

Vol. 7 No. 2 - SEPTEMBER 2017

p-ISSN : 2087-4987
e-ISSN : 2549-0419



SINERGI

JURNAL ILMIAH ILMU MANAJEMEN

**MASTER OF MANAGEMENT
Faculty of Economic and Business
University of Dr. Soetomo
SURABAYA**

EDITORIAL BOARD

Editor In Chief

Mrs Mcithiana Indrasari, Universitas Dr. Soetomo, Indonesia

Reviewer

Eddy Yunus, Unitomo, Surabaya, Indonesia

Sedarmayanti Sedarmayanti, Unitomo, Surabaya, Indonesia

Anis Eliyana, Airlangga University, Surabaya, Indonesia

TR Dash, Build Bright University of Phnom Penh, Cambodia

Bhukuth Augendra, IPAG Business School, France

Max M Richter, Monash University, Australia

Peter Newcome, University of Queensland, Brisbane, Australia

Shafie Bin Muhamed Zabri, UTHM, Johor Baru, Malaysia

Kamilah Binti Ahmad, UTHM, Johor Baru, Malaysia

Mohd Lizam Bin Mohd Diah, UTHM, Johor Baru, Malaysia

Editor Board

Slamet Riyadi, Unitomo Surabaya, Indonesia

Susanto Sukiman, Unitomo Surabaya

Section Editors

Aminullah Assagaf, Unitomo, Surabaya, Indonesia

JFX. Susanto Sukiman, Unitomo, Surabaya, Indonesia

Slamet Riyadi, Unitomo, Surabaya, Indonesia

Copy Editors

Sukesi, Unitomo, Surabaya, Indonesia

Suyanto, Unitomo, Surabaya, Indonesia

Agus Maulana, MSM, Unitomo, Surabaya, Indonesia

Secretariats

Drs. Sarwani.MM, Unitomo, Surabaya, Indonesia

Layout Editor

Raditya Bambang Purnomo, Unitomo, Surabaya, Indonesia

IT Supporting/Administrator

Dwi Cahyono, Unitomo, Surabaya, Indonesia

MENGESAHKAN

Salinan / Foto copy sesuai dengan aslinya



FAKULTAS EKONOMI DAN BISNIS

Surabaya

Sarwani, SE.,MM.,

OFFICE :

Program Studi Magister Manajemen

Economic and Business Faculty

Universitas DR Soetomo Surabaya

Scmolowaru No. 84

SURABAYA, Jawa Timur

Phone. (031) 5926116/Fax (031) 59338935

Email: sinergi@unitomo.ac.id

Situs Jurnal : <http://ejournal.unitomo.ac.id/index.php/feb/index>

CONTENTS

- COMPETITIVE DYNAMICS IN MICRO: ANALYSIS OF PERCEPTION ABOUT COMPETITION
IN UNITOMO STREET FOOD BUSINESS
BAMBANG RADITYA PURNOMO, SE, MM 1
- IMPLEMENTATION OF ECONOMIC VALUE ADDED AND MARKET VALUE ADDED ANALYSIS AS
VALUATION TOOLS OF INVEST FEASIBILITY
ACHIMAD DAENGS, GS¹⁾, LUQI DIAN ICHROM²⁾, MOCH RIZALDY RAHMANSYAH³⁾ 6
- A PHENOMENOLOGICAL STUDY OF THE LIVED EXPERIENCES OF THE GENERATION X AND Y
ENTREPRENEURS
DR PATRICK KHOR 16
- GREEN CONSUMERISM : AN ECO-FRIENDLY BEHAVIOUR FORM THROUGH THE GREEN
PRODUCT CONSUMPTION AND GREEN MARKETING
WIWIK HANDAYANT¹⁾, RENDRA ABDI PRAYOGO²⁾ 25
- MODEL OF CUSTOMER VALUE APPROACH FOR IMPROVING SATISFACTION OF THE HOSPI-
TAL PATIENTS
ARASY ALIMUDIN¹⁾, ISWACHYU DHANLART²⁾, MARLA LISA JUDANA³⁾, AGUS SUKOCO⁴⁾ 30
- THE ROLE OF MARKETING INTELLIGENCE AND MARKETING ARCHITECTURE BASED TECH-
NOLOGY ASSIST IN THE DEVELOPMENT OF BUSINESS ON THE MSMES MAOUNT BROMO
PROBOLINGGO IN EAST JAVA
CHANDRA KARTIKA 41

THE ROLE OF MARKETING INTELLIGENCE AND MARKETING ARCHITECTURE BASED TECHNOLOGY ASSIST IN THE DEVELOPMENT OF BUSINESS ON THE MSMES MAOUNT BROMO PROBOLINGGO IN EAST JAVA

Chandra Kartika

Economics Faculty of the University of Wijaya Putra

Email : chandrakartika@uwp.ac.id

(Submit : 03 August 2017; Revised : 12 August 2017; Accepted : 25 August 2017)

Abstract. This research aims to provide a paradigm change business players in order to develop business in the manage with the help of a smart marketing and design technology sophisticated pengolaan governance and business can be developed with good, and can increase community economic welfare levels in the vicinity of micro and small and medium enterprises Mount Bromo Probolinggo East Java, empirically the economy in and around micro and small and medium enterprises probolinggo is still not optimal and the support of the government also has not been maximum attempts to help businesses on micro and small and medium enterprises around Gunung Bromo Probolinggo. Researchers attempting to help to resolve the problems of the economy in and around Mount Bromo by trying to examine the variables related to the smartphone technology-based marketing and technology based marketing design also in order to help the micro and small and medium enterprises can solve problems usahannya that there are still many obstacles. Researchers took samples around 100 people merchants who have micro and small and medium enterprises Business around Mount Bromo and using the methods of quantitative analysis and using the appliance AMOUS SAM analysis and location already determined around Mount Bromo, from a) is expected to found a positive result against the business development of micro and small and medium enterprises and can help the sales profit level and can improve the level of technology used by entrepreneurs and increase the level of community welfare micro and small and medium enterprises Mount Bromo Probolinggo in East Java.

Key Word : *Marketing Intelligence, Marketing Achitecture, Business Development*

I. INTRODUCTION

Emergence of competition in the world of business is something that cannot be avoided. With the competition, the company - the company is faced with many opportunities and threats both from outside and from within the land. For that each company is required to always understand and understand what is happening in the market and what are the customer desire, and various changes in the business environment that is able to compete with other companies. The company should try to minimize the weakness of its weakness and maximize the strength he possessed. Thus the company is required to be able to select and specify the strategies that can be used to facing competition.

Small and Medium Enterprises (MSMES) holding a very large role in promoting the Indonesian economy. except as one of the alternative new jobs, micro and small and medium enterprises also plays a role in encouraging economic growth rate after the crisis nmoneter 1997 at the big companies have difficulties in developing its business. this time, micro and small and medium enterprises have contributed to large on regional income

and the income of the Indonesian state. Msmes is a form of the small business community that its establishment based on the initiative someone. most people assume that micro and small and medium enterprises menguntungkan only certain parties only. micro and small and medium enterprises have a very important role in reducing the level of unemployment in Indonesia. micro and small and medium enterprises can absorb many of Indonesian workers who are still menggangu. Besides micro and small and medium enterprises have contributed to large on regional income and the income of the Indonesian state. Micro and Small Business grow in Indonesia, when monetary crisis extends to multi-dimensional crisis that befell Indonesia since 1997. This crisis turns to motivate the growth of the small business sector which is growing absorb manpower and further strengthen the innovations in the development of small businesses. This can be seen through the development of micro and small and medium enterprises throughout the year 2011 proved to be able to contribute to the formation of the GDP of 57,60%. Details as follows, 32,02% by Micro, some 10,99% by small businesses and a number of 14,59% by Medium Businesses. The average value of the formation of the GDP by MSMES Rp 24.8 million per business unit. Msmes are able to recruit new labor as much as 2,32 million people, or

Chandra Kartika

equivalent with 97,8 percent of new jobs created by the micro and small and medium enterprises and big business in 2011. The absorption of new labor is done by the Micro, amount 1.94 million people, including employ himself. Small businesses are able to absorb new labor as much as 292.000 people. (MSMES build the economy, 2013) the number of economic growth in East Java which is quite fantastic reached to 125 hkd per cent at the end of the 2012 didongkrak by MSME sector (micro small and medium enterprises). Even from the PDRB East Java capable of reaching Rp 1.000 triliun, by 54 per cent obtained from 4.2 million micro and small and medium enterprises and growing in East Java.(MSMES determine the success of the Governor and Vice Governor of East Java,2013) where indicated in the picture below : Picture 1.1 percentage of economic growth of micro and small and medium enterprises East Java.

In addition in 2011 there 783.758 business unit, or rose 5,53 percent compared to the year 2010. From that number, 766.783 business unit or 97,83 percent of whom is a small industry. Meanwhile the number of medium industry as much as 16.182 business unit (2.07 percent) and large industries 793 unit (0.10%).(IKM role in the Economic Development in East Java,2012). In a reliable entrepreneurs of course there are various support to become an entrepreneurs, one of which is a member of the family, as Shinta Widjaja Kamdani in group synthesis. The time is still to come in the company of the family, he supported by the supervisor expatriates who very professional (is nothing

other than his father). Where in running the business which he claimed to be able to do all the case itself and to become independent in doing business, besides that Shinta also received support from the Father through the education of education hard. And the things that make Shinta is able to survive in running the family business. And get many challenges Shinta finally succeeded in managing the group Synthesis in developing its business with does not perform one downloading show. Where it is proved that an entrepreneur has the support from her parents. Image of MSMEs are not being tended by the reign of Probolinggo district as follows :

Picture : business players in the Mount Bromo Probolinggo

Information Technology that is developed is currently used not only for the daily transactions of the organization but also to support the competitive advantages especially in making marketing strategy. Information Technology to support the marketing strategy one is business intelligence. Marketing intelligence in marketing strategies used to answer the questions of top management and provide the facts that there is good organization sites internal environment and external environment. Marketing intelligence are the link between the information system and top management. Some of the supporting components of business intelligence among other financial intelligence, management intelligence, marketing intelligence, accounting intelligence, etc. (Aaker, 2007). Then from the research Henard and Szymanski (2001,p.374) namely how



companies in the design and implementation of process products that have excellence and how the influence of successful product of marketing performance to fill needs by reassessment. Different views will be how the orientation of the company on innovation is built through market orientation strategy, to achieve the success of new products can dilihal from the performance of the market as a competitive advantage.

Marketing strategy Intelligence to enter a market is planned to provide goods or services to target new markets and the spread of them there. When importing or exporting services, refers to establish and manage the contract in a foreign country. Only a few companies that have successfully operates in the niche market without ever do expansion to new markets but most businesses achieve increased sales, brand awareness and business stability with entering new markets. Develop a strategy into the market a win-win involve in-depth analysis about some factors, sequentially planned.

In marketing intelligence system is part of the marketing information system and are closely linked to the system of the internal notes of the company and marketing research. Kotler 2012, defines the marketing intelligence system as a set of procedures and resources used by the managers to get daily information about the developments related to the marketing environment. This information can be derived from the company itself, consultants marketing research, advertising bureau, suppliers, customers and even competitors. Market than mothers is part of the marketing information system and are closely linked to the system of the internal notes of the company and marketing research. The information can be derived from the company itself, consultants marketing research, advertising bureau, suppliers, customers and even competitors. Marketing intelligence has many used professionally as a tool for diplomacy by companies that compete. The competition became the basis of the development of marketing intelligence, both national and global. Decrease the efficiency and the inability of the company to get the spider is the indicator to collect a marketing intelligence. This Intelligence Market system company to see the position of the competition in the business of a kind, as well as determining the position of our company compared with other companies that are of a kind. Rersearch Gap according to Chen 2010 Chen and Das 2010 Chung et al 2011 that occurred on the Market intelligence is the assumption that business will be able to easily integrate these activities with the existing business process. There is little recognition that is given to the creative businessmen to overcome difficulties faced by Business every day to manage the sales volume and can improve the information flow into and out of their business. The literature recognizes the importance of the collection of this information for effective business decisions.

Sivaramakrishnan et al 2010 , Marketing Intelligence is considered related to technology-based data collection system used by a business to gather information. The Web 2.0 platform that is described as being very useful in the process of collecting information. The literature highlighted the growth in the desire to have the intelligence business is used as a term that only refers to the data collection through technology. The Benefits of effective business intelligence practices can be seen: Prevent cycles lost better control increase revenues to maintain the client better understand the capacity of the organization and the ability to provide early warning system. Muylle, (2012) in the research said that the marketing arhcitecture in competitive competition requires the banks to better understand the external environment its business in competing with the other banks, besides in this research emphasizes the superiority of information in determining the strategy as the competitive advantage on Perbankan party that have the ability to analyze these factors competition in providing decision making strategies to anticipate compete using a marketing approach architecture in the competition and can improve marketing performance.

Micro and small and medium enterprises in Bromo Probolinggo very poor by fenomenologi that MSMEs there many are not noted by the regional government Probolinggo though many that have not yet been able to develop micro and small and medium enterprises one with the other so that happened penurunnya welfare levels and the economy and the revelation of the unemployment rate around the regency of Bromo Probolinggo, proven many residents who do not work and there is no income every day so that this will need to be assisted with by researchers to facilitate the level of economy, so that the population can develop micro and small and medium enterprises in and around Bromo Probolinggo. So the author want to reveal the problem of the role of Marketing and Marketing Architeture Intellence technology based in helping business development on the micro and small and medium enterprises Mount Bromo Probolinggo in JawaTimur.

A. The Benefits of Research

Is useful to provide a paradigm change creative businessmen in order to develop business in the manage with the help of a smart marketing and design technology sophisticated pengolaan governance and business can be developed with good, and can meningkatkan community economic welfare levels in the vicinity of micro and small and medium enterprises Mount Bromo Probolinggo East Java, empirically the economy in and around micro and small and medium enterprises probolinggo is still not optimal and the support of the government also has not been maximum attempts to help businesses on micro and small and medium enterprises around Gunung Bromo Probolinggo. Researchers attempting to help to resolve the problems of the economy in and around Mount Bromo by trying to examine the variables related to the smartphone technology-based marketing and technology-based

marketing design also in order to help the Micro and small and medium enterprises can solve problems business that there are still many obstacles

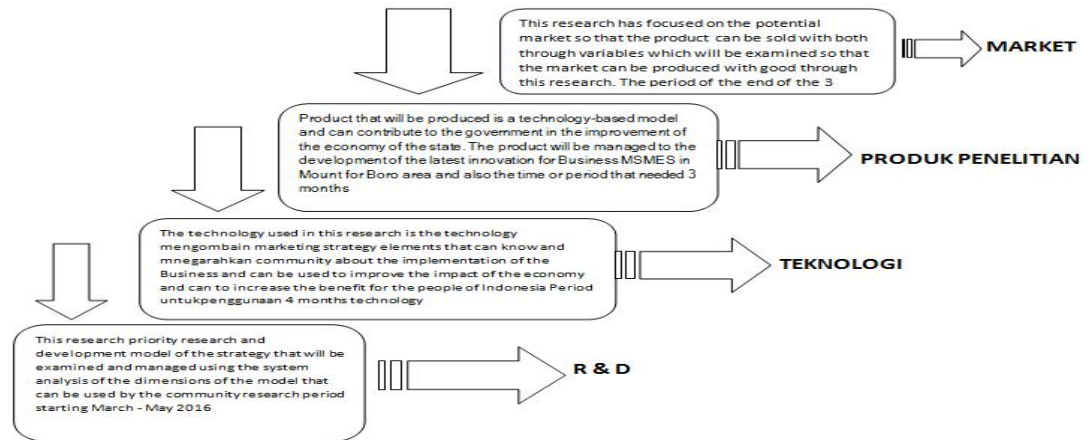
II. LITERATURE

Marketing Intelligence is acquiring process and analyze the information to understand market potential customers and which still exist), the attitudes and behavior of the market and to access changes in the business environment or in other words marketing intelligence is the ability to understand and analyze and assess the internal and external environment related to the consumers, competition, the market and the industry to support the decision making process (Aaker, 2007). Some of the reasons why the organization requires the system of marketing intelligence is the organization has little contact with customers, organization needs to know the behavior of

A. Previous research

Grunert, 2000 that marketing intelligence can affect the marketing performance due to the company to get the competitive advantage must have individuals who exhibit competence in marketing intelligence is high in this case is one of the competencies which can support the marketing performance and allows a high level of sales growth as the former dominant marketing performance. Jochen research fries disc, (2006) said that the Marketing Architecture methods that systematically should include marketing strategy achitecture several steps that systematically, namely preparing the system model that is formed by collecting information or designing pemasaran model is continuously, evaluation and analysis and disseminate and respond to society as a whole. This is often required by the company to a marketing intelligence is to find a new development and then reporting it to the division of research and development.

The Roadmap Research



Picture : Roap Map Research

consumer needs to know their competitors without spy matainya, management provides sales target to sales, needs to identify new products, to know the market uncertainty in the future so that they can make the previous planning. Now the scope of marketing intelligence one of them is the decision of the segmentation of consumers. Cravens and Piercy (2003:31-32) proposed that Marketing Architecture is the process of market-driven from development strategies that consider environmental changes and the need to offer superior customer value. The focus of the marketing stratejik namely on the performance of the organization. In this case, marketing stratejik connect the organization with the environment and the respect of marketing as a function that has the responsibility of exceed the other functions in the overall business activity (Sucherly, 2004:20). that Marketing Architecture is a strategy to serve the market or market segment that are set as target by the company. The definition of marketing strategy is as follows:"marketing strategy is the marketing logic used by the company with the hope that the business unit can achieve the goal of the company"(Kotler, 2011).

III. RESEARCH METHOD

Kerlinger Design (1993 : 532) proposed that research design is the whole process that is needed in the planning and implementation of research in other words research design is the plan and the structure of the research arranged in such a way that the research can get answers to these questions research. (umar, 1999 : 36) said that the design of the research in social research generally is divided into three forms of the exploratory research (explorative research), research diskriptif (descriptive research and research (explanatory eksplanatori reseach). This research is research eksplanatori which means to give the explanation of the relationship of causation between the variables through the testing of the hypothesis as well as doing eksplanasi. Kausal assosiatif research (links) - research that aims to examine the relationship between the variables predictors (variables affect) and dependent variables (variable that influenced) through hypothesis testing. The hypothesis is an answer while against the

Chandra Kartika

formulation of research problems that need to be examined the truth through statistics test. The statistical tests used in this study is the Structural Equation Modeling (SEM). Shem is a collection of techniques statistikal that allows



testing of a series of relatively complicated relationship simultaneously. (Ferdinand, 2012). With the conceptual framework as follows :

Picture : The conceptual framework

On the purpose of, type, and the nature of the research and the best method to illustrate the existence of the characteristics of the wider population groups with a survey. Research data collection method using the survey is a way to get the report information about the attitude of confidence, opinion, and characteristics of the population (Azis, 1982 ; and Riduwan, 2008: 58). This research survey using the list statement. The list of this statement to get the primary data. The list of the statement used to collect data points as material for further analysis. The list of the statement made by the researcher with the meaning of the aim of the research is reached. Therefore, researchers must determine the unit analysis of this research in advance. The Unit of analysis in this research is the individual in MSMES in East Java Bromo-Probolinggo.

B. Research Target

Population are the primary object of the research is planned. This is in accordance with the opinion of Sunyoto (2008 : 6), population are all the value that is produced from the measurement of the quantitatively as well as qualitatively from certain characteristics of a collection of objects that is complete and clearly that want to be learned. Ridwan & Kuncoro,(2008 : 37) said that the population is a region generalisations that consists of objects subject to the quantity and certain characteristics specified by the researchers to learn and then drawn the conclusion. In this research the population of the object of this research is all the owner of MSMES in Bromo Probolinggo-Jawa East who numbered 150 businesspeople on SMBS in Mount Bromo -Probolinggo the reason he chooses the owner as respondents because of SMBS in Mount Bromo in East Java is as well as the person responsible for all the company activities MSMES. Now the population criteria SMB company owner of Mount Bromo Probolinggo as follows :

- 1) The owner of MSMES in Mount Bromo Probolinggo Become respondents is that already has usahannya more than 1 years and never lead more than 3 years also

- 2) Respondents memilii secondary data is the ratio of principally document or record of labor, sales volume, production volume and the growth of the company for four years starting 2012 until the year

2016

- 3) The owner of MSMES industry know the details or the scope of MSMES accurately and clearly and understand the contents of a list of questions given by the researchers

C. The technique of Data Collection

Before You find the results of research or manage data, important steps in quantitative research is to determine the technique of data collection. Sugiyono (2013:194) presents there are three data collection based on the technique that is the interview, questionnaires (kuisoner), and observation. In this research using the research method among others : preliminary Survey with done on the SMB company that has been determined and by doing wawacara directly with third-party management related on the SMB companies in East Java Probolinggo Bromo to get overview with the situation of the companies in each of the cities in East Java and all may. Then they did field research. Field research done by distributing questionnaires at the direction of the company owner of industry micro and small and medium enterprises Mount Bromo in each village as respondents so that researchers can learn more problems empirically. The researchers further do interview methods and researchers in doing literature study methods to obtain data teoris with how to read and study the book of bukuyang related to issues that are examined. The description as follows :

- 1) Researchers make observations

In using the observation that the most effective way is to furnish it with the format or as an instrument of observation atks; consideration then format that is arranged contains items about genesis or the behavior that is described. From experienced researchers obtained an indication that record the data of observation is not just a record, but also held the consideration and then make the assessment to the scale on stilts Fundamentalism attention to the reaction of the audience television, not only record the child, but also assess the reaction is very less, or not in accordance with what He wills (Arikunto, 2006: 229). Then the observation is not limited to people, but also on the object of the other natural objects. From the implementation process of data collection, observation can

be differentiated into participant observation (observations participate) and non-participant observation. The observation participate (participant observation), in this observation, researchers involved with the daily activities of the people that are being observed or used as a source of research data. Structured observation is the observation that has been designed in a systematic, about what will be observed when and where. Researchers do questionnaire (questionnaires) on respondents. The questionnaire is the data collection technique is done with how to give a set of questions or written statement to the respondents to too complex. The questionnaire is the data collection technique is done with how to provide a set of questions or written statement to the respondents to too complex. The questionnaire is the data collection technique is efficient when the researcher knows for certain variables that will be measured and know what can be expected from respondents (Iskandar, 2008: 77)

- 2) Do research on the owner of micro and small and medium enterprises

Wawancara Interview used as a data collection technique when researchers want to study introduction to find problems that must be examined and also when researchers want to know these things from respondents that more depth and the number of little respondennya/ small. Sutrisno Hadi (1986) proposed that the assumption that need to be held by the researchers in using interview techniques and also of the questionnaire is as follows:

1. That the subject (respondents) was the most know about himself.
2. That what is revealed by the subject to researchers is true and can be trusted.
3. That the interpretation of the subject of the questions raised by researchers to him is the same with what is meant by the researchers

IV. ANALYSIS TECHNIQUES OF DATA

analysis techniques that will be used in this research is to wear analysis of Shem. The data has been analyzed using SEM (Structural Equation Modeling) AMOS program (Arbuckle, 1997: 18; and Ferdinand, 2002: 48) to give a clear picture of the relationship between the change of research. Structural Equation Model of Amos is used to obtain indicators model that fit. The reason for using the method of Structural Equation Modeling (SEM) is because this multivariat technique that combines aspects of multiple regression (examines the relationship between dependence and analysis of factors to mengestimasi series dependency relations that are related to each other simultaneously (Hair et. al., 1999, p. 621). Modeling Language research through Shem allows a researcher can answer questions research that is regressive and dimensional (namely measure what dimensions of a concept). When a researcher face research question in the form of the identification of the dimensions

of the concept or a dimension- construct. Usually done in the analysis of factors) and at the same time researchers want to measure the influence or the level of the relationship between the factors that have been identified the dimensions of the dimensions of Shem will is alternative answers are worthy of being considered. Therefore it can be said that basically the Shem is a combination between factor analysis and multiple regression analysis (Ferdinand, 2002, p. 7). Benchmark used in the test of each hypothesis one to five is the value of CR (Critical Ratio) on the regression Weights with minimum score of two absolutely. Muller (1996: 23) and Ferdinand (2002: 34)

A. Research Results and Discussion

In research during one year well known that the phenomenal micro and small and medium enterprises in Mountain Village Boromo Probolinggo not direpon by local government whereas micro and small and medium enterprises in and around Mount Bromo still relatively few vendors that sellers in the area. Researchers see a concern once in the Sunday vowed in the area and many once the unemployment rate that there and in terms of its economy is still not clearly seen, many micro and small and medium enterprises in the village Bromo-Probolinggo close your merchandise because many in terms of the economy. After that researchers are trying to help to complete the business at kemacetan micro and small and medium enterprises him by trying to apply the marketing variables and Markketing intellengence Architecture which can be mempemdiksi of micro and small and medium enterprises who originally bangrut and income level is rarely acquired, so the researchers to develop models of marketing intellengence and marketing architecture start using information teknology support that incredible deeply citizens and the community for sumbangsi together. With the existence of Marketing than mothers paradigm pattern is generally have already started to change and start to develop with menedukasi every citizen who have micro and small and medium enterprises in areas such as providing training to educate technology system that is in micro and small and medium enterprises and use the means that existing technology-based and the influence of Marketing Architecture that can help the entrepreneurs micro and small and medium enterprises that because of this second dimension can help the tradesmen were brought or micro and small and medium enterprises in improve with how to strengthen our brand and strengthen penetrasi market and until about marketing strategy in micro and small and medium enterprises with the calculation of the statistics and measurement tools so that they can develop its economy. From the results of Shem Stastistik that than mothers who can be influential Marketing is dominant against the business development of micro and small and medium enterprises in Mount Bromo Probolingo, supported research (Ranchod, 2004) said that the measure of business development is measured with various diemnsi one of them is the technology-based marketing can improve the development of any business or small and medium

businesses, without pasarpun technology-based marketing is not in accordance with the existing target.

B. The conclusion and suggestions

In supporting business development in micro and small and medium enterprises must fourthly we did not remove from the business learning process that we experience every day. In menjujung business development we need to take into account the technology-based marketing and design based in order to monitoring the business development arranged for this. Especially in any segementasi we must pay attention to the dimensions of dismensi that supports the development of business, deeply the entrepreneurs especially in micro and small and medium enterprises Mount Bromo can learn about the existence of a balance between marketing intellengence and marketing architecture in order to increase the level of its sales and improve business performance in size micro and small and medium enterprises. Even though the Marketing Intellenge that very influence on the business development of micro and small and medium enterprises Marketing Architecture also need to be noted more sustainable.

V. SUGGESTIONS

The researcher recommends that can pay attention to the development of MSMES in Mount Bromo Probolinggo for can help the government perkapital revenue and government policies is expected to help the development of MSMES in Mount Bromo Probolinggo is a quite extraordinary assets besides as the center of tourism in East Java. And the surrounding communities must change the paradigm that can grow their business development in MSMES Mount Bromo Probolinggo.

REFERENCE

[1]Adams, K., Grose, R., Leeson, D., & Hamilton, H. (2003). *Internal Control And Corporate Governance*. Frenchs Forest, New South Wales, Australia: Pearson Education.

[2]Akgün & T. and Kerr, S. (2014) *The Boundaryless Organization: Breaking the Chains of Organizational Structure*, Jossey-Bass, San Francisco, CA.

[3]Alejandro, et.al, (2008) *The distributional Dynamic of income and consumption: strategies firm performance*, *Journal of Marketing*, Vol.2, 235-276.

[4]Albert, 1981; Stegall, Steinmetz dan Kline, (1976) & Aaby, N., & Slater, S. F. (1989). *Management influences on export performance: A review of the empirical literature 1978–1988*. *International Marketing Review*, 6(4), 7–26.

[5]Ajzen, I. (1991). *The Theory of Planned Behavior*. *Organizational Behavior and Human Decision Processes* 50, pp. 179-211.

[6]Anas .B , 1997 *Indonesia Indah Batik*, Pustaka Harapan Kita Jakarta

[7]Arikunto (2006) , *Metode Penelitian Survey*, Penerbit PT. Media Pustaka Indonesia. Jakarta.

[8]Astamoen, H. M. (2008). *Entpreneurship dalam Perspektif Kondisi Bangsa Indonesia*. Bandung: Alfabeta.

[9]Avlonitis and Salavou, 2007 *Information system for small and medium sized enterprises*, *Journal of Business Research*, 60 (2007) 566-575

[10]Azis, (1982) & Riduwan & Achjari (2004) *Partial*

Least Square: Another Method of Structural Equatron Modeling Analysis. *Journal Ekonomi dan Bisnis Indonesia*, vol.-.

[11]Baker, W. E., and J. M. Sinkula, 1999, *The Synergistic Effect of Market Orientation and Learning Orientation on Organizational Performance*, *Journal of the Academy of Marketing Science*, Vol 27, 411-427

[12]Baker, W. E., Sinkula, J.M. (2002), “Market orientation, learning orientation and product innovation: delving into the organization’s black box,” *Journal of Market Focused Management*, 5, 5-23.

[13]Baker, W. E., Sinkula, J.M. (2005), “Market orientation and the new product paradox,” *Journal of Product and Innovation Management*, 22(6), 483-502.

[14]Baker, William E., dan James M. Sinkula, 1999. “*The Synergistic Effect of Market Oriented and Learning Organization on Organization Performance*”. *Journal of The Academy Marketing Science*. p. 411-427.

[15]Barney, Jay, “*Strategic factor markets: expectations, luck, and business strategy*”, *Management Science*, 1986, Vol. 32, No. 10, 1231-1241.

[16]Barney, Jay, “*Firm Resources and Sustained Competitive Advantage*”, *Journal Of Management*, 1991, Vol. 17, No. 1, 99-120.

[17]Barney, Jay, “*Is the resource-based “view” a useful perspective for strategic management research? Yes*”, *Academy of Management Review*, 2001, Vol. 26, No. 1, 41-56.

[18]Barney, 1991, *Firm Resources and Sustained Competitive Advantage*, *Journal of Management*. 17 :101; R. Hall, 1992 ; *The Strategic Analysis of Intangible Resources Strategic Management Journal* .13:135-144

[19]Barringer, B.R, and Bluedorn, A.C. (1999). *The Relationship Between Corporate Entreprenuship And Strategic Management*. *Strategic Management Journal* 20 : 421-444

[20]Barney, 1991; Barburu & Arnet, 2006 & Morgan, 1996; Nonaka, 1994, Noteboom, 1994) *Innovation and Diffusion in Small Firms: Theory and Evidence*, *Small Business Economics* 6, 327-347.

[21]Baum, Joel and Korn, Helaine, “*Competitive dynamics of interfirm rivalry*”, *Academy Of Management Journal*, 1996, Vol. 39, No. 2, 255-291.

[22]Bernheim, B. Douglas and Whinston, Michael, “*Multimarket Contact and Collusive Behavior*”, *The RAND Journal of Economics*, 1990, Vol. 21, No. 1, 1-26.

[23]Bearden, 2005; Moncrieff, 1999; Moorman, 1995; Menon dan Varadarajan, 1993; Hari, 1991; Yohanes dan Martin, 1984; Hall, Hass dan Johanson, J., & Mattsson, L. G. (1988). Internationalization in industrial systems – A network approach. In: N. Hood (Ed.), *Strategies for Global Competition*. London, UK: Croom Helm.

[24]Barburu, 1995 & Morgan, 1996 *Environment and strategy as antecedents for marketing effectiveness and organizational performance*, *Journal of Stratgeic Management* 7 , p. 237-250

[25]Barburu & Morgan, 1996; Ireland et al., 2003; Shane & Venkataraman, 2000) *Fostering Entrepreneurship in the Large, Diversified Firm*, *Organisational Dynamics*, 18, 20-32

[26]Bartlett, C.A., Ghoshal, S., & Barret (2000) *Release the entrepreneurial hostages from your corporate hierarchy*. *Strategy Leadership* 24 (2), 36–42 (July/August).

[27]Becherer, R.C. and Maurer, J.G. (1997) & Sigauw, Simpson, dan Baker (1998), “*The moderating effect of environmental variables on the entrepreneurial and marketing orientation of entrepreneur-led firms*”, *Entrepreneurship Theory and Practice*, Vol. 22 No. 1, pp. 47-58.

[28]Besanko, David, Dranove, David and Shanley, Mark, *Economics of Strategy*, 2000, USA, John Wiley & Sons, Inc.

[29]Boeker, Warren, Goodstein, Jerry, Stephan, John and Murmann Johann Peter, “*Competition in Multimarket Environment: The Case of Market Exit*”, *Organization Science*, 1997, Vol.8, No. 2, 126-142.

Chandra Kartika

- [30]Berthon, P., Hulbert, J., Pitt, L. (1999), "To serve or to create? Strategic orientations towards customers and innovation," *California Management Review*, 42(1), 37-58.
- [31]Besanko, David, Dranove, David and Shanley, Mark, *Economics of Strategy*, 2000, USA, John Wiley & Sons, Inc.
- [32]Baum, Joel and Korn, Helaine, "Competitive dynamics of interfirm rivalry", *Academy of Management Journal*, 1996, Vol. 39, No. 2, 255-291.
- [33]Burgelman dan Sayles, 1986) *A Process Model of Internal Corporate Venturing in the Diversified Major Firm*, *Administrative Science Quarterly*, 28, 223-244.
- [34]Burgelman, R.A., & Hiit, M. (1991). Entrepreneurial Action, Innovation and Appropriability. *Strategic Entrepreneurship Journal*, 1:349-352.
- [35]Bowman, Cliff, "'Value' in the Resource-Based View of the Firm: A Contribution to The Debate", *Academy of Management Review*, 2001, Vol. 26, No. 4, 501-502.
- [36]Bozic, L. (2006), "The effects of market orientation on product innovation," *Economic Trends and Economic Policy*, 107, 46-65. Burgelman, R., Christensen, C., Wheelwright, S.C., Maidique, M.A., *Strategic Management of Technology and Innovation*. McGraw Hill Irwin, Boston, MA, 2004.
- [37]Calantone, Roger J, Benedetto, C. Anthony dan Bhoovaraghavan, Sriraman, 1994. "Examining the Relationship between Degree of Innovation and New Product Success", *Journal of Business Research*, p. 143 – 148.
- [38]Carland, J.W., Hoy, F., Boulton, W.R. and Carland, J.A.C. (1984); Loane, Bell, and Cunningham (2009) "Differentiating entrepreneurs from small business owners: a conceptualization", *Academy of Management Review*, Vol. 9 No. 2, pp. 354-9.
- [39]Castro et al, 2005; Kirca et al, 2005; Jain dan Bhutia, (2007); *Why do firms cooperate on R&D? An empirical study*, *Research Policy*, Vol. 21, pp. 347-360
- [40]Ciputra. (2009). *Ciputra Quantum Leap*. Jakarta: PT Elex Media Komputindo.
- [41]Craven, David W, 1996. "Pemasaran Strategis", Jilid 1, Suatu Terjemahan, Erlangga, Jakarta.
- [42]Conner, Kathleen, "A Historical Comparison of Resource-Based Theory and Five Schools of Thought Within Industrial Organization Economics: Do We Have a New Theory of the Firm?", *Journal of Management*, 1991, vol. 17, No. 1, 121-154.
- [43]Coff, Russell, "When Competitive Advantage Doesn't Lead to Performance: The Resource Based View and Stakeholder Bargaining Power", *Organization Science*, 1999, Vol. 10, No. 2, 119-133.
- [44]Cohen, Wesley and Levinthal, Daniel, "Absorptive Capacity: A New Perspective On Learning And Innovation", *Administrative Science Quarterly*, March 1990, Vol. 35, No. 1, 128-152.
- [45]Collis, David, "A Resource-Based Analysis of Global Competition: The Case of the Bearings Industry", *Strategic Management Journal*, 1991, Vol. 12, Special Issue, 49-68.
- [46]Chaudhary et al. (2012) *Contingent labor as an enabler of entrepreneurial growth*. *Human Resource Management Journal*, 42(4), 357-373
- [47]Chaston (2008) & Carland, J.W., Hoy, F., Boulton, W.R. and Carland, J.A.C. (1984), "Differentiating entrepreneurs from small business owners: a conceptualization", *Academy of Management Review*, Vol. 9 No. 2, pp. 354-9.
- [48]Chen, 1996 *Absorptive competitor analysis and interfirm*, *Administrative Science Quarterly*, Vol. 35 No.1, pp.128-52
- [49]Chen, Ming Jer, "Competitive analysis and inter-firm rivalry: Toward a theoretical integration", *Academy of Management Review*, 1996, Vol. 21, No. 1, 100-134.
- [50]Chi, Tailan, "Trading in Strategic Resources: Necessary Conditions, Transaction Cost Problems, and Choice of Exchange Structure", *Strategic Management Journal*, 1994, Vol. 15, No. 4, 271-290.
- [51]Chrisman (1999) "Measuring the performance of emerging businesses: a validation study", *Journal of Business Venturing*, Vol. 8 No. 5, pp. 391-408
- [52]Chow & Sherry E.S. (2006) *Customer Service, Entrepreneurial Orientation, and Performance: A Study in Helath Care Organizations in Hongkong, Italy, New Zealand, the United Kingdom, and the USA*. *Journal of Applied Management and Entrepreneurship*, Vol. 11 No. 4, 2006, pp. 33-48
- [53]Coulthard,(2007) *Organizational Commitment in Mexican Small and Medium-Sized Firms: The Role of Work Status, Organizational Climate, and Entrepreneurial Orientation*. *Journal of Small Business Management*, Vol 45 Nol 4, 2007, pp. 467-490.
- [54]Cooper , Robert G., 2000. " Product Innovation and Technology Strategy", *Journal Research Technology Management*, p. 38 - 41.
- [55]Covin and slevin and miller et.al , 2005, *Entrepreneurial orientation and business performance*, *Entrepreneurship Theory and Practice*, in Press
- [56]Covin and slevin and miller et.al , 2008, *Entrepreneurial orientation and business performance*, *Entrepreneurship Theory and Practice*, in Press, Version 2
- [57]Covin dan Slevin (1991), Ferdinand (2000), Ajzen (1991), Barney (1991) *Competitive Aggressiveness, Environmental Context, and Small Firm Performance*, *Entrepreneurship: Theory and Practice*, Volume 14, 35-51
- [58]Covin dan Slevin & Lumpkin, G. T. and Dess, G. G. (1996). *Clarifying the entrepreneurial orientation construct and linking it to performance*. *Academy of Management Review* 12(1), pp. 135-72.
- [59]Damanpour, F., 1991. & Desarbo et al. (2005) *Organizational innovation: a meta-analysis of effects of determinant and moderators*. *Acad. Manage. J.* 34, 55-390.
- [60]Damanpour (1991) *Time and entrepreneurial risk behavior*. *Entrepreneurship Theory Pract.* 22, 69-88.
- [61]Drucker, P. (1985). *The Discipline of Innovation*. Harvard Business School Publishing Corporation.
- [62]Fast, N. D., & Pratt, S. E. (1981). & Frank (2010) *Individual entrepreneurship and the large corporation*. In: K. H.Vesper (Ed.), *Frontiers of Entrepreneurship Research* (pp. 443-450).Wellesley, MA: Babson College.
- [63]Ferdinand, A. (2005). *Structural Equation Modeling dalam Penelitian Manajemen: Aplikasi Model-Model Rumit dalam Penelitian Untuk Tesis, Magister Semarang: Universitas Diponegoro*.
- [64]Ferdinand, A. (2012). *Structural Equation Modeling dalam Penelitian Manajemen: Aplikasi Model-Model Rumit dalam Penelitian Untuk Tesis, Magister Semarang: Universitas Diponegoro. (New Revisi)*
- [65]Ferdinand, A.T., 2000, *Manajemen Pemasaran : Sebuah Pendekatan Strategik*, Badan Penerbit Universitas Diponegoro
- [66]Ferdinand, A.T., 2003, *Sustainable Competitive Advantage : Sebuah Eksplorasi Model Konseptual*, Badan Penerbit Universitas Diponegoro
- [67]Ferdinand, A.T., 2004, *Strategic Selling-In Management : Sebuah Pendekatan*
- [68]Feifei Yu (2012) Fast, N. D., & Pratt, S. E. (1981) & Feifei Yu (2012) *Individual entrepreneurship and the large corporation*. In: K. H.Vesper (Ed.), *Frontiers of Entrepreneurship Research* (pp. 443-450).Wellesley, MA: Babson College.
- [69]Fielden dan Davidson (2005) Davidsson, P. (2004). *Researching Entrepreneurship*. New York:Springer Science.

- [70] Floyd, S. W., & Woolridge, B. (1999) & Frishamar dan Horte (2007) *Knowledge creation and social networks in corporate entrepreneurship: The renewal of organizational capability. Entrepreneurship Theory and Practice*, 23(3), 123–143.
- [71] Floyd, S.W., 1990 & Weber dan Pliskin 1996 & Harper & Utley 2001. *The strategy process, middle management involvement, and organizational performance. Strategic Manage. J.* 11, 231–241.
- [72] Frishammar dan Horte 2007; Becherer dan Maurer, (1997) *The Entrepreneur in The Market Orientation at University of Twente Student, Journal of Business Research*, ISRN:LTEX-72, p. 252.56 ref.
- [73] Galbreath, Jeremy. 2005. *Which resources matter the most to firm succes? An exploratory study of resource-based theory. Technovation* 25 (2005) 979-987
- [74] Galbraith dan Kzanjian, dalam Eric, 2005 A critical look at the technological innovation typology and innovativeness terminology: a literature review, *The Journal of Product Innovation Management*, Vol. 19, pp. 110-132.
- [75] Gitman, L. (1998). *Corporations; Business Enterprises; Finance*. Addison Wesley. Gitman and Jauch and Glueck (1999), *Business Policy and Strategic Mangement*, Book Company, New York, 1988.
- [76] Gozalli, 2011, Metodologi Penelitian, Cetakan ke empat, Jakarta, Ghalia Indonesia Guth dan Ginsberg (1991), Covin dan Slevin (1991) Covin J.G., And Slevin, D.P., 1991, *A Conceptual Model of Entrepreneurship as Firm Behavior, Entrepreneurship Theory and Practice*, 16, 7-25
- [77] Hadi (1989) & Sunyoto (2008) *Metodologi Researh Jilid I & II*, Penerbit Andi Offset Yogyakarta.
- [78] Hanan, M., 1976 & Hashim et al., (2001) *Venturing corporations — think small to stay strong. Harv. Bus. Rev.* 54, 139–148.
- [79] Hansen, E. L., & Witkowski, T. H. (1995) & Hasim (2011) *Entrepreneur involvement in international marketing: The effects of overseas social networks and selfimposed barriers to action. In: G. E. Hill et al. (Eds), Research at the Marketing/Entrepreneurship Interface* (pp. 363–367). Chicago, IL: University of Illinois at Chicago.
- [80] Http : dispkompumkm.jatimprov.go.id
- [81] Halfert and Zeller, Stanko, and Cleverley (1997) *The relationship between credit Characteristic and microenterprise performance, Journal of Management Development*, Vol.18, No.2 Emerald, 9 Januari 1997.
- [81] Hair, Joseph F. JR., Rolph E. Anderson, Ronald L. Tatham, William C. Black, 1995. “*Multivariate Data Analysis With Readings*”, 4th Edition, Prentice Hall, New Jersey.
- [82] Hasan (2002) *Metode Riset untuk Bisnis dan Ekonomi*, Penerbit Cahaya Murni Jakarta
- [83] Heinonem and Poikkijoki, (2006) *Corporate entrepreneurship. Strategic Manage. J.* 11, 5–15 (special issue)
- [84] Helm Jones, C., Hesterly, W. S., & Borgatti, S. P. & Mj. Sheepers & J.Hough & JZ.Bloom, (2008) *A general theory of network governance: Exchange conditions and social mechanism and corporate entrepreneurship capability and firm performance. Academy of Management Review*, 22(4), 911–945.
- [85] Hughes dan Morgan (2007) Hughes, P., Morgan, R.E. and Kouropalatis, Y. “Market knowledge diffusion and business performance”. *European Journal of Marketing*, Vol. 42, issue 11/12, pp. 1372-95.
- [86] Hodgetts, (2007), *Blended Learning in Entrepreneurship Education in The Asia Pacific*, Public administration Wiley online library version of record 3 April 2007.
- [87] Hofstede G, Neujen B., Ohayv D.D, & Sanders G. (1990). *Measuring Organizational Cultures. A Qualitative and Quantitative study across twenty cases. Administrative Science Quarterly*, 35, 286-316.
- [88] Hornsby J.S, Kuratko D.E, & Zahra S.A. (2002). *Middle manager's Perception of the Internal Environment for Corporate Entrepreneurship: Assessing a measurement scale. Journal of Business Venturing*, 17(3), 253-273.
- [89] Hitt M.A. & Keats De Marie. (2011). *Academy of Management Executive: The Thinking Manager New*. NY: Academic of Management.
- [90] Isa, 2007 “Peran ekonomi dalam meningkatkan perkembangan usaha mikro kecil dan menengah “ Pres-Conference Tingkat Nasional di Jakarta
- [91] Ireland, R. D., Hitt, M. A., Camp, S. M., & Sexton, D. L. (2001, vol 15. No. 1). Integrating entrepreneurship and strategic management actions to create firm wealth. *Academy of Management Executive*, pp. 49 - 63.
- [92] Ireland, R.D., & Hitt, M. (1999). *Achieving and Maintaining Strategic Competitiveness in the 21st Century: The Rote Strategic Leadership*. In *Academy of Management Executive* (pp. 13 (1), 43-57).
- [93] Ireland, R.D., Hitt, & Hoskisson. (1995). *Strategic Management Competiveness and Globalization Concepts*. St. Paul MN: West Publishing Company.
- [94] Ireland, R.D., Covin, J.G., Kuratko, D.F. (2009). *Conceptualizing Corporate Entrepreneurship Strategy, Entrepreneurship Theory and Practice*.
- [95] Indriantoro dan Supomo, (1999) *Metode Riset untuk Bisnis dan Ekonomi*, Penerbit Erlangga Jakarta
- [96] Indrianto. Et.al, (1999:29), *Metodologi Penelitian Bisnis Untuk Kalangan Akademisi*, USU international Repository, Universitas Sumatra Utara. Edisi satu.
- [97] Indrianto dan Supomo, (1999:P.115) *Metodologi Penelitian*, Edisi Pertama, Penerbit BPFE Yogyakarta
- [98] Jauch dan Glueck (1999) *Manajemen Strategis dan Kebijakan Perusahaan*. Jiménez & Sanz Valle, (2011) & Jiménez-Jiménez, D. and Cegarra-Navarro, J.G. (2007) *The performance effect of organizational learning and market orientation. Industrial Marketing Management* 36, 694–708
- [99] Kanter, 1985; Hisrich and Peters, 1986; Brazeal, 1993 *Organizational Change and Sociology Perspective*, Journal of Business & Economic, Vol.4 Page. 436.
- [100] Kara, (2005), *The effect of a market orientation on Business Performance : A Study of Small Sized Service Retailers Using MARKOR Scale, Journal Business of Reseach Academic*, nomer ISSN: 7026-597-603 Vo. 29, Issue.10,pg.101-122.
- [101] Kuratko, (2008) *Corporate Entrepreneurship Capability & Innovation, Strategy Entrepreneurship : Exploring Different Perspectives of an Emerging Concept, Journal of Strategic Management, Version of Record* 29 Des 2008, Vo.18, pg. 201-208.
- [102] Kanter, 1985 dan Vesper, 1984 *Corporate entrepreneurship capability and middle manage : a model for corporate entrepreneurial behavior*, Journal of Business Venturing, Vol.25, pg. 13-17,
- [103] Karim (2007) *Corporate entrepreneurship and entrepreneurial orientation in corporate performance, Journal of Management Studies*, 46 (2) 308-335
- [104] Kuvalainen (2003) *Supporting innovation and venture development in established companies*. J. Bus. Venturing 1, 47–60.
- [105] Kaplan, & Robert S. (1996). *Balanced Scorecard*. Harvard Business School Press.
- [106] Kaplan, R. (1992, January - February). *The Balance Scorecard – Measure that Drive Performance. Harvard Business Review*, pp. 71-79.
- [107] Kaplan, R. S., & Norton, D. P. (1992, January - February). *The Balanced Scorecard Measure that drive performance. Harvard Business Review*, pp. 71-79.
- [108] Karim. (2007). *Analisis Pengaruh Kewirausahaan Korporasi terhadap Kinerja Perusahaan pada Pabrik Pengolahan CRUM RUBBER di Palembang. Manajemen & Bisnis Srivijaya*, vol.5, no.9.

- [109] Knight, G.A. (1997), "Cross-cultural reliability and validity of a scale to measure firm entrepreneurial orientation and firm performance", *Journal of Business Venturing*, Vol. 12 No. 3, pp. 213-25.
- [110] Kellinger, 1993 *Metode Riset for Bisnis and Ekonomi*, Penerbit Pustaka Leba Yogyakarta.
- [111] Kuncoro, Mudrajat 2003, *Metode Riset for Bisnis and Ekonomi*, Erlangga, Jakarta
- [112] Mac. Millian et al., 1986; Sathe, 1985, 1989; Sykes, 1986; Sykes dan memblokir, 1989; Burgelman, 1983a,b, 1984; Quinn, 1985; Kanter, 1985; Ellis dan Taylor, 1988; Walker O.C. Jr., And Ruekert, R.W., (1987) *Marketing's Role in the Implementation of Business Strategies: A Critical Review and Conceptual Framework*, *Journal of Marketing* 45, 15-33.
- [113] Miller, 1983; Lumpkin dan Dess, 2001; Wiklund, 1999; Wiklund & Gembala, 2005; Zahra & Covin, 1995; Zahra & Garvis, 2000) *Predictors and Financial Outcomes of Corporate Entrepreneurship: An Exploratory Study*. *Journal of Business Venturing*, (July) : 259-285.
- [114] Miller (1983). *The Correlates of Entrepreneurship in Three Types of Firms*. *Management Science*, Vol.29 No. 7, pp. 770-91.
- [115] Miller (1983), Stevenson dan Jarrilo (1990), Covin dan Slevin (1991), dan Hussey (1997) *The Innovative Challenge*. New York, Wiley, Min & Chung, (2010), *Entrepreneurship Correlates, in Three Types of Firms*, *Management Science*, 29, 770-794
- [116] Mintzberg, 1979 *The Structuring of Organizations: A Synthesis of the research*, *Journal of Business*, ISBN: 9780138552701
- [117] Morris, Kuratko, Covin (2008), Kuratko, D.F., Montagno, R.V., Hornsby, J.S., 1990, *Developing, an Entrepreneurial Assessment Instrument for an Effective Corporate Entrepreneurial Environment*, *Strategic Management Journal*, 11, 49-58.
- [118] Morris, M. H., Kuratko, D. F., & Covin, J. G. (2008). *Corporate Entrepreneurship & Innovation*. USA: Thomson South-Western.
- [119] Morris, M. H. (2003). Entrepreneurship as a Significant Factor in Societal Quality of Life. *Journal of Business Research*, 13, 1:21-36.
- [120] Morris, M. H. (2008). *Corporate Entrepreneurship & Innovation*. Second Edition, Thompson South Western.
- [121] Morris, M. H., Kuratko, D. F., & Covin, J. G. (2008). *Corporate Entrepreneurship & Innovation*. USA: Thomson South-Western.
- [122] Morris, M. H., Sexton, D. & Lewis, P. (1993). (n.d.). *Entrepreneurship, Growth and Quality of Life : Implications For Public Policy*. *Journal of Private Enterprise*, 9, 1 (summer), 24 - 58.
- [123] Morris, Kuratko dan Covin (2008) *Estimating Effect Size from pretest control group designs organization research and corporate entrepreneurship capability*, *Journal Academic Research Institute*, Vol.3. pg. 11-17.
- [124] Nadler, D.A. and Tushman, M.L. (1997) & Newbert (2008), *Competing by Design: The Power of Organizational Architecture*, Oxford University Press, New York, NY.
- [125] Naldi et al. (2007) *A Strategic Fit Perspective on Family firm performance*
- [126] Nazir, (2005) *Metode Penelitian*, Penerbit Erlangga-Jakarta issue 3, pp. 1-33.
- [127] Navarro, A., Losada, F., Ruza, E. and Diez, J.A., 2010b, "Implications of perceived competitive advantages, adaptation of marketing tactics and export commitment on export performance". *Journal of World Business*, Vol. 45, issue 1, pp. 49-58
- [128] Nunnally, J.C., 1978, *Psychometric Theory*. McGraw-Hill. New York, NY. Noe et al., 2006; Ainuddin et al., 2007; dan Nasution et al., 2011, *The Customer Experience Frame Work as Baseline for Strategy and Implementation in Service Marketing*, *Journal Science Marketing*, Vol. 2 no.1 , 345-367.
- [129] O'Regan et al. (2008) *Managing innovation: controlled chaos*. *Harv. Bus. Rev.* 63, 73-84 (May/June).
- [130] Peruci dan Hamby & Tampubolon, (2004:184) "Perilaku Organisasi " Penerbit Ghalia Indonesia Jakarta.
- [131] Pinchot, 1985; Covin dan Slevin, 1991; Lumpkin dan Dess, 1996; Wiklund, 1999; Antoncic dan Hisrich, R.D., 2001), *Entrepreneurship: Starting, Developing, and Managing a New Enterprise, 4th ed.*, Irwin, Chicago, IL.
- [132] Porter, Michael E. (1985), *Competitive Advantage*. New York: The Free Press. Porter Michael, *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, 1980, New York, The Free Press.
- [133] Quinn, 1985; Hisrich dan Peters, 1986; MacMillian et al., 1986; Sykes dan memblokir, 1989; Sathe, 1989; Stevenson dan Jarrilo, 1990; Damanpour, 1991; Kuratko et al., 1993; Pearce et al., 1997) *Developing, an Entrepreneurial Assessment Instrument for an Effective Corporate Entrepreneurial Environment*, *Strategic Management Journal*, 11, 49-58.
- [134] Ridwan & Kuncoro, 2008, Cara menggunakan dan menganalisis Analisis Jalur, Penerbit Alfabeta-Bandung
- [135] Robert W. Duncan (2007, 142) Analisis Factor yang mempengaruhi kinerja pemasaran dalam dimensi lingkungan internal dan eksternal. *Jurnal of Management*, ISSN. 2878-3548, Vol.1, hal. 142-146.
- [136] Robbins, S.P. (2003). *Organizational Behavior, Eleventh Edition*. Singapore: Prentice Hall. Rusa (1992) & Rose, C., & Thomsen, S. (2004) *The impact of corporate reputation on Performance: Some Danish evidence*. *European Management Journal* 22(2), pp. 201-210
- [137] Russell, R.D. and Russell, C.J. (1992) & Ranchod (2004), "An examination of effects of organizational norms, organizational structure, and environmental uncertainty on entrepreneurial strategy", *Journal of Management*, Vol. 18 No. 4, pp. 639-56.
- [138] Russell, R.D. (1999), "Developing a process model of intrapreneurial systems: a cognitive mapping approach", *Entrepreneurship Theory and Practice*, Vol. 23 No. 3, pp. 65-84.
- [139] Sangen, 2005 Pengaruh orientasi pasar, inovasi dan orientasi pembelajaran terhadap kinerja perusahaan unit mikro, kecil dan menengah, *Jurnal Management*, Vol. 28, hal. 176-179.
- [140] Sakaran, U. (2005) *Research methods for business: A skill building approach* (4th.ed) New York : Jhon wiley & Sons, Inc.
- [141] Selnes et al, 1996; Pelham, 1997; Harris, 2001; Deshpande et al, 2000 *Market Orientation and Other Potential Influences on Performance in Small and Medium-Sized Manufacturing Firms*, *Journal of Small Business Management*, S.48-67.
- [142] Singarimbun, M. (1995). *Metode Penelitian Survey*, Cetakan Kedua. Jakarta: LP3ES. Siswadi & Robbins & Sembiring (2012) Pengaruh Motivasi kerja dan kepemimpinan dan Budaya organisasi, *Jurnal ISSN*. 1283-8584, Vol.1, hal. 122-126.
- [143] Sittimalakorn dan Hart, 2004 *Market Orientation Versus Quality Orientation : Success of Superior Business Performance*, *Journal Of Strategic Management*, ISSN. 12243-253, Desember 2014
- [144] Sugiyono (2003) *Metodologi Penelitian Ekonomi*, Penerbit Cahaya Pustaka Yogyakarta Sugiono, (2009) *Metode Riset untuk Bisnis dan Ekonomi*, Penerbit Cahaya Pustaka Yogiakarta.
- [145] Susanto, A. (1997). *Budaya Perusahaan*. Seri Manajemen dan Persaingan. Scanlan, 1981; Souder, 1981; Kanter, 1985; Sathe, 1985; Menggoreng, 1987; Blok dan Ormati, 1987; Sykes, 1992; Barringer dan Milkovich, 1998) *The Role of Entrepreneurial Orientation on Firm Performance and the Potential Influence of relational Dynamism*. *Journal of global Business and Technology*, Vol. 3 No. 1, 2007, pp. 29-39.
- [146] Schein (2004), *Organization Culture and driver of competitive*

Chandra Kartika

- advantage*. Journal Academic research Institutute, Vol.2, 37.p. 230-240
- [147]Schepper J Hough & J.Z. Bloom, (1998) *Encouraging entrepreneurship in large corporations*. *Res. Manage.* 24 (3), 18–22 (May)
- [148]Schumpeter, J. A. (1936). *The Theory of Economic Development*. Cambridge University Press, Cambridge, U.K.
- [149]Schumpeter, J. A. (1942). *Capitalism, socialism, and democracy*. New York: Harper & Row. Schumpeter, J. A. (1950). *Capitalism, Socialism, and Democracy* (3rd edn). Harper & Row, New York.
- [150]Schumpeter, J. A. (1911). *Theorie der wirtschaftlichen Entwicklung*. Munich and Leipzig: Dunker and Hamblat.
- [151]Schollhammer, H. (1982) & Smart dan Conant (1994), “*Internal corporate entrepreneurship*”, in Kent, C.A., Sexton, D.L. and Vesper, K.H. (Eds), *Encyclopedia of Entrepreneurship*, Prentice-Hall, Englewood Cliffs, NJ, pp. 209-29.
- [152]Sveiby, K.E. (1997) & Sharma dan Chrisman (1999), *The New Organizational Wealth: Managing and Measuring Knowledge-based Assets*, Berrett-Koehler Publishers, San Francisco, CA.
- [153]Suci, 2008; Tan dan Tan, 2005, *Technological innovation, entrepreneurship, and strategy*. *Sloan Manage. Rev.* 20 (3), 19–30.
- [154]Souder, 1981; Sathé, 1985; Hisrich dan Peters, 1986; Sykes, 1986; Sykes dan blokir, 1989; Burgelman dan Sayles, 1986; Schuler, 1986; Burung, 1988; Guth dan Ginsberg, 1990; Covin dan Slevin, 1991; Zahra, 1991, 1993; Brazeal, 1993; Hornsby et al., 1993) *Strategic Consensus and Performance: The Role of Strategy Type and Market-Related Dynamism*, *Strategic Management Journal*, 20, s.356-357
- [155]Timmons, J.A (2000). *New Venture Creation*. Homewood, IL: Irwin Publishing.
- [156]Teece et al., (1997) & Tsai, W. and Ghoshal, S. (1998), “*Social capital and value creation: the role of intrafirm networks*”, *Academy of Management Journal*, Vol. 41 No. 4, pp. 464-76.
- [157]Taylor dan Frecknall Hughes, 2006; Covin, Hijau dan Slevin, 2006, Tse dan Anak, 2004; Deshpande dan Farley, 1998; AppiahAdu, 1998; Avlonitis dan Gounaris, 1997; Pelham dan Wilson, 1996; Greenley, 1995; Slater dan Narver 1994, Jaworski dan Kohli, 1993; Fiorito dan LaForge, 1986; Cooper, 1979) *Business Research Methods*, fifth ed. Richard D. Irwin, Homewood, IL.
- [158]Umar, 1999, *Metode Riset untuk Bisnis dan Ekonomi*, Penerbit Cahaya Murni Yogyakarta.
- [159]Udan Bintaro & Uzzi, B.(2002) Social structure and competition in interfirm networks: The paradox of embeddedness. *Administrative Science Quarterly*, 42, 35–67.
- [160]Von Hippel, E., (1977) & Ginn dan Young (1992), Sriram (1996), dan Veliyath et al. (1994) *Successful and failing internal corporate ventures: an empirical analysis*. *Ind. Mark. Manage.* 6, 163–174.
- [161]Weber & Pliskin 1996 & Thurik, R. 1999), “Linking entrepreneurship and economic growth”, *Small Business Economics*, Vol. 13 No. 1, pp. 27-55.
- [162]Whelen dan Hunger (2012) *Strategic Management and Bussiness Policy and Achieving Sustainability*, Management Book W.432012-658-4012-dc22. Pg145.
- [163]Weber and Pliskin 1996 Antecedents to Employee Re Commitment after Acquisition; Corporate cultural fit and performance in mergers and acquisition. *Journal Of Strategic Management*, Vol. 25, pg. 23-28, Pres.
- [164]Wiechmann, D., Ryan, A. M., & Hemingway, M. (2003) & Wiklund dan Shepherd (2005). *Designing and implementing global staffing systems: Part I – Leaders in global staffing*. *Human Resource Management*, 42(1), 71–83.
- [165]Wiklund, 1999; Wiklund & Shepherd, 2003; Lumpkin et al., 2005; Li et al., 2008; Madhousi et al., 2011; Home, 2010; dan Nasution et al., 2010, Entrepreneurial Orientation and Business Performance an Assessment of past reseach and suggestions for the future, *Jounal Enthepreneurship Theory and Practice*, in press; *Journal Marketing*, Vol. 1 No. 2 Page 234-245.
- [166]Wolcott, R., & Lippitz, M. (2007). *The Four Models of Corporate Entrepreneurship*. vol.49 no.1.
- [167]Zahra (2000) and Fitzgerald E M, (2002), Antoncic (2004), *Corporate entrepreneurial contingencies and organizational wealth creation*, *Journal of Management Development*, Vol.23, No.6 Emerald.
- [168]Zulfadil, 2014, *Kapability seorang entrepreneur (wirausaha)*, *Jurnal Usahawan* No.10 Tahun XXXVI
- [169]Zahra, 1991 dan Covin, 1995 *The effect Organizational Culture on Corporate Entrepreneurship and Corporate entrepreneurship capability for firm performance*, *Journal of Business Venturing*, 1995, Number : 43-58, 1995 1781, 1995.
- [170]Zahra, A.S., & Garvis, D. (1998). *International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environment Hostility*. *Academy of Management Best Paper's Proceedings*, (pp. 1-24).
- [171]Zeller, T., Stanko, B., & Cleverly, W. (1997). *A New Perspective on Hospital Financial ratio Analysis*. *Journal of Healthcare Financial Management*.
- [172]Zigmund, 2003 *Environment, Corporate Entrepreneurship and Financial Performance, A Taxonomic Approach*, *Journal of Business Venturing*, 7 : 17
- [173]Zuboff (1989) & Zeller, T., Stanko, B., & Cleverly, W. (1997). *A New Perspective on Hospital Financial ratio Analysis*. *Journal of Healthcare Financial Management*.
- [174]Zhang, Yang dan MA, 2008; Barringer, 2005; Nicholls-Nixon, 2005; Tan dan Smyrniou, 2005; Leburic dan Krneta, 2004,
- [175]Mullins, 1996 & Misra, K. M., Singh, J. S., Cardon, M. S., & Dewettenick, K. (2003). *Performance, creativity and empowerment dynamics for front line employees in service organizations*. *American Marketing Association Meetings Proceedings*.

Chandra Kartika