International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Strategic Alliance and Competence Trust: Keys to Successful Marketing Performance in a Yogyakarta Logistics Company

Adipura Danang Maulana[1], Wani Novandari[2], Refius Pradipta Setyanto[3]

Sekolah Tinggi Teknologi Kedirgantaraan[1]
Universitas Jenderal Soedirman[2]
Universitas Jenderal Soedirman[3]

Abstract

This study looks at how strategic alliances affect the marketing performance of logistics companies in the Special Region of Yogyakarta. This study places particular emphasis on the mediating role of competence trust. Strategic alliances are important to improve operational efficiency and market access in the era of globalization when the logistics industry is increasingly competitive. It is recognized that trust between alliance partners is an important component that can reduce risk and improve communication, which in turn can result in improved marketing performance. Three hypotheses were made by this study: H1 (strategic alliances impact competence trust), H2 (strategic alliances impact marketing performance), and H3 (strategic alliances impact marketing performance). A quantitative survey with Smart PLS analysis was used, involving 60 companies. The results show that competence trust has a significant influence on marketing performance (H1 accepted), but strategic alliances have no significant influence on competence trust and marketing performance (H2 and H3). The results suggest that trust in alliance relationships is critical to improving marketing performance, and recommend further research involving additional variables.

Keywords: Strategic alliance, competence trust, marketing performance.

INTRODUCTION

Globalization has made the logistics industry more competitive and dynamic. Shipping and delivery companies face pressure to continuously improve operational

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

efficiency and marketing performance to meet the increasingly complex demands of global trade. The logistics industry, characterized by complex supply chains and high customer expectations, requires innovative strategies to maintain competitiveness. Strategic alliances have become a crucial method for freight forwarding and shipping companies to meet the challenges of globalization. Through alliances, companies can gain additional resources, cutting-edge technology, and access to broader markets. Research by Li et al. (2020) shows that effective strategic alliances can increase innovation and market responsiveness, thereby improving the company's marketing performance. These alliances allow firms to allocate risk and capitalize on synergies arising from collaboration.

The success of a strategic alliance depends not only on the resources and technologies shared, but also on the level of trust among alliance partners. Trust is a fundamental element in building strong and productive business relationships. Bachmann and Inkpen (2021) state that trust between business partners can reduce transaction risks and costs, and improve the quality of communication. Trust facilitates more intense collaboration and more efficient information exchange, which can ultimately improve marketing performance.

A strategic alliance is a formal agreement between two or more companies to collaborate and share resources to achieve a common goal. In the context of logistics, alliances allow firms to capitalize on each other's strengths, access new markets, and improve service offerings. Li et al. (2020) found that strategic alliances can enhance firms' capacity to innovate and be responsive to market changes, which is critical to maintaining competitiveness. Trust is an important element in the success of alliances, which can reduce risk and uncertainty in collaboration.

Research shows that high levels of trust among alliance partners can improve communication, reduce transaction costs, and improve performance outcomes (Bachmann & Inkpen, 2021). In the context of the logistics industry, where timely and accurate information exchange is critical, trust can improve operational efficiency and marketing performance.

Although strategic alliances and trust are recognized as important in the literature, most of the existing research focuses on the high-tech and manufacturing sectors. There is a lack of research emphasizing the role of strategic alliances and trust in the context of freight forwarding and shipping companies. Previous research by Hitt et al. (2020) indicates that the operational dynamics and challenges unique to the logistics sector require more focused research. In addition, the variable of trust is often overlooked in

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

analyzing the impact of strategic alliances on marketing performance in this sector (Chen et al., 2021).

The authors argue that in order to comprehensively understand how strategic alliances affect marketing performance through competence trust, research focused on the logistics sector is needed. Through this approach, it is expected to identify effective strategies that can be implemented by freight forwarding and service companies to improve their competitiveness.

This research makes a novel contribution by concentrating on the logistics sector, which has not been widely explored in previous literature. By integrating the Service Dominant Logic (SDL) Theory perspective, this study emphasizes the significance of collaboration and trust in the context of strategic alliances and marketing performance. The innovation of this research lies in the in-depth analysis of the impact of strategic alliances on marketing performance through competence trust in a distinctive and complex sector such as logistics. Service Dominant Logic (SDL) theory shifts the focus from goods to services, emphasizing that value is co-created through interactions between providers and customers (Vargo & Lusch, 2004). In the context of strategic alliances, Service Dominant Logic (SDL) indicates that value is generated through collaboration and integration of resources between partners. This perspective emphasizes the importance of collaboration and trust in generating greater value and competitive advantage.

This research is expected to show that strategic alliances significantly improve marketing performance through better operational efficiency and expansion. market reach. Trust is anticipated to serve as a mediating factor that enhances the positive effects of strategic alliances. This study aims to provide practical insights for freight forwarding and expedition services companies to develop more effective and competitive marketing strategies through strategic alliances and trust-building initiatives. The benefits of this research include providing practical guidance for companies in building effective strategic alliances and increasing trust among business partners.

LITERATURE REVIEW

Strategy Alliance

An alliance refers to a collaboration between two or more firms formed to enter an emerging market or deal with current business conditions (Leiblein & Reuer, 2004). Strategic alliances are collaborative relationships designed to achieve shared strategic goals and strengthen long- term market positions (Cravens et al., 2000; Franco et al.,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

2020; Reuer & Arino, 2007). A strategic alliance can be defined as a long-term relationship between two or more firms that aims to improve their competitive position and performance through the sharing of resources and competencies (Beamish & Killing, 1997).

Access to resources, knowledge, technology, skills, and markets are the main reasons for developing alliance strategies (Brockstedt & Carr, 2005), as obtaining these benefits individually is much more challenging (Conn & Bitran, 2004). According to Giura (2015), the resource-based view emphasizes resources as the main reason for alliance formation. Other studies emphasize the significance of developing new skills and capabilities and mitigating external business risks to achieve success in a highly competitive business environment (Huang et al., 2015). Although alliances are sometimes formed with a lower level of commitment or for a shorter period of time due to the different interests and goals of the partners, firms can also come together at a higher level of trust and find common ground on most issues (Zoogah & Peng, 2011). IBM (International Business Machines Corporation) is an example of the first type that often engages in short-term alliances. The company forges alliances with a number of small and medium-sized companies to develop software systems across a wide range of industries sector. On the other hand, Fuji Xerox is an example of a solid alliance, formed between Fuji Films and Rank Xerox, both recognized as established printing companies in Japan (Lee, 2007).

Alliances as a key growth strategy are a common practice in a variety of industries, including airlines, telecommunications, software, hardware, biotechnology, educational services, and the automotive industry (e.g., Hsu & Prescott, 2016; McNaughton, 2001; Reuer & Arino, 2007). Focusing on the software industry, McNaughton (2001) emphasized the importance of alliance strategies to increase access to critical resources needed by software development firms to produce more desirable products. Brockstedt and Carr (2005) cite R&D alliances in the pharmaceutical industry as an example, arguing that this strategy yields the expected advantages of collaboration and obtains covert strategic benefits. Sambasivan et al. (2011) underline the importance of alliances among supply chain partners as a prevalent type of inter-organizational collaboration, which facilitates better information flow and fosters more commitment and trust. Moreover, closer collaboration among stakeholders in the supply chain contributes to greater stability and solidarity, which results in better performance (Sambasivan & Yen, 2010).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Competency Trust

The majority of studies define trust as the firm's level of belief in the honesty and/or benevolence of its exchange partners, or some variation thereof (Ganesan, 1994; Doney & Cannon, 1997; Anderson & Narus, 1990). Although this definition conceptually separates benevolence and honesty, they turn out to be interrelated and operationally inseparable, thus affecting the reliability of the results tested (Geyskens, Steenkamp, & Kumar, 1998). According to Noote-Boom (1996), trust can relate to a partner's ability to fulfill an agreement (competence trust) or his intention to do so (goodwill trust). Das and Teng (2001a) state that goodwill trust and competence trust can produce significant differences. In this study, we measure trust through two different components: goodwill trust and competence trust (Dodgson, 1993; Sako & Helper, 1998; Das & Teng, 2001a,b). Benevolent trust is defined as "the expectation that individuals in our social relationships have a moral obligation and responsibility to show special regard for the interests of others above their own" (Barber, 1983, p. 4; Das & Teng, 2001a, p. 256). This has the same meaning as benevolent trust in channel relationship research (Kirsimarja, Sanna, & Martti, 2003), where benevolent trust is defined as the extent to which channel members believe that their partners genuinely care about their interests or well-being and are motivated to pursue mutual benefits (Crosby, Evans, & Cowles, 1990; Kumar, Scheer, & Steenkamp, 1995). This trust reflects positive expectations of the partner's benevolence and is inherently intuitive (Anderson & Narus, 1990; Doney & Cannon, 1997).

Competence trust relies on the extent to which one party believes that its exchange partner has the professional expertise necessary to perform tasks effectively, thereby deriving benefits from the relationship (Ganesan, 1994; Das & Teng, 2001a,b). Competence trust is rational and indicates expectations of the partner's expertise capabilities and role performance.

In transaction cost theory, it is neither possible nor costly for dyad members to attempt to anticipate all uncertainties in a written contract (Poppo & Zenger, 2002). Therefore, trust in partners is an alternative (Das & Teng, 2001a; Poppo & Zenger, 2002). However, since transactions may be unfair and opportunistic behaviors such as self-interest and deception, trust itself is a risky behavior (Moorman, Zaltman, & Deshpande, 1992; Das & Teng, 2001b). Therefore, trust is not only related to human emotions, but also to their risky behavior (Williamson, 1993). Trust is usually accompanied by risk (Moorman et al., 1992).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Marketing Performance

As an indicator to assess the success of a company, marketing performance includes various factors, such as sales turnover, number of partners, sales volume, and profitability growth (Voss & Voss, 2000). Saekoo, Chuntarung, and Thoumrungroje (2012) stated that marketing performance plays a crucial role in the overall performance of the company, influenced by the market strategies implemented by customers and financial organizations. This research focuses on various aspects of market performance, including sales growth, market share, and market development.

According to Pribadi and Kanai (2011), marketing performance refers to the results a company achieves from marketing activities. A more precise assessment of marketing performance can be achieved by focusing on the customer perspective, including customer satisfaction, profitability, and new customer acquisition. Katsikeas, Morgan, Leonidou, and Hult (2016) systematically classified four different approaches to evaluating marketing performance: consumer attitudes, accounting performance, product market performance, and financial market performance. Morgan et al. (2022) proposed an alternative perspective, stating that marketing performance evaluation should concentrate on metrics such as profit, sales, and customer growth.

This study adopts sales value, sales volume, and sales growth in new markets as indicators, as recommended by Munir, Ilyas, Maming, and Kadir (2020) in their research.

Based on the review of relevant literature and previous research, the research model used in this study can be described as follows

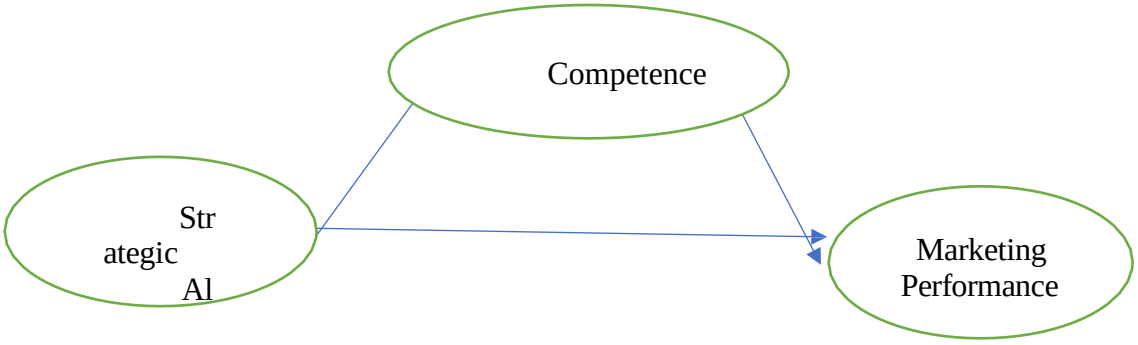


FIGURE 1. Research Model

This study has formulated three hypotheses based on previous literature and overview research;

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

H1 : Strategic Alliance affects competency trust
H2 : Competency trust affects marketing performance
H3 : Strategic Alliance affects marketing performance

RESEACRH METHODS

This study examines the relationship between three important variables: Alliance strategy, competency trust, and marketing performance. The initial section of the questionnaire outlined the purpose of the study, provided direction for completion, and emphasized the importance of respondent involvement. This study utilized a quantitative research methodology combined with a survey strategy, a smart PLS analysis method. The survey included a 7-point Likert scale to assess respondents' viewpoints. This scale was chosen because it is more likely to elicit agreement from respondents than a 5-point Likert scale (Wang, Law, Guillet, Hung, & Fong, 2015).

This study covers all logistics companies in the Special Region of Yogyakarta. Individuals involved in this study are entrepreneurs or individuals who own businesses or are managers of companies. This study involved the participation of 60 companies, the sample method using a saturated sample.

Table 1. Indicator Variable

Variables	Indicator
Alliance Strategy	1. Company reputation 2. Interaction Skills 3. Complementary in Risk sharing 4. Legal and contractual factors 5. Industry-related factors 6. Sharing skills and knowledge 7. Commitment to continue collaboration
Competence Trust	1. Competent to keep promises 2. Marketing policy 3. Sales support 4. Product function

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Marketing Performance	1. sales value, 2. sales volume, 3. sales growth in new markets

Research Results

Validity and reliability test

Validity is a measure that determines the validity of an instrument and a valid instrument has high validity (Heale & Twycross, 2015). An instrument A measurement scale is declared valid if it can measure what is desired. If the measurement scale is invalid, it is useless to the researcher, because it does not measure what should be measured (Heale & Twycross (2015). According to Almanasreh and Chen (2019), reliability is a test used to measure indicator variables in a questionnaire. An instrument is declared reliable if each person's response to a given statement is always consistent over time. A variable is said to be stable if it has a Cronbach alpha value> 0.7 and in addition it also meets the criteria for a Cronbach alpha value greater than Cronbach alpha then the item is deleted.

Sample

The sample is part of the population studied in a study and the results will reflect the original population, but not the population itself (Hair et al., 2017). The sample is carried out because the researcher has limitations in this study in terms of time, energy, funds, and the sample must be a truly representative sample. The number of samples used in this study were 38 respondents taken from Logistics companies in the Special Region of Yogyakarta, and the sampling technique used saturated samples. Furthermore, the sample criteria or respondents who are recommended by researchers to fill out research instruments are managers and can represent company owners. Table 1 shows the profile of the respondents.

RESULT

Specification	Type	Percentage %
Business Age	1-3 years	0
	4-6 years	49

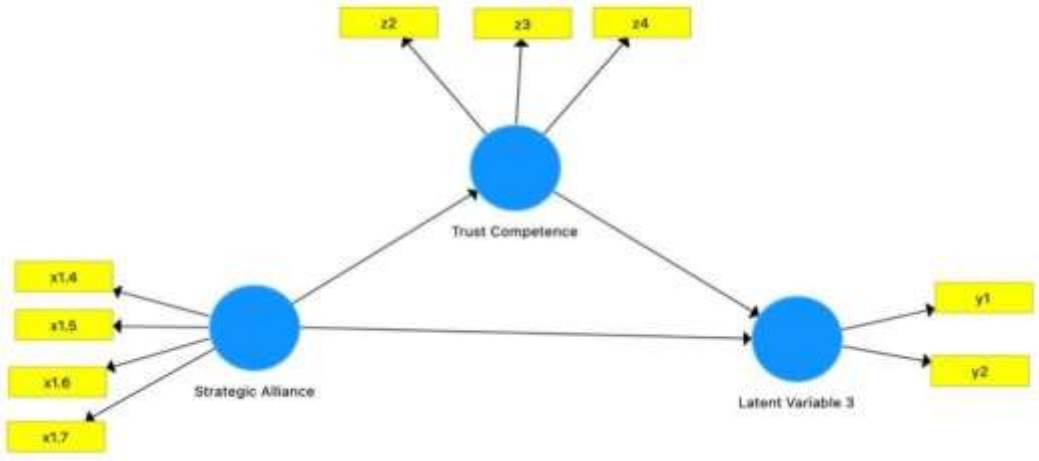
Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

	7 -10 years	31
	10 years and above	20
Business turnover	< 50 million	
	50 - 100 million	25
	101-200 million	43
	>200 million	32
Number of alliances	< 5 companies	
	5-10 companies	13
	11-20 companies	50
	>20 companies	37

Outer model evaluation

Outer model evaluation is conducted to assess the validity or reliability of the model. Outer models with reflective indicators are evaluated through convergent and discriminant validity of indicators forming latent constructs and composite reliability and Cronbach alpha for indicator blocks. The following are the estimation results of the partial least squares model algorithm shown in Fig. 1



Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Convergent Validity

Convergent validity relates to the principle that the measures (manifest variables) of a construct must be highly correlated. The convergent validity test can be seen from the loading factor value for each construct indicator. Then, the convergent validity test in PLS with reflective indicators is assessed based on factor loading and if factor loading> 0.50 then it is considered practically significant (Ali et al., 2018; Rasoolimanesh & Ali, 2018).

Table 2 shows the results.

	Marketing Perfomance	Strategic Alliance	Trust Competence
X14		0,903	
X15		0,886	
X16		0,895	
X17		0,781	
Y1	0,856		
Y2	0,839		
Z2			0,746
Z3			0,856
Z4			0,783

Based on Table 2, the Rule of Thumb used is that the loading factor for confirmatory research must be> 0.70, so it is declared valid. Rule of Thumb is that the loading factor value for exploratory research between 0.60 - 0.70 can be declared valid.

Discriminant Validity

Discriminant validity is a test that can be used to measure the difference between two conceptually similar variables. Discriminant validity is achieved when there is a low correlation of two variables that should not be related to each other constructs in the model (Hair et al. 2017). Here are the results:

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Table 3 cross-loading

Variables	Marketing performance	Strategic Alliance	Trust Competence
x1.4	0.358	0.903	0.140
x1.5	0,395	0,886	0.137
x1.6	0,454	0,895	0.263
x1.7	0,358	0,781	0.352
y1	0,856	0,313	0.496
y2	0,839	0,464	0,322
z2	0,439	0,186	0,746
z3	0,370	0,251	0,865
z4	0,345	0,208	0,783

Based on Table 3, the cross-loading comes from the latent variable indicator set with the criterion that it must be greater than the loading of all other latent variables. Then, Fornell Larcker, the AVE root of the latent variable must be greater than the squared correlation between other latent variables.

Table 4 Fornel Larcker

Variables	Marketing Performance	Strategic Alliance	Trust Competence
Trust Competence	0,486	0,269	0,799
Marketing Performance	0,847		
Strategic Alliance	0,457	0,867	

Based on Table 4, the Fornell-Larcker criterion is interpreted as a measure that compares the square root of the AVE value with the relationship between latent variables.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Thus, the square root value of each AVE construct must be greater than the correlation value with other constructs.

Composite Reliability

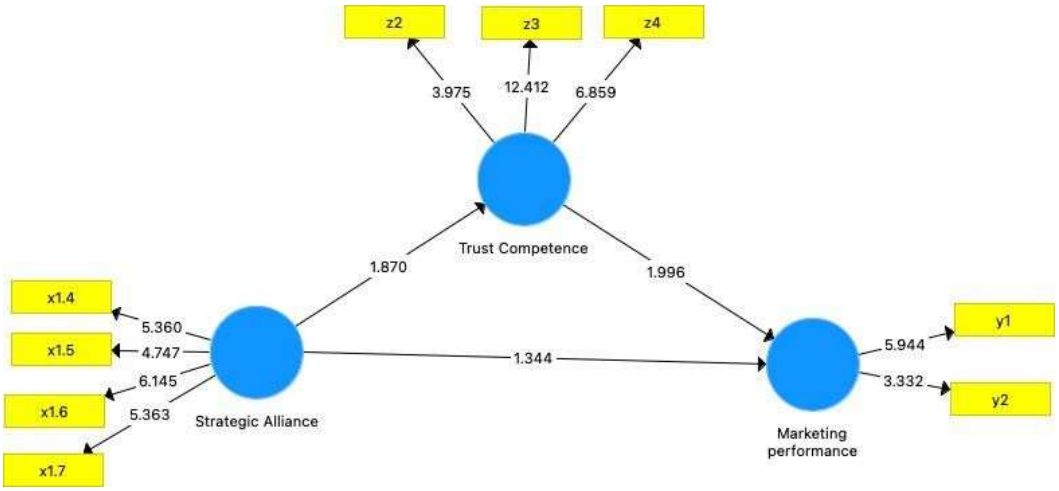
Composite reliability is an indicator for measuring a construct which can be seen in the latent variable coefficient display. Rule of Thumb of the composite reliability value of more than 0.70 in confirmatory research and a value of 0.60 - 0.70 is acceptable for exploratory research (Henseler et al., 2015).

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extrated
MP	0,607	0,608	0,836	0,718
SA	0,890	0,898	0,924	0,752
TC	0,716	0,716	0,841	0,639

Inner Model Evaluation

In this review, we will explain the hypothesis testing results and R-squared obtained from the startup of SmartPLS 3.2.9 as shown in Fig. 2:

Figure 2 Hypothesis testing results



Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Inner weight

The weighting in is used to test the research hypothesis that has been formulated. The results of the research hypothesis test have shown the weight in the assessment as follows:

Variable	Original sample	Sample Mean	Standard Deviation	T Statistic	P Values
TC□MP	0,391	0,449	0,196	1,996	0,047
SA□TC	0,269	0,354	0,144	1,870	0,062
SA□MP	0,351	0,315	0,261	1,344	0,180

H1: The relationship between competency trust and marketing performance, with (O) = 0.391; T-Statistics = 1.996 and p-value = 0.047. These results indicate that there is a positive and significant influence between strategic alliance and marketing performance because the p-value <0.047.0.05 and T-Statistics value > 1.97.

H2: The relationship between strategic alliance and competency trust with (O) = 0.269 T- Statistics = 1.870 and p-value = 0.062. These results indicate that there is no positive and insignificant influence between strategic alliance and competency trust because the p value> 0.05 and t statistic < 1.97.

H3: The relationship between strategic alliance and marketing performance, with (O) = 0.0351 T- Statistics = 1.344; and p-value = 0.180. These results indicate that there is no positive and insignificant relationship between strategic alliance and marketing performance because the p-value = 0.180. < 0.05, because the T-Statistics value < 1.97

DISCUSSION

The results showed that strategic alliance has a positive but insignificant effect on marketing performance. This shows that although strategic alliances are important, they may not directly improve marketing performance in the absence of additional factors (Gnyawali & Park, 2019), then competence trust is proven to have a significant effect on marketing performance. This emphasizes the importance of trust in the capabilities and expertise of alliance partners to achieve better marketing results (Sivadas & Dwyer, 2020), then Strategic Alliance on Competence Trust has a positive but insignificant effect, indicating that building trust depends not only on the existence of an alliance, but also on the quality of interactions and experiences gained during the alliance (Li & Shao, 2022).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

This research is relevant to the Service-Dominant Logic (SDL) Theory which emphasizes the importance of value co-creation through collaboration and interaction between firms and their partners. In the context of strategic alliances in the DIY logistics industry, competence trust was shown to be a key factor mediating the relationship between strategic alliances and marketing performance. SDL highlights that value is co-created through mutually beneficial relationships and quality interactions, which is in line with the findings of this study that trust and quality of interactions between alliance partners improve marketing performance (Vargo & Lusch, 2016; Li & Shao, 2022).

CONCLUSION

The exploration of this paper answers the research objectives, first, to provide the development of a conceptual model of alliance strategy and its impact on marketing performance Second, to test the influence of, among others: Strategic alliance on marketing performance; competence trust on marketing performance; Strategic alliance on Competence trust from the results of the study found that only competence trust as a mediator of marketing performance is stated to have an influence and significant, while the effect of strategic alliance on marketing performance and strategic alliance on competence trust is stated to have a positive and insignificant influence, the purpose of this study is to provide empirical evidence that the importance of strategic alliance, competence trust in the context of logistics business in DIY to achieve superior marketing performance then, the results of this study contribute and can be used as a reference among academics and practitioners.

Suggestions for future researchers, based on these findings, it is necessary to conduct research by adding other variables besides those used in this study, including: (1) Market complexity (2) resources and capabilities.

REFERENCES

Ali, F., Rasoolimanesh, S. M., & Ali, Z. (2018). Evaluating the validity and reliability of a scale for customer engagement in a tourism context. Journal of Hospitality and Tourism Management, 36, 113-122. https://doi.org/10.1016/j.jhtm.2018.08.002

Almanasreh, E., & Chen, Y. (2019). The effectiveness of training on quality and safety in health care: A systematic review. Journal of Patient Safety, 15(4), 309-318. https://doi.org/10.1097/PTS.0000000000000277

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Anderson, J. C., & Narus, J. A. (1990). A model of distributor firm and manufacturer firm working partnerships. Journal of Marketing, 54(1), 42-58. https://doi.org/10.1177/002224299005400103

Bachmann, R., & Inkpen, A. C. (2021). Understanding institutional-based trust building processes in inter-organizational relationships. Organization Studies, 42(5), 687-709. https://doi.org/10.1177/0170840619847713

Barber, B. (1983). The logic and limits of trust. Rutgers University Press.

Beamish, P. W., & Killing, J. P. (1997). Cooperative strategies: North American perspectives. New Lexington Press.

Brockstedt, C. H., & Carr, J. H. (2005). Collaborative strategies in biotechnology: Strategic alliances and the small firm. Journal of Business Venturing, 20(2), 177-190. https://doi.org/10.1016/j.jbusvent.2003.11.002

Chen, J., Chen, Y., & Xin, K. (2021). The impact of trust on strategic alliances in the logistics industry.Journal of of Business Research, 124, 431-439. https://doi.org/10.1016/j.jbusres.2020.11.058

Conn, R. L., & Bitran, G. R. (2004). The value of partnerships in logistics: The impact of service integration. Journal of Operations Management, 22(5), 577-594. https://doi.org/10.1016/j.jom.2004.09.004

Cravens, D. W., Piercy, N. F., & Shipp, S. H. (2000). Market-driven strategy and business performance. Journal ofMarket-Focused Management, 5(1), 67-83.https://doi.org/10.1023/A:1009849707846

Das, T. K., & Teng, B.-S. (2001a). Trust, control, and risk in strategic alliances: An integrated framework.Organization Studies, 22(2), 251-283. https://doi.org/10.1177/0170840601222004 Das, T. K., & Teng, B.-S. (2001b). A risk perception model of alliance structuring. Journal of International Management, 7(1), 1-29. https://doi.org/10.1016/S1075-4253(00)00039-8

Doney, P. M., & Cannon, J. P. (1997). An examination of the nature of trust in buyer-seller relationships. of Marketing, 61(2), 35-51. https://doi.org/10.1177/002224299706100203

Dodgson, M. (1993). Organizational learning: A review of some literature. Organization Studies, 14(3), 375-394. https://doi.org/10.1177/017084069301400303

Franco, M., Haase, H., & Pereira, F. (2020). Empirical study on partnerships and the performance of creative industries organizations. Creativity and Innovation Management, 29(1), 77-91. https://doi.org/10.1111/caim.12339

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller relationships. Journal of Marketing, 58(2), 1-19. https://doi.org/10.1177/002224299405800201

Giura, P. (2015). Resource-based theory in strategic management.Strategic Management Journal, 36(1), 23-45. https://doi.org/10.1002/smj.2194

Gnyawali, D. R., & Park, B.-J. (2019). Co-opetition between giants: Collaboration with competitors for technological innovation. Journal of Management Studies, 56(4), 653-684.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM). Sage Publications.

Henseler, J., Hubona, G., & Ray, P. A. (2015). Using PLS path modeling in new technology research: Updated guidelines. Industrial Management & Data Systems, 116(1), 2-20. https://doi.org/10.1108/IMDS-09-2015-0382

Heale, R., & Twycross, A. (2015). Validity and reliability in quantitative studies. Evidence-Based Nursing, 18(3), 66-67. https://doi.org/10.1136/eb-2015-102129

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2020). Strategic management: Concepts and cases: Competitiveness and globalization. Cengage Learning.

Hsu, L.-C., & Prescott, J. E. (2016). The impact of strategic alliances on firm performance in the biotechnology industry: An empirical study. International Journal of Technology Management, 72(1-3), 1-22. https://doi.org/10.1504/IJTM.2016.078257

Li, Y., & Shao, X. (2022). Trust and alliance performance: The mediating role of competence and integrity. Journal of Business Research, 139, 792-802.

Hasibuan, R. R., Novandari, W., & Setyanto, R. P. (2024). The role of digital literacy on the social media performance of batik MSMEs with digital capability as an intervening variable. *International Journal of Business and Quality Research*, *2*(03), 39-54.

Huang, H.-C., Lai, M.-C., Lin, L.-H., & Chen, C.-T. (2015). Overcoming organizational inertia to strengthen business model innovation: An open innovation perspective. Journal of Organizational Change Management, 28(6), 1110-1135. https://doi.org/10.1108/JOCM-04-2015-0056

Katsikeas, C. S., Morgan, N. A., Leonidou, L. C., & Hult, G. T. M. (2016). Assessing performance outcomes in marketing. Journal of Marketing, 80(2), 1-20.https://doi.org/10.1509/jm.15.0287

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Kumar, N., Scheer, L. K., & Steenkamp, J.-B. E. M. (1995). The effects of perceived interdependence on dealer attitudes. Journal of Marketing Research, 32(3), 348-356.https://doi.org/10.1177/002224379503200307

Lee, J. (2007). The role of strategic alliances in the global IT industry: A case study of Fuji Xerox.Journal of International Business Studies, 38(1), 1-17.https://doi.org/10.1057/palgrave.jibs.8400242

Leiblein, M. J., & Reuer, J. J. (2004). Building a foreign sales base: The roles of capabilities and alliances for entrepreneurial firms. Journal of Business Venturing, 19(2), 285-307. https://doi.org/10.1016/S0883-9026(03)00063-1

Li, L., Qiu, J., & Liu, X. (2020). Strategic alliances in the logistics industry: Effects on innovation and market responsiveness. Journal of Logistics Research, 13(4), 123-138. https://doi.org/10.1007/s12159-020-00158-x

McNaughton, R. B. (2001). The internationalization of software firms: A study of the internationalization of new technology-based firms. Journal of International Marketing, 9(1), 59-82. https://doi.org/10.1509/jimk.9.1.59.19510

Moorman, C., Zaltman, G., & Deshpande, R. (1992). Relationships between providers and users of market research: The dynamics of trust within and between organizations. Journal of Marketing Research, 29(3), 314-328. https://doi.org/10.1177/002224379202900303

Morgan, N. A., Katsikeas, C. S., & Vorhies, D. W. (2022). Export marketing strategy implementation, export marketing capabilities, and export performance outcomes. Journal of the Academy of Marketing Science, 50(1), 147-165. https://doi.org/10.1007/s11747-021- 00803-3

Munir, M., Ilyas, M., Maming, J., & Kadir, I. (2020). Exploring the impact of marketing innovation on SME performance: A case study of Indonesian SMEs. Journal of Small Business and Enterprise Development, 27(2), 273-294. https://doi.org/10.1108/JSBED-06- 2019-0172 Nielson, B. B. (2007). Determining international strategic alliance performance: A multidimensional approach.International Business Review, 16(4), 337-361. https://doi.org/10.1016/j.ibusrev.2007.02.001

Nyaga, G. N., & Whipple, J. M. (2011). Relationship quality and performance outcomes: Achieving a competitive advantage through supply chain relationships. Decision Sciences, 42(1), 51-83. https://doi.org/10.1111/j.1540-5915.2010.00304.x

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Pantano, E., & Vannucci, V. (2020). The future of retail: How technologies will reshape the retail industry.Journal of Retailing and Consumer Services, 55, 102112. https://doi.org/10.1016/j.jretconser.2020.102112

Park, S. H., & Luo, Y. (2001). Guanxi and organizational dynamics: Organizational networking in Chinese firms.Strategic Management Journal, 22(5), 455-477. https://doi.org/10.1002/smj.167

Prasetya, V., Purnamasari, M. S., Oki, O. A., & Reza, R. R. H. (2024). Impact of Green Marketing Mediating Brand Love on Purchasing Decisions for Batik MSME Products in Central Java. *Jurnal REKOMEN (Riset Ekonomi Manajemen)*, *7*(1), 218-232.

Robson, M. J., & Katsikeas, C. S. (2005). International strategic alliance relationships: A systematic review and future research directions. International Marketing Review, 22(3), 399-.423. https://doi.org/10.1108/02651330510602247

Roehrich, J. K., & Lewis, M. A. (2014). Trust and contractual governance: A review and future research directions. International Journal of Management Reviews, 16(4), 484-503. https://doi.org/10.1111/ijmr.12031

Sharma, N., & Patterson, P. G. (1999). The impact of communication effectiveness and service quality on relationship commitment in consumer, professional services. Journal of Services Marketing, 13(2), 151-170. https://doi.org/10.1108/08876049910266059

Singh, J., & Mitchell, W. (1996). Precarious collaboration: Business survival after partners shut down or form new partnerships. Strategic Management Journal, 17(2), 99-115. https://doi.org/10.1002/(SICI)1097-0266(199602)17:2<99::AID-SMJ795>3.0.CO;2-T

Sivadas, E., & Dwyer, R. F. (2020). Building and sustaining successful strategic alliances: The role of trust and communication. Journal of Marketing, 84(3), 28-45.

Uotila, J., Maula, M., Keil, T., & Zahra, S. A. (2009). Exploration, exploitation, and financial performance: An analysis of S&P 500 corporations. Strategic Management Journal, 30(2), 221-.231. https://doi.org/10.1002/smj.738

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. Journal of Marketing, 68(1), 1-17.

Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: Continuing the evolution. Journal of the Academy of Marketing Science, 36, 1-10.

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of service-dominant logic. Journal of the Academy of Marketing Science, 44, 5-23.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Wang, X., & Zou, S. (2011). The impact of marketing capabilities on firm performance: Empirical evidence from China. International Journal of Research in Marketing, 28(4), 278-.288. https://doi.org/10.1016/j.ijresmar.2011.05.006

Wang, X., Wei, Y., & Sun, Y. (2020). Digital transformation and firm performance: The role of digital capabilities and dynamic capabilities. Journal of Business Research, 123, 14-25. https://doi.org/10.1016/j.jbusres.2020.09.012

Yang, D., & Wei, H. (2013). Strategic alliances and firm performance in the context of mergers and acquisitions. Journal of Business Research, 66(8), 1033-1041. https://doi.org/10.1016/j.jbusres.2012.03.011

Zeng, M., & Chen, X.-P. (2003). Achieving cooperation in multiparty alliances: A social dilemma approach to partnership management. Academy of Management Review, 28(4), 587- 605. https://doi.org/10.5465/amr.2003.10899446

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.