

Exploration on the Perception toward Relational Capability and e-CRM on the Natural Craft Business Actors in Central Java, Indonesia

Berta Beki Retnawati
Soegijapranata Catholic University
berta@unika.ac.id

Okti Ruenda
Institute Technology of Sumatera
oktiruenda@gmail.com

Maria Yosephine Dwi Hayu Agustini
Soegijapranata Catholic University
hayu@unika.ac.id

Yulianto Tejo Putranto
Soegijapranata Catholic University
yulianto@unika.ac.id

Abstract

The natural materials craft industry plays a significant role in the economic and social development of Temanggung and Wonosobo regencies in Central Java. It helps in preserving the environment and empowers the local communities through job creation and traditional culture preservation. This study aims to understand the perceptions of natural craft business owners regarding relational capability and e-CRM (Electronic Customer Relationship Management) and their contributions to enhancing the competitiveness and sustainability of the business. The study used a questionnaire survey. The questionnaire was distributed to the owners of small and medium scale natural craft businesses in Temanggung and Wonosobo. The obtained data was then analyzed using descriptive statistics to depict the perceptions of the owners toward relational capability and e-CRM. The results indicate that the relational capability is categorized as high and the application of e-CRM is moderate. These findings suggest that even though the customer relationships had been well-maintained, but improvement in leveraging e-CRM technology is still possible. For the recommendations, providing and enhancing trainings and technological supports for the business are necessary for optimizing the e-CRM use that will thereby strengthen the competitiveness and contribute to sustainable development. This research provides valuable insights for MSME owners, the government, and other stakeholders in formulating more effective and sustainable development strategies for the environmentally friendly craft industry.

Keywords: relational capability, e-CRM, craft, perceptions

INTRODUCTION

The ability to build and maintain relationships is crucial for successful cooperation and the longevity of partnership relationships. Both parties' commitment is essential for ensuring the sustainability of the partnership (Farida & Nuryakin, 2021; Wang, 2020). The level of network integration plays a significant role in determining long-term benefits (Retnawati et al., 2021b; Solano Acosta et al., 2018). Cooperation rooted in mutual needs and benefits yields advantages such as increased sales, additional product variations, and greater participation in joint promotional activities (Tsai & Hsu, 2014; Zhang et al., 2014).

According to Retnawati et al., (2020, 2021d), the current pandemic situation necessitates proactive management of evolving market demands. Utilizing technology to build customer relationships, specifically through e-CRM (electronic Customer Relationship Marketing), is crucial for enhancing company performance (Li & Mao, 2012; Retnawati et al., 2021a). The creative industry serves as evidence of a sector capable of thriving in the midst of intense competition. Central Java is home to an environmentally friendly creative industry that merits further development. This includes eco-friendly furniture and wood waste industries in Jepara, Boyolali, and Klaten districts, eco-friendly fashion materials in Wonosobo and Salatiga, and natural color batik in Temanggung and Klaten. Despite various challenges related to resource competence, access to networks with other creative industry players, and the need for innovative market development, leveraging technology and information systems is essential (Kreatif, 2014).

Temanggung Regency and Wonosobo Regency located in Central Java Province are characterized by highlands and mountains. Temanggung, situated at an altitude of 500 to 1450 meters above sea level, shares borders with Kendal, Semarang, Magelang, and Wonosobo (BPS, 2023a). Meanwhile, Wonosobo, with an altitude ranging from 200 to 2500 meters above sea level, borders Banjarnegara, Magelang, Purworejo, and Temanggung (BPS, 2023b). This similar geography provides advantages for agricultural activities, particularly for crops that thrive in highland soil and climate conditions.

The economies of both districts are heavily dependent on the agricultural sector. Temanggung is known for its coffee and tobacco, while Wonosobo specializes in producing vegetables, potatoes, and carica. Additionally, Wonosobo has significant tourism potential, with the Dieng Plateau as its main attraction. Micro, Small, and Medium Enterprises (MSMEs) in both districts also play a crucial role, particularly in the production of handicrafts and processed food products, utilizing local ingredients to create value-added goods.

MSMEs (Micro, Small, and Medium Enterprises) play a crucial role in local and national economic development, particularly in the craft sector. In the districts of Temanggung and Wonosobo, MSMEs that focus on natural craft materials have great potential to support sustainable development. Eco-friendly crafts, which use natural and sustainable materials, not only help preserve the environment but also meet the demands of consumers who are increasingly aware of the importance of environmentally friendly products. Craftsmen must prioritize understanding nature and environmental sustainability for sustainable production (Nurcahyanti et al., 2021).

Crafts made from natural or recycled materials in an eco-friendly manner that do not harm the environment are known as eco-friendly crafts. Examples include rattan baskets, bags made from natural fibers, and various accessories made from natural materials. With the growing global awareness of sustainability and environmental issues, the importance of promoting eco-friendly crafts is increasing. Companies are increasingly turning to the use of natural fibers in their efforts to be “green” and enhance their image as “eco-friendly” (Chele et al., 2012).

LITERATURE REVIEW

The potential of natural material crafts as a specialty of Indonesian products

This country's exceptional biodiversity provides great potential for crafting with natural materials. The craft industry in this country has promising prospects due to the abundance of natural raw materials. However, to create products that meet global safety standards and have high artistic value, innovative and creative individuals are required. There are many aspects involved in this creative process. Small and medium enterprises (MSMEs) face challenges in creating iconic products to sustain their business in an increasingly competitive market. This is because it's important to establish differentiation as a sign of the uniqueness of craft products in general (Retnawati et al., 2021a).

Sustainability and innovation

Small and medium-sized eco-craft businesses contribute to sustainability by reducing waste and using natural resources wisely. Innovations in design and production

techniques enable these businesses to create products that are not only visually appealing but also functional and sustainable. One example of these innovations is the use of natural colors derived from plants in batik crafts, replacing synthetic colors. These natural dyes help minimize environmental pollution, open up local and international markets, and increase the selling price of batik products (Alamsyah, 2018). To create a sustainable world, designers often work with craftspeople to develop new products, change lifestyles, and integrate new technology in an environmentally friendly manner. This practice is known as social design (Chele et al., 2012).

Challenges and opportunities

Eco-craft MSMEs encounter various challenges, such as accessing markets, resources, and technology. However, there are significant growth opportunities, particularly with support from the government, non-governmental organizations, and the private sector. Utilizing digital technology and innovative marketing strategies can assist MSMEs in overcoming these challenges and realizing their full potential. Digital marketing presents a challenging task, as it requires coordinated efforts, synergy, and collective action from the MSME players themselves. By addressing challenges and embracing opportunities in a balanced manner, the MSME sector is expected to thrive (Retnawati et al., 2021c).

METHODS

This study was conducted by employing a descriptive survey method in

Temanggung and Wonosobo Regency, Central Java. Specifically, it focused on perception of relational capability and e-CRM. Data were collected using questionnaires distributed to 60 respondents in addition to observations, interviews, and documentation. Sampling of sample was carried out using the proportional random sampling method (Puryantoro, 2018). To describe the respondents' perceptions of the items in the questions asked, the researchers used the descriptive method and the index analysis technique with likert scale to analyze the data.

To make it easier for the researchers to present the results of respondents' answers, the index numbers were categorized into a range of scores based on criteria of the three-box method (Ferdinand, 2006). The scoring technique which is done in this study decides the minimum value of 1 and maximum of 10 which is going to be multiplied each answer frequency, then divided with the highest score which is used in this study, so the calculation of respondent's answer index is calculated with the following formulation:

$$Index\ Value = \frac{((F1X1) + (F2X2) + (F3X3) + \dots + (F10X10))}{10}$$

where F_n = respondent's frequency who answer n

The interpretation of the index in Likert scale for 60 respondents is as follows:

10,00 – 40,00	: low
40,01 – 70,00	: moderate
70,01 – 100,00	: high

RESULTS AND DISCUSSION

In understanding customer characteristics, producers or sellers need to pay attention to aspects of personalization, customization, and sustainability in product manufacturing. By understanding customer desires, manufacturers can develop more effective strategies to better meet customer needs and preferences. Tables 1 and 2 provide insights into how producers perceive the relational capability variable

Table 1. The Relational Capability Index

Indicators	Percent of Responds										Index value	Category
	1	2	3	4	5	6	7	8	9	10		
RC1	0	0	0	0	25	40	58.3	280	240	183.3	82.7	High
RC2	0	0	0	0	0	10	93.3	200	240	333.3	87.7	High
RC3	1.67	0	0	6.7	25	30	163.3	200	180	183.3	79	High
RC4	0	0	0	0	0	0	58.3	266.7	210	350	88.5	High
Mean											84.5	High

*RC= Relational Capability

Source: Primary data (2024)

Based on the data in Table 1, it is evident that the respondents consistently rated the relational capability variable as high across all indicators with an average value of 84.5. For example, indicator RC 4, which pertains to maintaining agreements with customers, received the highest score of 88.5. The lowest score of 79, which still falls within the high category, was observed in indicator RC 3, focusing on intense relationship maintenance with customers.

Table 2. The Respondents’ Perceptions on Relational Capability

Indicators	Index Value	Repeating Ideas	Conceptual Theme
Understanding customer characteristics	82.7 High	<ul style="list-style-type: none"> • Customize products based on customer preference • Stay update on customer tastes • Understand customer needs and product preferences • Follow customer needs • Consumer needs and number of orders • Choose based on practicality • Sense of design, color, and materials • Customers like natural colors and synthetics colors • Quality of materials and color patterns • Customers want unique and affordable products • Artistic customers • Customers like environmentally friendly products <p>Analysis of Findings: In understanding customer characteristics, manufacturers or sellers need to pay attention to aspects of personalization, customization, and sustainability in making their products so that manufacturers can develop more effective strategies to better meet customer needs and preferences.</p>	Personalization of product creation Product adjustments according to needs Customize product aesthetics and quality Suitable creative products
Believe in the benefits of understanding relationships with customers	87.7 High	<ul style="list-style-type: none"> • Maintaining good relationships with customers can increase sales • Increase turnover • Increase selling power • Customers will order again (repeat order) • Maintain relationships with customers so that customers can subscribe • Relationships • Establish trust • Long term sales • Maintain product quality • Evaluate company performance through criticism and suggestions • Meet customer needs • Discussion about products needed • Make the right product for customers • Make products according to customer tastes <p>Analysis of Findings: Understanding and managing relationships with customers is the key to sustainable business growth, and building customer loyalty and trust. Additionally, customer feedback and understanding their needs and preferences are critical for continuous improvement and targeted product development.</p>	Customer relationship management for business growth Customer loyalty and trust Continuous improvement Product development according to customer preferences
Maintain relationships with customers intensely	79 High	<ul style="list-style-type: none"> • Repeat order customers • Customers call back to purchase as needed • Loyal customers buy products • Good communication with customers • Building bonds of brotherhood • Establish family relationships • Relationships become good • Increase sales • Expand business colleagues • Maintain customer trust • Increase loyalty <p>Analysis of Findings: Maintaining intense relationships with customers is very important to increase loyalty, build close and positive relationships, and develop business networks. Consistent communication</p>	Customer loyalty Establish close and positive relationships Business network development

Indicators	Index Value	Repeating Ideas	Conceptual Theme
		and personalization of service are key to achieving this goal. A strategy that focuses on customer satisfaction and active engagement will help companies build a loyal customer base, strong relationships, and a broad and productive business network.	
Strive to maintain the agreements with customers	88.5 High	<ul style="list-style-type: none"> • Discussion and sharing with customers • Suggest products to customers • Establish intense communication via social media • About the price and the product • Price and size • Price of materials and size of motif • Price and quantity • Price and size are determined in advance • Materials and quality according to budget • Pricing and timing models • Timely deadlines, and product types according to orders • Guarantee of custom design, durability • Design changes and design patents are not repeated • Product durability and quality • About the specifications of the order • Specifications from the order team • Orders as agreed • Understand orders in detail • Agree on patterns and materials 	<p>Consultative approach</p> <p>Pricing is based on various variables</p> <p>Production time management</p> <p>Product Guarantee</p> <p>Order customization and specifications</p>
		<p>Analysis of Findings: A consultative approach, transparent pricing, efficient production time management, product assurance, and order customization are key to building customer trust, satisfaction, and loyalty. This strategy not only meets customer needs but also demonstrates the company's commitment to quality and customer service, overall strengthening long-term business relationships.</p>	

Source: Primary data (2024)

Understanding customer characteristics, believing in the benefits of customer relationships, maintaining intense relationships with customers, and honoring agreements with customers are important elements in developing sustainable MSME businesses. Regarding customer characteristics, the index value of 82.7 indicates that MSMEs are already in a high category in customizing products based on customer preferences, updating customer tastes, and understanding customer needs and product preferences. This reflects a high level of personalization and attention to detail, which is important for creating products that meet customer expectations.

Trust in the benefits of understanding relationships with customers has an index value of 87.7, which is also in the high category. This indicates that MSMEs understand

the importance of customer relationship management (CRM) in driving business growth. MSMEs realize that maintaining good relationships with customers can significantly increase sales, turnover, and selling power. By encouraging repeat orders, building trust, and focusing on long-term sales, MSMEs can build a loyal customer base and improve the sustainability of their business.

Maintaining intense relationships with customers has an index value of 79, which, although the lowest in this variable, is still in the high category. This emphasizes the importance of customer loyalty and the development of close and positive relationships. Good communication, building bonds of trust, and treating customers like family are key strategies implemented by MSMEs to ensure repeat business and ongoing customer engagement. These practices not only increase customer satisfaction but also help in expanding business networks that are essential for long-term growth.

Efforts to maintain agreements with customers have the highest index score of 88.5. This shows the importance of a consultative approach and transparent business practices. Regularly interacting with customers, providing clear and fair pricing, efficiently managing production time, and guaranteeing product quality are key components of this approach. These practices ensure that customer expectations are met or exceeded, leading to high levels of trust and satisfaction.

The consultative and personalized service approach adopted by MSMEs also reflects their commitment to quality and customer service. Understanding order specifications and customizing products according to customer needs demonstrates MSMEs' dedication to meeting customers' specific needs. This not only increases customer

satisfaction but also strengthens long-term business relationships, which are essential for business sustainability and growth.

Overall, this analysis shows that MSMEs in Temanggung and Wonosobo have achieved a high level of relational capability, which is critical for building customer trust and loyalty and ensuring business sustainability. By continuously improving these practices and focusing on customer feedback and needs, MSMEs can continue to grow and thrive in a competitive market.

Table 3. The Value Index of e-CRM

Indicators	Percent of Responds										Index Value	Category
	1	2	3	4	5	6	7	8	9	10		
ECRM1	5	13.33	10	13.33	8.33	90	186.67	240.00	15	66.67	64.83	Moderate
ECRM2	5	16.67	20	6.67	41.67	70	105.00	226.67	75	66.67	63.33	Moderate
ECRM3	5	16.67	5	13.33	25.00	50	163.33	160.00	180	50.00	66.83	Moderate
ECRM4	6.67	6.67	15	0.00	33.33	60	163.33	200.00	180	0.00	66.50	Moderate
Mean											65.375	Moderate

Source: Primary data (2024)

Based on Table 3, all e-CRM indicators have achieved a moderate index value, with an average score of 65.37. The highest score in the moderate category is 88.83, which is in the ECRM3 indicator. This indicator refers to the ability to utilize customer data to provide product offers through a database system. On the other hand, the lowest score in the moderate category is 63.3, which is in the ECRM2 indicator. This indicator pertains to making regular contact with customers based on the customer database.

Table 4. The Respondents’ Perceptions on e-CRM

Indicators	Index Value	Repeating Ideas	Conceptual Theme
Have complete customer data management	64.83 Moderate	<ul style="list-style-type: none"> • Use the cashier application or point-of-sale system • Use advanced applications • Collect data in Excel files • Collect data such as WA numbers, telephone numbers, home addresses, and social media data <p>No data has been collected yet</p> <p>Analysis of Findings: Leveraging technology for sales management and managing complete customer contact information is critical to an effective customer data management strategy. Technology integration enables comprehensive data collection and analysis, while complete contact information ensures precise and personalized communication with customers. This combination helps companies in personalizing services, operational efficiency, and better decision-making, all of which contribute to increased customer satisfaction and loyalty.</p>	Utilizing technology for sales management Customer contact information
Make regular contact with customers based on customer database	63.33 Moderate	<ul style="list-style-type: none"> • Offer new products or product promotions • Broadcast messages to customers • Promote via social media • Send best wishes on special occasions • Ask for updates via social media • Follow up with customers who have purchased products <p>Still have not made contact with the customer</p> <p>Analysis of Findings: Regular promotional communications and ongoing interactions based on customer data enable companies to build stronger and more personalized relationships with customers. Through personalization, proper segmentation, and meaningful interactions, companies can increase customer loyalty and satisfaction. Customer data plays a key role in ensuring that every communication and interaction is relevant and valuable, ultimately increasing the effectiveness of marketing strategies and customer relationships.</p>	Promotional communications Continuous interaction
Able to utilize customer data to provide product offers through a database system	66.83 Moderate	<ul style="list-style-type: none"> • Give discounts • Offer attractive deals on new products • Provide samples to customers • Personalized product offers • Promote product catalogs • Share information about new products via social media • Broadcast customer messages about products • Share product updates via WA status or social media <p>Analysis of Findings: Utilizing customer data to provide product offerings through a database system allows companies to implement smarter and more effective marketing strategies. Personalized special offers and targeted digital promotions not only increase the relevance and attractiveness of offers but also strengthen relationships with customers. By understanding and utilizing customer data, companies can increase customer satisfaction, loyalty, and ultimately, sales.</p>	Special offers to customers Product promotion via digital platforms
Get to know customer needs in detail from the customer database	66.5 Moderate	<ul style="list-style-type: none"> • Analyze what kind of customers are in the database • Analyze who the product is ordered for (for personal use, gift, souvenir, etc.) • Study customer needs based on data • Through events, ask about customer needs • Ask customers via WhatsApp • Consult with customers • Based on previous orders • Understand consumer characteristic • Adapt to customer preferences • Provide personalized recommendations to customers 	Consumer demographic profile Customer insights Personalized recommendations

Indicators	Index Value	Repeating Ideas	Conceptual Theme
		<p>Analysis of Findings: A combination of demographic analysis, customer insight, and personalized recommendations are intertwined to better understand and serve customers. Consumer demographic profiles provide the basis for market segmentation and initial targeting. Customer insights deepen understanding of customer behavior and needs, enabling companies to make better and more relevant decisions. Personalized recommendations then apply this insight practically by providing appropriate offers and improving the customer experience.</p>	

Source: Primary data (2024)

The analysis of producers' perceptions of the E-CRM variable indicates that while the use of technology and management of customer data is in place, there is still significant room for improvement in various aspects. The index value for complete customer data management is 64.83, which is classified as medium. Manufacturers currently utilize technology such as cashier apps or point-of-sale systems and collect customer data through sophisticated apps and Excel files. The data collected includes WhatsApp numbers, phone numbers, home addresses, and social media data. While this is a positive step, deeper technology integration and more comprehensive data management will further improve operational efficiency and service personalization, ultimately increasing customer satisfaction and loyalty.

The index value for making regular contact with customers based on the customer database is 63.33, also in the medium category. Manufacturers conduct promotions of new products, send broadcast messages to customers, promote through social media, send congratulations on special occasions, and follow up with customers who have purchased products. However, there are still some manufacturers who have not made regular contact with customers. Regular promotional contact and continuous interaction based on customer data can build stronger and more personalized relationships with customers. With

personalization, proper segmentation, and meaningful interactions, companies can increase customer loyalty and satisfaction, as well as the effectiveness of marketing strategies.

The ability to utilize customer data to provide product offers through the database system has an index value of 66.83, which is classified as a medium category. Manufacturers provide discounts, offer attractive deals on new products, provide samples to customers, and conduct personalized product promotions. They also share information about new products through social media and send broadcast messages to customers. The use of customer data for personalized product offers and targeted digital promotions not only increases the relevance and attractiveness of offers but also strengthens relationships with customers. By understanding and utilizing customer data, companies can increase satisfaction, loyalty, and ultimately, sales.

Recognizing detailed customer needs from the customer database has an index value of 66.5, which belongs to the medium category. Manufacturers analyze customer demographic profiles, study customer needs based on data, and consult with customers through various channels such as WhatsApp and events. By understanding consumer characteristics, manufacturers can customize products and provide personalized recommendations to customers. The combination of demographic analysis, customer insights, and personalized recommendations allows companies to better serve customers and improve the overall customer experience.

Overall, this analysis shows that the use of technology and customer data by MSMEs in Temanggung and Wonosobo is already well underway but still needs improvement. More integrated and comprehensive data management will help in

optimizing operational efficiency and personalized services. By focusing on regular and meaningful interactions with customers, and utilizing customer data for more effective promotions, MSMEs can strengthen customer relationships and increase customer loyalty and satisfaction.

To achieve these goals, MSMEs need to increase their use of technology and deepen their analysis of customer data. By doing so, they can create smarter and more effective marketing strategies, and provide more relevant and valuable services to customers. These steps will not only help in increasing sales but also in building strong long-term relationships with customers, which is crucial for future business sustainability and growth

CONCLUSION

Environmentally friendly craft MSMEs in Temanggung and Wonosobo Regencies have a strategic role in economic and social development. They not only contribute to environmental sustainability, but also empower local communities and preserve culture. By improving relational capabilities which are already high and optimizing the use of e-CRM which is still in the moderate category, MSMEs can strengthen their competitiveness and contribute more to sustainable development. This research aims to understand business actors' perceptions of relational capabilities and e-CRM, as well as provide recommendations that can help MSMEs face challenges and take advantage of existing opportunities.

ACKNOWLEDGMENT

We extend our heartfelt appreciation to the Ministry of Research, Technology, and Higher Education of Indonesia for their generous funding through the Basic Research Scheme for the fiscal year 2024. This crucial support has played a pivotal role in advancing our research and has made a substantial contribution to the progress of knowledge in our field.

REFERENCES

- Alamsyah, A. (2018). Kerajinan Batik dan Pewarnaan Alami. *Endogami: Jurnal Ilmiah Kajian Antropologi*, 1(2), 136. <https://doi.org/10.14710/endogami.1.2.136-148>
- BPS. (2023a). *Kabupaten Temanggung dalam Angka 2023*.
- BPS. (2023b). Kabupaten Wonosobo dalam Angka 2023. In *Badan Pusat Statistik Kabupaten Wonosobo*.
- Chele, E.-S., Ricardo, M.-C., Ana, P.-M., & Teresa, M.-R. (2012). Bamboo, from Traditional Crafts to Contemporary Design and Architecture. *Procedia - Social and Behavioral Sciences*, 51, 777–781. <https://doi.org/10.1016/j.sbspro.2012.08.239>
- Farida, N., & Nuryakin. (2021). Network capability, relational capability and Indonesian manufacturing SME performance: An empirical analysis of the mediating role of product innovation. *Engineering Management in Production and Services*, 13(1), 41–52. <https://doi.org/10.2478/emj-2021-0003>
- Kreatif, K. P. dan I. (2014). *Ekonomi Kreatif: Rencana Aksi Jangka Menengah 2015 - 2019*.
- Li, L., & Mao, J. Y. (2012). The effect of CRM use on internal sales management control: An alternative mechanism to realize CRM benefits. *Information and Management*, 49(6), 269–277. <https://doi.org/10.1016/j.im.2012.09.005>
- Nurchayanti, D., Wahyuningsih, N., & Amboro, J. L. (2021). Natural clay dye to develop eco-friendly products based on regional potential in Batik Crafts Center of Jarum Village, Bayat Subdistrict, Klaten Regency. *IOP Conference Series: Earth and Environmental Science*, 905(1), 4–9. <https://doi.org/10.1088/1755-1315/905/1/012076>

- Retnawati, B. B., Leong, H., & Irmawati, B. (2020). *Menganyam Asa Kerajinan Kreatif Bahan Alam Kota Semarang Dalam Masa Pageblug* (Issue November). Universitas Katolik Soegijapranata.
- Retnawati, B. B., Leong, H., & Irmawati, B. (2021a). Dinamika Upaya Adaptif Dan Keberlanjutan Umkm Kerajinan Bahan Alam Di Kota Semarang Pada Masa Pandemi. *JOURNAL OF Management (SME's)*, 14(2), 239–255.
- Retnawati, B. B., Leong, H., & Irmawati, B. (2021b). *Dinamika Upaya Digitalisasi Pemasaran & Inovasi Produk Ikonik UMKM Kerajinan Bahan Alam di Jawa Tengah*.
- Retnawati, B. B., Leong, H., & Irmawati, B. (2021c). The Study of Natural Material Crafts MSMEs in Optimizing Digital Marketing: Opportunities and Challenges. *International Sustainable Competitiveness Advantage*, 114–122.
- Retnawati, B. B., Leong, H., & Irmawati, B. (2021d). *Upaya Bertahan dan Beradaptasi UMKM Bahan Alam Kreatif di Wilayah Magelang*. Universitas Katolik Soegijapranata.
- Solano Acosta, A., Herrero Crespo, Á., & Collado Agudo, J. (2018). Effect of market orientation, network capability and entrepreneurial orientation on international performance of small and medium enterprises (SMEs). *International Business Review*, 27(6), 1128–1140. <https://doi.org/10.1016/j.ibusrev.2018.04.004>
- Tsai, K. H., & Hsu, T. T. (2014). Cross-Functional collaboration, competitive intensity, knowledge integration mechanisms, and new product performance: A mediated moderation model. *Industrial Marketing Management*, 43(2), 293–303. <https://doi.org/10.1016/j.indmarman.2013.08.012>
- Wang, F. (2020). Digital marketing capabilities in international firms: a relational perspective. *International Marketing Review*, 37(3), 559–577. <https://doi.org/10.1108/IMR-04-2018-0128>
- Zhang, N., Levä, T., & Hämmäinen, H. (2014). Value networks and two-sided markets of Internet content delivery. *Telecommunications Policy*, 38(5–6), 460–472. <https://doi.org/10.1016/j.telpol.2013.03.004>