BUILDING INNOVATION CAPABILITY THROUGH TRIPLE HELIX MODEL SINERGY TO IMPROVE SME’S MARKETING PERFORMANCE

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ABSTRACT

The purpose of this study is to investigate the relationship between business environment, academic transfer knowledge, government support adaptability, and its impact on SME’s marketing performance in Banten Province. Data in this study is taken from distributed questionnaires to respondents. There are 150 questionnaires sent to respondents in Banten Province. Samples in this study are SME with analytical unit as the owner and manager of SME in Banten Province, Indonesia. Partial Least Square technique with SmartPLS 2.0 is used as data analysis in this study. Based on testing result from respondents, the authors find that there is a positive and significant influence between business environment, academic transfer knowledge, government support adaptability and innovation capability and its impact on marketing performance of SME. Besides, innovation capability positively and significantly influences marketing performance.

Key words: Academic transfer knowledge, government support adaptability and innovation capability.

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1. INTRODUCTION

There have been many efforts done to improve SME’s performance both by government and business agents. Yet, there has been harmonic synergy among business performer, academician and government. This imbalance causes each activity programs runs on their own. Development strategy by using triple helix concept can be our own choice to make a policy to improve SME’s performance. In triple helix model, government plays an important role by giving easiness in permission and material supply, promotion, capital loan, market access, market policy, so as to
develop SME. There have been physical media including transportation and equipments for SME.

Academician has applied knowledge in many forms such as dedication to community. Academician plays an important role to push the birth of creative generation and to push the industry and product development through innovation research result. Academician’s role through training, technology socialization, product diversification, and innovation based technology can also be applied to develop product (Amilin et al., 2017).

Business plays an important role as a performer, investor and technology creator will push production, build distributional business network and business expansion. Business performer can be involved to develop and maintain SME through Cooperate Social Responsibility. Besides, business performer can be functioned as centre of excellence from the creator of product and creative service, new market that can absorb product and service, and the creator of new job opening to creative individuals (Meutia et al., 2017).

This research aims to analyze the relationship between business environment, academic transfer knowledge, government support adaptability to innovation capability and its impact on marketing performance. This research also aims to provide useful information to SME in Banten Province, to improve the quality of SME development, and to reach maximum profit and goals.

2. LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Influence of Business Environment Adaptability and Innovation Capability

Environment is the whole condition and external tendency that surrounds an organizational business. An environment consists of internal and external environment (Ismail et al., 2012). Internal environment is related with the whole condition of an organization including resources, capability and core competence owned by an organization (Meutia, 2015). External environment covers general environment, industry and competitor environment. The research shows that environment can influence innovation capability (Ismail, 2016).

Dynamic environment shows instability and market stability that occurs all time and turbulence that is caused by interconnection or inter organizational relationship (Meutia, 2015). Dynamic environment is operated as the newest product innovation that shows its main influence on performance measurement. Ismail and Ghozali (2015) stated that dynamic environment is significantly related with innovation capability. An organization in an uncertain environment will use more innovation strategy. An industry in a low dynamic environment will be characterized as larger involvement among policy makers, and the larger environment that will influence innovation capability compared with organizational strategy (Meutia et al., 2018). Complex business environment explains heterogeneous rate and organizational activity distribution (Meutia, et al., 2018). The use of contingency approach in some studies shows that environment is a determined factor of innovation capability and performance (Meutia et al., 2018).

Stable environment is characterized by neither unpredictable changes nor high turnover rate (Meutia et al., 2018). Meutia et al. (2018) explained that stable environment is positively related with innovation capability. On the contrary, dynamic environment demands proactive business, this kind of environment provides a challenge for the entrepreneurs. By referring to business performance of SME, there is an economical dynamic, specifically in business sector, which tends to provide direct effect on business success through innovation capability.

Contingence theory defends a statement taken from manager which is reflected in managerial behavior and acted in environmental context (Ismail and Ghozali, 2015). Evidence shows that dynamic business environment is characterized by unpredictable customer demand
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and tight competitor action, which demands an organization to change their marketing practice and business operation (Ismail and Ghozali, 2015). To keep surviving in this kind of environment, an entrepreneur needs to build innovation capability that enables them to face a challenging environment (Ismail and Ghozali, 2015).

Business network environment is a business created from one or two networks. Business network can be composed from three components. They are: the actor, activity and resource. All these three components will rise from each sub network (Ismail and Ghozali, 2015). Therefore, business network will include inter-individual network, activity and resource network. Business network can be identified from organization, department, group and individual. Individual social network can be built from interaction especially from social, information, and business exchange. Social network can be formed by individual, such as family friend, and employee (Ismail, 2015).

Entrepreneurial competence can be considered as higher ability that includes personality characteristic, skill, knowledge which becomes part of entrepreneurs’ ability and role to succeed their duties. Main benefit of this approach is a way to investigate entrepreneurial characteristic that has a long term effect to improve competitive advantage. Social competence of entrepreneurship enables an entrepreneur to perform good communication both with internal and external parties through social interaction. Successful entrepreneur is an assertive, active, sociable, single oriented, diplomatic, and dare to take a decision person. An entrepreneur that has high social capital (based on extensive social network, status, personal bond and reference) will tend to receive capital from organization compared with low rate entrepreneur (Meutia et al., 2018). Social competence belongs to an entrepreneur will play important role to determine end result (whether they will receive capital, order, peer interest, and others). Based on the explanations above, the author develops a hypotheses as follow:

H1: Business environment positively influences SME’s innovation capability

The relationship between transfer knowledge and innovation capability

Tacit knowledge will result from action, experience, and involvedness in a certain context. Tacit knowledge is hard to be transferred or distributed since it is not written in a certain document. As a result it can only be performed through interpersonal interaction and it cannot follow the rules. Meanwhile, explicit knowledge is a transferable or distributed knowledge through symbolic communication (Ismail and Ghozali, 2015). Transfer knowledge is an interpersonal interactive process and interaction between explicit and tacit knowledge. Built communication with employee, competitor, buyer and stakeholder will support organizational learning process. Knowledge management enables entrepreneur to create, communicate and apply knowledge into every business activity to reach organizational performance. Experience becomes a core competence for every activity in knowledge sharing.

Organizational learning is a process in which knowledge is created through experience transformation (Ismail and Ghozali, 2015). Organizational learning is a process to create, receive, share and apply the knowledge and perform changes and innovation in every rate that will result optimum performance and maximum competitive advantage (Ismail, 2013a). Therefore, organizational learning is closely related with a process of how to integrate and apply knowledge. This kind of ability will be useful to reach optimum performance (Ismail, 2013a). Based on the explanations above, the author develops a hypotheses as follow:

H2: Academic transfer of knowledge positively influences SME’s innovation capability

Government support adaptability and Innovation Capability

Before 1980’s, most Asia countries, the government has policy and attention to improve the development of Small and Medium Enterprises. SME is viewed as a backward symbol and inefficiency, SME is low considered by larger organizations and they can’t get government
support. Yet, this concept of changes in a past few years had got promotional support and
government policy to develop small business. Government plays an important role to ensure
that small enterprises have a similar opportunity to compete with other organizations.

In business activity, government holds an important role to determine SME’s success. Government also has an important role to introduce SME product to larger community, provide information and training, help funding, and others. Government provides capital to SME owners, because they relatively face the difficulty to get capital banking and generally bank will apply difficult rule to them. Government performs soft interest funding program to help SME.

Generally, there are four factors of important success; they are good management, access to funding, personal quality, and satisfying government support (Meutia and Ismail, 2012). The view about the importance of consistent government with its situation in developing areas, such as Southern Pacific has an important role to provide core facility, develop job opening, build and maintain infrastructure, and support daily activities of its citizen. Therefore, government has a closed relationship with business mainly in promoting and supporting an organization by providing facility and incentive to get a business opportunity.

Marketing factors (good service, customer satisfaction, advertising market, and sale promotion) become an important element to reach successful small business. The development of relational competence will ease an entrepreneur to get an access government support. Relational competence belongs to an entrepreneur will create government cooperation and network. As a result it will create mutualism for each parts both the government and entrepreneur. On the side of government, it will ease a government to perform its programs to develop SME, and for the entrepreneur, it will be a benefit since, they will get government support in funding, information training (Meutia and Ismail, 2012).

Government plays an important role as main factor to influence trait and speed of SME development, although business activity can only be developed through the intervention of external factors. The result from Ukraine, Belarus, and Moldova shows that many organizations cam struggle without governments interfere because they have creative individual to mobilize flexibility and resources to adapt with external environment. The problem from this kind of situation is that there are few organizations and their contribution to economic development. In this context, government needs to create conducive condition to develop SME as private sector. At the same time, developed countries such as Poland has government priority to push the development of SME by making laws and rules which are suitable with Europe standard. To prepare Europe standard, government push banking system to adapt with and recognize SME sectors as potential market by financing product, facilitating the development of capital from SME, making partnership program with private sector, and creating infrastructure support.

Government and other institutions really support the programs that aim to develop and maintain SME. This support will be divided into five aspects, they are credit aid, technical aid and training, accompanying, marketing and market research, And infrastructure support. Based on the research of SME adaptability to use government aid is hard to be ensured (Meutia and Ismail, 2012).

The result from survey on SME in manufacturing field in Penang, Malaysia, the author found some interesting results, they are: the majority of SME does not get government aid, many kinds of accepted aid, some organizations only use one aid, meanwhile others can use two or more aids. The difference is caused by the adaptability to get support and aid which are not evenly received by SME.
Government support on SME development to perform exporting and importing activity are:

First, research result shows that export aid program to SME is still low. Second, the result shows that until the ending of the program, exporting aid program provided by five government institutions do not help government program. Third, an organization does not respond to the use of this aid from government. Because the lack of knowledge owned by entrepreneur about exporting aid program from the government. The result also shows that exporting aid program cannot be accessed by SME. To improve SME awareness about exporting aid program from the government, government needs to promote exporting promotional programs in order to make an effectively used program.

From some research above, it shows that the support to access the program and to develop SME is still limited although there are some facts that show many policies, which have been introduced to promote the development of SME in Malaysia. This inconsistency needs more research that investigates the government role to develop SME and adaptability rate on these government programs. Based on the explanations above, the author develops a hypotheses as follow:

H2: Government support adaptability positively influences SME’s innovation capability

The relationship between Innovation Capability and Marketing Performance

Capability can be defined as organizational capacity using integrated resources to reach the desired target (Ismail, 2016). Capability combines many organizations that can create and exploit external opportunities and develop a long term competitive advantage. This capability will be defined as the determinant factor to reach long term success, or as the chain value, that will support any activities that create additional value for the customers. Innovation capability is a concept about the ability owned by an organization to develop new ideas into an innovation (Ismail and Ghozalli, 2015). The ability to perform innovation is regarded as high rate integrated ability to print and manage various ability. Organization that has an ability to integrate key ability and organizational resource will stimulate innovation.

Innovation capability provides potential place to grow effective innovation (Ismail, 2013b). Innovation capability can be measured by using 4 indicators; they are technological innovation, product innovation, market innovation and service innovation. This study uses these four indicators as a measurement.

Marketing performance is something used to measure the strategy success used by an organization to promote their product in a market. Marketing performance can be measured from sale growth, income rate, customer number, and other data to describe how successful the marketing performance is. The success of marketing performance can be determined by strategy used by an organization to compete with its rival. Marketing performance can be considered successful if the data shows the increasing amount of product sale, customer, market share and product used by customer.

The quality of marketing performance can be supported by knowledge about customer and new product advantage that all become the factors to improve successful organization and they are usually used by an organization measure the impact of organizational strategy, which is always directed to create leading marketing performance. Market share is the measurement of marketing performance or organizational performance that can distinguish the winner and loser. Market share only needs information about total sale (Meutia and Ismail, 2012).

Marketing performance is closely related with understanding, creating, communicating and providing value to all customers that become core competence of modern marketing, in other words, marketing is said as the process of giving satisfaction to customer to reach profit for an organization. Marketing performance is usually used by organizations to measure the impact of applied strategy.
Learning on marketing performance occurs naturally, based on marketing evaluation and performed by an organization. This learning is called as adaptive learning, which means learning from past mistake in order not to make a similar mistake by marketer. Based on the explanations above, it can be concluded that marketing performance is an activity consists of understanding, creating, communicating and providing value for customer that aims to improve profit income and customer activity. Therefore, to measure marketing performance we can use customer growth, sale volume and profitability indicator.

Product innovation can be design change, component and product architecture. Meutia et al. (2018) stated that product innovation becomes a potential thing to create thought and imagination that will finally create loyal customer. Product innovation is an important way for an organization to adapt with market, technology and competition (Meutia et al., 2015). It refers to two innovation concepts they are (1) innovativeness, and (2) innovation capacity.

Innovativeness is a thought about new ideas acceptance as an organizational culture. Meanwhile, capacity to perform innovation is an organizational ability to use and apply ideas, process or new product. Based on these two limitations above, this study will discuss new product innovation and innovation concept that will be used as a capability to do innovation, especially on technical innovation, and technical innovation has a strong and positive influence on marketing performance (Meutia, 2017).

To get competitive advantage, marketing performance is influenced by market orientation, learning orientation and innovation. Innovation can be also acted as an intervening variable of market orientation and learning orientation to improve organizational performance. Based on the explanations above, the author develops a hypotheses as follow:

H4: Innovation capability positively influences SME’s marketing performance

3. RESEARCH METHOD

Population in this study is SME in Banten Province. Sample in this study is the owner and manager of SME in Banten Province. Purposive Sampling technique is used in this study based on these criteria: (i) SME responsible in planning, supervising and decision making. (ii) SME has en experience as the owner and also the manager at least 2 years. Data in this study is primary data which comes from respondents’ perception on proposed questions in distributed questionnaires. There are 150 distributed questionnaires to all respondent in eight regencies and cities in Banten Province. Questionnaires are distributed through post for 3 months from September until November 2017.

Business environment variable is measured by four indicators, Academic transfer knowledge which means interpersonal interaction and interaction between explicit and tacit knowledge. Academic transfer knowledge itself, is measured by five indicators. They are government support adaptability which becomes a support and government synchronization program between government and SME. Government support adaptability variable is measured by four indicators. Innovation capability is resource owned by an organization to manage creativity becomes innovation to win competition. Innovation capability is measured by three indicators. Dependent variable in this study is marketing performance which becomes the reached target of applied marketing concept. Marketing performance is measured by 3 indicators. All variables in this study are measured by Likert Scale started from 1 = totally disagree until 7 = totally agree. Partial least Square (PLS) is used as data analyses tool by using SmartPLS software which has variance
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4 RESULT AND DISCUSSION.
The author distributes 150 questionnaires to all respondents in Banten Province. There are 10 returned questionnaire and 34 unmanageable questionnaire. Total manageable questionnaires are 106 questionnaires. Respondent in this study is the owner and the manager of SME in Banten Province. Respondent is generally dominated with male respondents as 67% meanwhile female respondents as 33%. Respondents in this study are generally High Scholl graduation as 78,2% and they are between 31 until 40 years of age. Respondents in this study can be considered to have enough competence and maturity to perform planning, supervising and decision making function. On the other side, the average working experience of respondents is between 6 until 10 years. Chosen respondents are respondents that have enough experience in their own field. Generally, respondents in this study are the SME owner in food and beverage, handicraft, printing, convection and design industry.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Environment</td>
<td>5.75</td>
<td>1.07</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Academic Transfer Knowledge</td>
<td>5.57</td>
<td>0.903</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Government Support Adaptability</td>
<td>5.92</td>
<td>0.855</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Innovation Capability</td>
<td>6.36</td>
<td>0.815</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Marketing Performance</td>
<td>6.05</td>
<td>0.916</td>
<td>1</td>
<td>7</td>
</tr>
</tbody>
</table>

Table 1 Statistic Descriptive

Table 1 explains descriptive statistic for each construct in this study. Based on table 1 result, it can be seen that the low rate of respondents answer for each constructs lay on point 1 (totally disagree) and the highest rate lay on point 7 (totally agree). On the other side, respondents answer on point 5 and 6. It describes that respondents agree with all item used in the questionnaire.

<table>
<thead>
<tr>
<th>Variable</th>
<th>AVE</th>
<th>Composite Reliability</th>
<th>Cronbachs Alpha</th>
<th>R-Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Transfer Knowledge</td>
<td>0.623</td>
<td>0.891</td>
<td>0.847</td>
<td></td>
</tr>
<tr>
<td>Business Environment</td>
<td>0.765</td>
<td>0.928</td>
<td>0.897</td>
<td></td>
</tr>
<tr>
<td>Government Support Adaptibility</td>
<td>0.706</td>
<td>0.905</td>
<td>0.861</td>
<td></td>
</tr>
<tr>
<td>Innovation Capabilities</td>
<td>0.799</td>
<td>0.922</td>
<td>0.874</td>
<td>0.881</td>
</tr>
<tr>
<td>Marketing Performance</td>
<td>0.714</td>
<td>0.882</td>
<td>0.800</td>
<td>0.806</td>
</tr>
</tbody>
</table>

Discriminant validity is a measurement model with indicator reflection based on cross loading to measure all the constructs and to evaluate discriminant validity by comparing Root of Average variance Extracted (AVE) value for each construct with interconstruct correlation in the model. If AVE value for each construct is larger than correlated value among constructs in the model, it can be said that discriminant validity is good (Fonell and Larcker in Ghozalli, 2006). It is recommended that AVE value is larger than 0.50. Composite reliability blocks indicators that measure evaluated construct with one or two kinds of measurement.

Based on the result from Table 2, AVE values for each construct used in this study is above 0.5, as a result it can be concluded that all construct in this study has filled the criteria of discriminant validity. Besides, composite reliability and cronbach alpha for each construct in this study have filled the criteria of internal consistency in which composite reliability value is above 0.7 and Cronbach alpha value is above 0.6.
Inner model testing can be performed to see the relationship between construct, significant and R_square value from the model. Structural model is evaluated by using R_square model to dependent constructs, Stone-Geisser, Q-square test are used to measure predictive relevance t testing, significance and parametric coefficient testing. Based on inner model testing which produce R-Square value, innovation capability construct is 0,881 or 88,1%. It describes that innovation capability construct can be explained by business environment construct, academic transfer knowledge and government support adaptability as 88,1% and the rest is 11,9% explained by factors outside this study. Meanwhile marketing performance construct has R-square value as 0,806 or 80,6%. As a result, marketing performance construct can be explained by business environment, academic transfer knowledge, government support adaptability and innovation capability as 80.6% and the rest is explained by factors outside the study.

Table 3 Hypothesis Testing Result

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Original Sample</th>
<th>Sample Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>T Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Environment -&gt;Inovation Capabilities</td>
<td>0,158</td>
<td>0,158</td>
<td>0,0596</td>
<td>0,059</td>
<td>2,661</td>
</tr>
<tr>
<td>Academic Transfer Knowledge -&gt; Inovation Capabilities</td>
<td>0,325</td>
<td>0,314</td>
<td>0,055</td>
<td>0,055</td>
<td>5,886</td>
</tr>
<tr>
<td>Government Support Adaptibility -&gt; Innovation Capabilities</td>
<td>0,497</td>
<td>0,507</td>
<td>0,067</td>
<td>0,067</td>
<td>7,403</td>
</tr>
<tr>
<td>Innovation Capabilities -&gt;Marketing Performance</td>
<td>0,898</td>
<td>0,892</td>
<td>0,029</td>
<td>0,029</td>
<td>30,802</td>
</tr>
</tbody>
</table>

Estimated parametric significance informs about the relationship among variables. Border to accept and decline proposed hypothesis is ±1,96, it means that if t-statistical value is larger than t-table value (1,96) the hypothesis is declined. Table 3 explains about the hypothesis testing result in this study. Based on the result in Table 3, it can be seen that original estimate value on the relationship between business environment and innovation capability is 0,158, which means that business environment give positive influence as 0,158 on the construct of innovation capability. Besides, t-statistic value on the relationship between business environment and innovation capability is 2,661 > 1,96 (significance rate as 5%), as a result it can be concluded that business environment provide positive and significant influence on innovation capability. Hypotheses 1 is accepted.

Environment is the whole condition and external tendency that surrounds organizational business. Business environment is turbulent and dynamic. As a result, it will cause changing and unpredictable condition to entrepreneurs. These changes will push entrepreneur including SME to think creatively to produce innovation solution, so as to make an organization keeps surviving. Business environment will push innovation capability of SME performer. Academic transfer knowledge positively and significantly influences innovation capability. It is shown from original estimate values on the relationship between academic transfer knowledge on innovation capability as 0,325. T-statistical value is 5,886 > 1,96 (significance rate as 5%) means that the better academic transfer knowledge the larger innovation capability will be.

Academic transfer knowledge is a process from many kinds of knowledge between academician and business performers including SME. The purpose of academic transfer knowledge is to share knowledge that will push new creative ideas to improve innovation capability of SME. The result from this study is in line with previous study.

The result testing of hypotheses on the influence of government support adaptability on innovation capability shows positive and significant result. It can be seen from the original estimate value on the relationship between government support adaptability and innovation as 0,497 which means that the constructs of government support adaptability give positive
influence as 0.497 on the constructs of innovation capability. Besides, t-statistical value on the relationship between government support adaptability on innovation capability is 7.403 > 1.96 (significance rate as 5%). It can be concluded that business environment positively and significantly influences innovation capability. Hypotheses 3 is accepted.

Government role in business world is a vital key to develop micro and macro scale business. These training, funding, promoting and maintaining programs are real support from government to business world. SME is micro business that has low rate ability to keep surviving in such a dynamic world. They strongly demand support and role of government. Government support like programs and policies will provide knowledge and creative ideas that will impact on the improvement of innovation capability of SME. The larger government support the higher innovation capability of SME will be. This study is in line with Ismail (2016).

Coefficient value on the relationship between innovation capability construct on marketing performance is 0.898. It provides an understanding that the constructs of innovation capability positively influences marketing performance as 0.898. Besides, t-statistical value on the relationship between innovation capability and marketing performance is 30.802 > 1.96. Hypotheses 4 is accepted.

Innovation capability is resource uniqueness and it’s rare for each business entity. Innovation capability can help an organization including SME to keep surviving in business world. The ownership of innovation capability can push marketing performance by creating brilliant ideas on how product is marketed to all customers. The higher innovation capability the higher marketing performance will be. The result of this study support previous study that describes on how innovation will strongly influence marketing performance.

5. CONCLUSION
This is a causality study that investigates the influence of business environment, academic transfer knowledge and government support adaptability on innovation capability and its impact on marketing performance of SME in Banten Province, Indonesia. The result testing to all constructs in this study uses partial least square method to show the influence of business environment, academic transfer knowledge construct on innovation capability construct. Besides, this study also finds out that innovation capability positively and significantly influences marketing performance.

This study has an implication both in theory and practice. Theoretically, this study will enrich the knowledge in marketing management field in which innovation capability is significantly influenced by business environment faced by an organization. The role of academic transfer knowledge and optimum government support will also improve marketing performance. Theoretical benefit will provide comprehensive focus and view for the academicians in marketing field, so as they can explore these topics much deeper as a future research. This study will provide solution for marketing practitioners on key factors to improve innovation that impacts on marketing performance. Besides, this study also describes SME actor, academician and government about triple helix model to improve business performer synergy, academicians, government that will finally improve SME quality in Banten Province, Indonesia.
REFERENCES


