.7

(Hair et al., 2010). The extracted variance values of all constructs greater than 0.5 indicate that more than 50% of the variants are explained by the measurement items. Given this statistical asymmetry evidence, there is no doubt to provide further analysis.

Table 2. Results of Hypothesis Testing

Hypotesis	Estimate	S.E.	C.R.	P value (≤ 0.10)	Explanation
The higher the innovative ability, the higher aesthetical Value Advantages	.323	.129	2.500	.016**	Accepted
The higher the entrepreneurial orientation, the higher the aesthetical value advantages	.348	.126	2.755	.007*	Accepted
The higher the entrepreneurial orientation the higher the ergonomic	.162	.091	1.791	.071**	Accepted

value proposition					
The higher the aesthetical value advantages, the higher the market entry power	.171	.084	2.027	.039**	Accepted
The higher aesthetical value advantages, the higher the Marketing Performance	.199	.068	2.936	.003*	Accepted
The higher the Market entry power the higher the market performance	.141	.081	1.736	.087**	Accepted
The higher the value proposition ergonomic the higher the marketing performance	.245	.106	2.306	.021**	Accepted

.Note: Significant at: *p , 0.05, and * *p , 0.01

Goodness-of-Fit Evaluation

Results of data processing using SEM with AMOS statistical software. GFI, AGFI, CFI, TLI, and RMSEA values were used to evaluate the goodness-of-fit for the research model. It is shown that the computed fit indices were: GFI = 0.891; AGFI = 0.858; CFI = 0.949; TLI = 0.940; and RMSEA = 0.042. Based on these indices, it can be concluded that the research model is fit.

IV. Discussion and Conclusion

Findings

This research contributes to the reinforcement of the theory that innovative capabilities have a positive effect on aesthetical value advantages. This proves that if the innovative capability is still very instrumental for the company (Schubert, Baier, & Rammer, 2018; Zaefarian, Forkmann, Mitreğa, & Henneberg, 2017). Despite many indications that will affect marketing performance, reflective indicators on this assessment strongly encourage the successful role of innovative capabilities in SME furniture, as well as aesthetical value advantages successfully improve marketing performance (Sangkakool & Techato, 2016). Aesthetical Value succeeded in pushing the marketing performance to increase with a positive level of significance. Two mediations

of the exogenous constructs that researchers propose in this study successfully improve marketing performance this shows that the indicators inherent in the construct also succeeded in forming a construct. The ergonomic value proposition we place as endogen of entrepreneurial orientation as well as mediating the marketing performance, shows the significance of its influence on performance.

V. Conclusion

The purpose of this study is to prove our synthesized variable from two theories, namely marketing theory (Hunt, 2014) and Service Dominant Logic (Vargo & Lusch, 2012). The two variables are to mediate the research gap between innovation capabilities and marketing performance, with the hope that these variables can contribute to provide impetus for improving marketing performance. This study contributes to the product value literature. Practically, it implies that Business Competition is increasingly demanding the company's capability to be more innovative. This research confirms if the company can improve its marketing performance with the mediator aesthetical value advantages and ergonomic value proposition successfully become antecedent marketing performance. The models developed at the research can be adapted to

business situations as a continuity basis. Logically, the company can innovate in the time required or the right time to produce competence superior, so the opportunity to innovate will remain open to the company so that not only the weight on the competition but a winner in the competition.

It should be noted in the high light that this research model consists of six constructions and has weaknesses in the data used to find answers to this research hypothesis: 170 SME furniture respondents in Central Java and Surrounding Areas (Central Java Province and Special Region of Yogyakarta Province), meaning that the data it cannot be said to generally represent UKM throughout Indonesia. In addition, considerations for selecting SMEs as objects of research that require that SMEs ever pass exports can be reviewed or added laden, that is, have done marketing products outside the SMEs province in operation.

Furthermore, the company can focus on implementing the aesthetical value advantages of statistical results. It is evident that this variable provides a very significant boost to improve marketing performance, however our other synthesized variable, the ergonomic value proposition, also contributes to improving marketing performance. Therefore, companies need to pay attention to the following indicators which have an important role to improve the marketing performance of the company first, the beauty of product design, secondly, the beauty of the product ornament and Authentic ornament design. In addition to these indicators the following indicators can also be considered to be the focus of company innovation in an effort to increase marketing performance, namely Adds satisfaction with comfortable value, Make conformity with the user value and Enhances convenient value.

We assess the six indicators of the two variables can provide benefits for the company, this

statement is in line with previous research that states that SMEs can win the competition because it has a unique product, a unique marketing strategy and has a way to establish relationships with unique customers., because of this the results of this study can be implemented by companies for competitive advantage(Fadhilah & Andriyansah, 2017; Reijonen, 2010; Siu, 2005; Zhura, Ilyina, & Polozova, 2017).

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