

THE ROLE OF VALUE CO-CREATION IN E-COMMERCE TO IMPROVE MSME MARKETING PERFORMANCE

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ABSTRACT

This study investigates whether E-commerce Value Co-creation Ability can lead to the performance excellence of MSMEs. MSMEs' performance advantages and benefits may be realized when the unique value creation can be derived from the right and effective e-business and e-commerce platforms. To obtain actual conditions about the ability of digitalization to create new value in e-commerce, Participatory Observation is carried out. A total of 250 MSME participants participated in the digitalization training and were research samples. Data are obtained through the distribution of questionnaires. Questions are arranged based on the indicator of each variable. To analyze the validity and reliability, multivariate statistical techniques of confirmatory factor analysis and SEM modelling of Amos. Of the eight hypotheses designed, 6 of them were listed. In particular, the novelty variable (VCE) can be a solution or proven to solve previous research gaps and improve Marketing Work while two hypotheses are rejected. MSME entrepreneurs must develop an e-business strategy centred on creating shared value in e-commerce. The dominant logic of seeing e-business and e-commerce is centred on MSMEs with customers. Therefore, the initiative and inspiration for e-commerce co-creation is a means of continuing MSMEs. Creating shared value facilitates direct interaction; customers are involved in the production process, and MSMEs use e-commerce for customers (self-service).

Keywords: Website Service Quality, Value Co-Creation E-Commerce, Competitive Advantage, Adopting E-Business, Adoption Attention, Marketing Performance.

1. INTRODUCTION

Adopting e-business and e-commerce is very important in strengthening the performance of MSMEs. E-business is necessary to support the increasing progress of online purchases and payments, and internet users cover every age group, socioeconomic class, and skill and education level. This study adopts the Service-Dominant Logic (SDL) perspective on Value Co-Creation in improving marketing performance. The service perspective reflects that MSME entrepreneurs and customers create value through resource integration (Vargo, Lusch & AK, 2004). SDL sees interaction and cooperation as prerequisites for shared value creation (Ballantyne & Varey, 2008). SDL sees all actors referred to as actors, especially when consumers and MSMEs do the same thing, namely integrating resources to improve the ease of transactions. Therefore, e-commerce in the SDL perspective is the result of value co-creation between consumers as creators of unique value and attached to the company as a value facilitator (Ballantyne & Varey, 2018; Prahalad & Ramaswamy, 2005; S. L. Vargo, 2018; S. L. Vargo & Lusch, 2007).

This study began with a research gap where Website Service Quality was not proven to be able to improve Marketing Performance (Jeon & Jeong, 2017), while others showed that WSQ was able to increase MP (Alsheyadi, 2020; Camilleri, 2021). For this reason, it is necessary to build a research model by adding a novelty to Value Co-Creation E-Commerce (VCE). VCE in Dominant Logic describes when value is created together through integrating corporate resources. In the form of quality WSQ, consumer resources are represented by social expertise and skills of digitization or internet use.

The purpose of this study is to investigate whether E-commerce Value Co-creation Ability can lead to the performance excellence of MSMEs. MSMEs' performance advantages and benefits may be realized when creating unique MSME values that can be derived from the proper and productive utilization of resources. MSME value creation is dynamic and constantly evolving to adapt to the rapidly changing environment. Therefore, VCE leads to the advantages of the Adoption of Attention (AA). Adaptation geared towards adapting and creating superior performance can result from a strong MSME VCE due to the ease of adapting to a dynamic business environment. Therefore, VCE will bring the expected benefits of being able to lead to a competitive advantage.

WEBSITE SERVICE QUALITY (WSQ) offers easy reach for new constables and exchanges goods, services, information, and knowledge. WSQ technology helps MSMEs increase their competitiveness by creating stronger relationships with customers. WSQ helps redefine e-business activities through order processing, payments, and services after the sales process (Sarmah et al., 2017). MSMEs are involved in activities that connect e-business with e-business. The rules affirm the need for knowledge and awareness of how to behave during service interactions, and engagement is the commitment of MSME entrepreneurs who interact in meeting consumer expectations and needs (Hollebeek et al., 2016). In addition, consumers benefit from the product/service experience provided by MSMEs. Many factors that motivate consumers to post online reviews have been identified, for example, social benefits, economic incentives, extreme adventures, and feedback (Xiao et al., 2022). E-commerce provides business transactions using the Internet.

VALUE CO-CREATION E-COMMERCE (VCE) facilitates marketing transactions in an ever-changing and competitive business environment. VCE can increase MSMEs' competitiveness by enabling value creation collaboration, generating more business, and gaining a company's competitive advantage over competitors (Hua, 2016). VCE presents the service process systematically, from providing information, service content, purchases, sending, notifications, receipts, and confirmations (Wang et al., 2021), (Winkler & Wulf, 2019), (Shen et al., 2021). E-commerce on an online website can display many product ranges. For example, they provide more information about the product's delivery options before the consumer confirms the purchase (Camilleri, 2021). Customer participation behaviour includes information retrieval, information sharing, and responsible behaviour to customers to be cooperative and interact (AbdelAziz et al., 2021).

E-BUSINESS ADOPTION ATTENTION (EAA) improves business aspects such as delivering new products, services, and customer needs. E-business leads to increased profitability and competitive advantages that determine the added value competitors do not easily imitate (Abbad et al., 2021). Innovation in e-business is influenced by dynamics, complexity, observability, trialability, and market compatibility (Copans, 2020). E-business assists MSMEs in defining the role of business value creation through order processing, payment, and ease of service (Sarmah et al., 2017). EAA is a strategy integrated into the MSME process to achieve maximum results (Beheshti et al., 2006) (Matthew & Tao, 2006).

COMPETITIVE ADVANTAGES OF ADOPTING E-BUSINESS (CAB) as the effect of the proliferation of technology, contemporary consumers are constantly connected through internet-enabled devices, have access to all brands, and provide users with a wide range of options. The adoption of e-business technology to address business-to-consumer challenges focuses on digital technology and consumer services (Jain & Sundström, 2021). The main idea of e-business adoption is the creation of shared value reflected in the sharing economy's view. The sharing economy is a set of values that can be accessed online. Value is closely related to the economy of sharing and the creation of shared value. The SDL idea is that value is co-created by many actors and that value always lies with the beneficiaries. The value created with the customer is the use-value or use-value (Du & Chou, 2020).

MARKETING PERFORMANCE (MP) is understood as the ability of MSMEs to develop and implement a marketing mix. From the SDL perspective, this capability is MSME resource-based and allows entrepreneurs to use existing resources and capabilities to create or maintain a competitive advantage. Open networks help companies access inaccessible resources, bringing together competencies that strengthen long-term relationships (Reimann et al., 2022). Co-creation as a marketing performance paradigm shows value's meaning and value creation process. Prahalad and Ramaswamy (2004) show that value co-creation is essential for co-creation between companies and consumers. Co-creation is the process by which a company and a consumer expand value. S. L. Vargo and Lusch (2017) emphasize value in use where MSMEs can only provide a value proposition for consumers, and the co-creation of the company and customers is necessary for creating value. Co-creation refers to the process by which Consumers and MSME entrepreneurs take the initiative to create value (Shen et al., 2021). SDL claims that e-business and e-commerce marketing practices are essential in marketing (Y. Liu & Wang, 2021). Based on the description above, the hypothesis of this research was built as follows:

H1: WSQ will improve VCE; H2: VCE will improve CAB, H3: VCE will improve EAA; H4: WSQ will improve CAB; H5: WSQ will improve EAA, H6: VCE will improve MP; H7: CAB will improve MP. H8: EAA will improve MP.

2. RESEARCH METODOLOGY

The Research Process focuses on a quantitative descriptive approach. The first step is to invite potential MSMEs around the tourist destination of Lake Toba, Toba Regency Indonesia, to participate in seminars and training on strengthening digitalization. Attention is paid to the tourism MSME sector. The potential sectors include culinary MSMEs, Entertainment, Accommodation, Transportation, and tourism organizations, Tourism Office, Industry and Trade Cooperatives Office. In particular, MSMEs within the PT ASDP Indonesia Ferry environment.

Participatory Observations were carried out during digitalization training for MSMEs. To get actual conditions about the ability of digitalization to create new value for e-commerce (Carvalho et al., 2020). A total of 250 MSME participants were also respondents in this study (female 80,80% & male 19,20%). In addition to surveys, product results demonstrations, and digitalization adoption practices, other steps are adjusted to the context of the study, namely the distribution of questionnaires to all Toba MSME entrepreneurs. This study proposed the validity and reliability to scale and tested the hypothesized relationships; multivariate statistical techniques of confirmatory factor analysis and SEM modelling of Amos are used (Brandt et al., 2022; Kamran et al., 2017; Maciaszczyk et al., 2022). Respondents are owners 33,60%, managers 43,60%, and employees 22,80% of Toba tourism MSMEs. MSMEs profile Culinary 31,20%, Entertainment 64,40%, Transportation 1,20%, Accommodation 3,20%

The questionnaire is built from the results of literature searches according to the variables contained in the research model. There are 42 question items developed to measure the value of co-creation in e-commerce. All question items were measured using a seven-point Liker scale (1=fully disagree, 2=disagree, 3=partially disagree, 4=unsure or don't know, 5=partially agree, 6=agree and 7=fully agree (Heredia et al., 2018; Mohd Rasdi & Tangaraja, 2020; Van Doel & Howell, 2022). In addition, respondents engaged in training discussions while filling out questionnaires to ascertain that there was no bias (Kamran et al., 2017) when answering questions with actual conditions. The question items that are indicators of each variable can be seen in the following table.

Table 1. Variable Development Mapping and Keyword Search Indicators

Variable	Ident	Measured Item	Reference
Website Service Quality	WSQ 1	Has an official page rank	G. Sharma & Lijuan, 2015; H. Sharma & Aggarwal, 2019)
	WSQ 2	Pay attention to the analysis of site quality	
	WSQ 3	Updating content (Up to datedness)	
	WSQ 4	Identifying possible effects of cultural contexts and consumer attitudes	
	WSQ 5	Prioritizing satisfaction and service delivery for consumers	
	WSQ 6	Creating services in the form of quality information	
	WSQ 7	24 hour Availability	
	WSQ 8	Page leading speed	
	WSQ 9	Security and Privacy	
Value Co-Creation E-Commerce	VCE 1	Digital servitization in terms of providing digital to support and/or act as a substitute for physical goods	Grönroos & Gummerus, 2014; Manser et al., 2021)
	VCE 2	Creating innovations in the form of new features that are different from existing technologies	
	VCE 3	Creating digital transformation services such as mobile banking, Internet banking, Social Media	
	VCE 4	Service exchange is beneficiary-oriented and relational	
	VCE 5	Emphasizing consumers are at the centre of the value chain	
	VCE 6	Consumers contribute to the creation of value through the co-production of the service experience by using service technologies	
	VCE 7	Entrepreneurs can exert an influence on the concept of consumer use value	
	VCE 8	Service oriented business models	
	VCE 9	Service providers/MSMEs propose value propositions	
Competitive Advantage Of Adopting E-Business	CAB 1	E-business helps my company to gain more market share	(Shehata & Montash, 2019)
	CAB 2	E-business enhances the customization of our product	
	CAB 3	E-business enhances sales increase	
	CAB 4	E-business supports our brand image	
	CAB 5	E-business helps us to carry better competitors' analysis	
	CAB 6	E-business helps us communicate better with channel partners	
	CAB 7	E-business helps us reduce administrative cost	
	CAB 8	E-business helps us disseminate company's information	
	CAB 9	E-business helps us improve customer support	
E-Business Adoption Attention	EAA 1	Have an e-business initiative	(Sarmah, Sharma, & Gupta, 2017)
	EAA 2	Utilizing e-business digitization technology	
	EAA 3	Realizing with e-business can reach customers easily	
	EAA 4	Facilitate the exchange of products, services and information	
	EAA 5	Reduce coordination costs	
	EAA 6	Helping MSMEs increase competitiveness	
	EAA 7	Creating stronger relationships with customers	
	EAA 8	Helps with easy order processing, payment, and after-transaction service.	
Marketing Performance	MP 1	Maintenance of customer relationships	(Goldman et al., 2020)
	MP 2	Expansion of new customers through superior service content	
	MP 3	Using a co-creation platform, through interactive marketing	
	MP 4	Increased sales value	

	MP 5	Rising profits	
	MP 6	Have a marketing strategy	
	MP 7	Has a uniqueness in the targeting platform	

The table above provides all the variables and indicators used in the study. Value co-creation in e-commerce refers to the process that starts from WSQ to collaboration and leads to EAA and CAB. WSQ is an independent variable (Xu, Park, & Lee, 2021). VCE is a mediation variable that is expected to be a solution and a novelty in this study (Simanjuntak & Sukresna, 2022)..

3. RELATED RESEARCH

The data processing results with AMOS Structural Equation Modelling (AMOS-SEM) were chosen. They were suitable for analytical descriptive studies in measuring how significant the relationship between variables and how to fit the hypothesis model was compared to accurate field data (Hair et al., 2010). In addition, it is proven to process relatively large sample sizes and handle complex models (Hair et al., 2010). Thus e-commerce value creation (EVE) in SMEs looks to be generated by the interaction of resources through products, services, and competencies related to the variables WSQ, EAA, CAB, and MP, as shown in the following model figure.



Figure 2. The role of value co-creation in e-commerce to improve MSME marketing performance

The above model shows that six hypotheses out of eight are stated while two hypotheses are rejected. As stated in the following table.

Table 2. Measurement Results

	Estimate	S.E.	C.R.	P	Label
VCE <--- WSQ	1,202	,086	13,988	***	Supported
CAB <--- VCE	,579	,059	9,823	***	Supported
EAA <--- VCE	-,322	,056	-5,774	***	Supported
CAB <--- WSQ	,049	,061	,815	,415	Rejected
EAA <--- WSQ	1,082	,120	9,042	***	Supported
MP <--- VCE	,866	,094	9,219	***	Supported
MP <--- CAB	-,471	,104	-4,542	***	Supported
MP <--- EAA	,090	,064	1,397	,162	Rejected

The table above shows that the novelty variable can bridge the gap in previous research where it was proven that VCE was strongly capable of improving CAB, EAA, and MP. The three variables aimed at by the VCE immensely helped to become stronger. In other words, H2, H3, and H6, which are entirely VCE-centric, have proven to be significant against other variables. As a result, E-commerce services add value to e-business and strengthen the process of exchanging information and transactions for consumers (Xiao et al., 2022; Xu et al., 2021).

4. RESULTS AND DISCUSSION

H1 exhibits a strong influence of WSQ on VCE. H1 confirms that high-quality e-commerce sites are more likely for entrepreneurs alongside consumers to create added value and encourage consumers to make purchases (Liu et al., 2017). H2 concerns the role of VCE in increasing competitive advantage and is the most discussed dimension in the quality of e-commerce services. H2 is the full attention of entrepreneurs to provide a sense of convenience for consumers when making transactions through and or interactions through websites or e-commerce (Al-dweeri et al., 2019). H3 has also been shown to be significant, whereas VCE is strongly capable of increasing EAA. MSME entrepreneurs need to develop an e-business strategy centered on creating shared value in e-commerce, embracing consumers to improve e-business performance, acting as a value facilitator, using information management, and facilitating the e-business community (Abbad et al., 2017). It's different from H4 in that WSQ is not proven to be able to increase CAB. Online MSME entrepreneurs have not provided information on services and products that allow consumers to search and choose online purchases. E-commerce websites that provide products and services effectively and innovatively greatly influence consumers' positive responses (Chen, Ku & Yeh, 2019; Simanjuntak & Banjarnahor, 2021). H5 shows that WSQ is very synergistic in improving EAA. WSQ refers to creating shared value of business transactions by using internet services. MSME entrepreneurs present usability, design, information, trust, and empathy during shared value creation. Including how entrepreneurs offer ease of use, aesthetic design, processing speed, and security (Ghosh, 2018). H6 strengthens the results of this study, where VCE is a bridge in increasing the MP of MSMEs. Master the skills in creating everything from websites to e-commerce platforms capable of facilitating shopping, purchasing, and payment, and efficient and effective delivery of products and services (Camilleri, 2021; Goldman et al., 2020). H7 shows that CAB is very dominant in improving marketing performance. MSME strategies for competitive advantage are based on understanding customer needs that ultimately improve marketing performance (Goldman et al., 2020). Feasibility, suitability, and competitiveness in designing an e-business strategy include reach, wealth and affiliation, that is, efforts to create and maintain long-term customer relationships (Isaias et al., 2019). H8 indicates that EAA has not been shown to be able to increase MP. MSMEs need to create a digital loyalty cycle, a digitalization-based customer relationship management technology (Shehata & Montash, 2019; Situmorang et al., 2022).

5. CONCLUSION

The value creation of e-commerce sustainability in MSMEs highlights the ability of entrepreneurs to build interactions between resources, especially in the absorption of the internet and e-business (Simanjuntak & Farida, 2021). The results showed that MSMEs create e-commerce and use several forms of digitalization technology that provide added value in e-business. The SDL concept of Value Co-creation (S. Vargo & Lusch, 2016; S. L. Vargo & Lusch, 2017) implies that a digital marketing environment is built for entrepreneurs and customers to jointly create value, and customers can actively dialogue and jointly build personalized experiences. The dominant logic of looking at e-business is centred on entrepreneurs and customers (Yu, Liu & Zheng, 2019). According to (Grönroos & Gummerus, 2014) the power of MSMEs is needed in the creation and development of the design, manufacture, and delivery of products and services as well as to help customers create value. (Tregua, Brozovic & D'Auria, 2021).

The initiative and inspiration for co-creation commerce is a means of sustainability for Toba MSMEs. Entrepreneurs need strategies to involve consumers in value creation. E-commerce creates more empirical evidence of entrepreneurs' cooperation with external partners, customers, suppliers, and local governments.

E-business as a virtual value co-creation e-commerce platform represents how MSMEs and consumers behave, interact, experience, use, and evaluate value propositions based on the social construction of which they are a part. Virtual Platform Agents and MSMEs inherently suggest the importance of a shared value creation process. The sample of this study is MSME entrepreneurs who are used to participating in training or seminars managed by the Toba government. Respondents knew the role of digital adoption in the performance of MSMEs but lacked implementation assistance. Future research can provide curriculum or implementation modules and SOPs for e-commerce for MSMEs. Compare the role of e-commerce platforms in e-business or improve virtual capabilities and perceptions of online trust between internet users who are familiar vs. unfamiliar with e-commerce platforms. Additional research is needed to identify user motivations and constraints in using e-commerce platforms. Finally, analyzing the influence of the appearance and design of e-commerce platforms will provide a new perspective for MSME performance and other added value creation.

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