

## **Business Growth Strategy : Collaboration -Literature Review-**

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### **Abstract**

The characteristic of life is growth, so does the business. An excellent business is a business that is experiencing growth. Most of researchers believe that business growth occurred by implementing a collaborative strategy, but other researchers doubt on that fact. Researchers also believe that company's ability such as dynamic capability and supply chain management can improve growth business performance. By using these capabilities does collaborative strategy become unnecessary?. The Journal is intended to explore the different point of views as well as describing how the relation between Collaboration and other parameters is. The method used in this paper is just a literature review which collecting the existed previous researchs, then reconstructed into a research paradigm for next research. The result of literature reviews creates a management model that relates between collaborative strategy, competitive strategy, supply chain management and dynamic capability into a single comprehensive form to improve growth business performance.

*Keyword:* Business Performance; Collaborative Strategy;; Competitive Strategy; Dynamic Capability; Supply Chain Management.

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### **1. Introduction**

Penrose (1959), a researcher who initiated the research on business growth stated that business growth is limited by three elements, such as: Internal Firm Ability, External Firm Condition, and Internal External Factors of the Firm. Following Penrose (1959) there were also several researchs on business growth. The reasearch concerning the Internal Firm ability has revealed a concept of Resouse Base View (Barney 1996), Dynamic Capability (Teece. DJ, et al 1997), Core Competence (Prahalad, C. K., & Hamel, G. (2006), and etc. Thereafter, reasearch on the external firm condition has developed the concept of 'Management-Strategic' (Ansoff 1965), 'Low of comparative advantage' (Deardorf, AV 1980), Competitive strategy concept (Porter, ME 1980), 'Structure of competition and competitive advantage' (Porter 1985), Cooperative strategy (Dyer, J. H., & Singh, H. (1998), Strategic operation management (Brown, S, et al 2000), Partnership strategy (Lasker, RD, et al 2001), Alliance Strategy (Ireland, RD, et al 2002), Coopetition strategy (Morish, MH, et al 2007) and others. Meanwhile,



the research for internal-external firm has created the uncertainty and risk concept by Greene, M, et al (1968) and Williams, C. A., & Heins, R. M (1985).

Those results of conducted researchs have given impact to the company business growth, **nevertheless** there were no research that spesifically and comprehensively relate the concept of collaborative strategy with other parameter such as competitive strategy, dynamic capability, and supply chain management, all together creating a model management to develop a company business growth.

## 2. Literature Review

### 2.1 Type of Collaboration

According to Gee, EP (2000) Collaborative Strategy is an attempt of the firm to optimize its business performance through togetherness and cooperation with other parties that mutually beneficial. While Lasker, RD., et al (2001), stated that Collaborative Strategy is a process through several concerning parties, who cooperate together and constructively finding solutions and resolving problems.

Thus, collaborative strategy is triggered by the similar problems that are considered by the company, and then solve it with mutually beneficial relationship with other parties.

Types of collaboration according to Le Roy, F., & Sanou, FH (2014) perspective are constructed from the cooperative pattern with the competition pattern itself, therefore it creates 4 types of relation as seen on Table-1, and 2 types of these relation are types of collaboration (cooperative and coepetitive)

Table-1 : Type of Relation between Collaboration and Competition

Relation	Low Collaboration	High Collaboration
Low Competition	Co-exist	Cooperative
High Competition	Aggressive	Coepetitive

Source : Le Roy (2014)

Type of other collaborations according to Ireland, RD., et al (2002) is alliance. Ireland, RD, et al (2002) stated that alliance is the cooperation between two or more companies in order to increase their company performances, also increasing their competitive positions by sharing resources among those companies that cooperates. While type of collaboration that involved all internal firm potential is described by Wheelen, T.L., et al. (2015) by the concept of Synergy. According to Wheelen, et al (2015) the cooperation between business units or functions units in a firm, therefore the impact of that cooperation among them is able to increase company's income higer than not developing a cooperation.

Therefore, the form of collaboration is devided into external collaboration and internal collaboration. External Collaboration are : **Cooperative, coepetive, and alliance;** whilst collaboration that involves function units of internal firm is **synergy**.

### 2.2 Collaborative Strategy

Several researchs are conducted to increase *business performance* as resumed on Table-2.

Table-2 The Researchs on Collaborative Strategy

Inter relation	Collaborative Strategy	Business Performance
Collaborative Strategy	-	- Eisenhardt, K. M., & Schoonhoven, C. B. (1996) - Stank, T. P., et al (2001), - Cao, M., & Zhang, Q. (2011), - Morris, M. H, et al (2007),



		- Rajasekar, J., & Fouts, P. (2009)
		- Le Roy, F., & Sanou, F. H. (2014)
Competitive Strategy	- Dyer JH (1996) - Dyer JH&Singh (1998) - Doh JP (2000) - Lasker, et al (2001) - Ireland, et al (2002)	- Porter, M. E. (1991) - Bharadwaj, S. G., et al (1993) - Deligönül, Z. S., & Çavuşgil, S. T. (1997), - Klein, J. (2002), - Costinot, A., & Donaldson, D. (2012),
Supply Chain Management	- Stonebarker, PW&Liao J (2004) - Talavera, MG (2008) - Chang KP&Graham G. (2012) - Yan, J, et al (2014) - Kafi F&Fatemi SMT (2014)	- Morash, E. A. (2001) - Akdogan, A. A., & Demirtas, O. (2014), - Zhou, H., et al (2014) - Harsasi, M. (2015). - Handfield, R. B., et al (2015)
Dynamic Capability	- Wernerfelt, B (1984) - Griffith DA&Harvey, MG (2001) - Ensign, PC (2004) - Wang, CL&Ahmed, PK (2007) - Barker, J., et al (2011)	- Teece, D. J. (2007), - Delgado, M., et al (2012) - Lin, Y., & Wu, L. Y. (2014), - Tovstiga, G. (2014,), - Teece, D.J. (2014)

synthesa various sources

This table describes how the interrelationship between several variables, from the results of previous research as follows :

- A. Collaborative Strategy positive impact on business growth
- B. Competitive strategy correlates with collaborative strategy and competitive strategy positive impact on business performance.
- C. Supply chain management positive impact on collaborative strategies as well as supply chain management positive impact on business performance.
- D. Dynamic capability as a positive influence on the collaborative strategy and also positively affect the dynamic capability of the business performance.

From these research, it is understood that business growth can be realized by collaborative strategy together with competitive strategy, and Collaborative strategy will be more effective with the support of supply chain management, and support of dynamic capability.

### 2.3 Next Research Objective

This journal is concerned with how the effect of collaboration on business performance, and how to realize its strategy of collaboration, it is also found that there are gaps that need to be followed up by further empirical research. The results of previous research shows the majority researchers gave positive results, but some are still doubtful.

Chang, K. P., & Graham, G. (2012) concluded that in complex business environment it is suggested to do collaboration. The result of the research revealed that the act of collaboration will lower the cost, therefore collaboration will fix business performance. This result is compatible with the relation object between collaboration and business performance, according to : Cao, M., & Zhang, Q. (2011) who stated that collaboration will give significant impact to company's business performance

However, the researcher Talavera, M. G. V. (2008) reported about the company in Philippines, eventhough the researcher have concluded that collaboration give impact to business performance, but in the reality there were not many companies that adopted collaboration as their business strategy.

Whereas the research of Nakano, M. (2009) stated that Internal collaborative give positive influence to logistics production performance, while external collaborative do not affect logistics production performance. Hooks, J., & Palakshappa, N. (2009) reported that the majority of electrical companies in New Zealand have already done the collaboration , because it is obliged by the regulation.



Masteika, I., & Čepinskis, J. (2015) stated that the result of their research is the combination of dynamic capability with supply chain management that gives positive impact to the business performance. It is similar to the result study of Teece, D. J. (2014) that dynamic capability becomes one of the factors to increase business performance. Also similar to the result study of Morash, E. A. (2001) that Supply chain capabilities gives positive impact to business performance. The similar statement also delivered by Vanpoucke, E., et al (2014) who concluded that integrated supply chain management gives positive impact to cost efficiency.

The result of this study is not in accordance to other results of studies. Wang, C. L., & Ahmed, P. K. (2007) concluded that the impact of dynamic capability to the business performance is complex. The research result of Beske, P. (2012) stated that the impact of dynamic capability and supply chain management to the performance is necessary to be taken to further study. Likewise, research results of Nedzinskas, Š., et al (2013) stated that the Dynamic Capability gives positive impact on non-financial performance of the company, but there was no impact to the financial performance of the company.

This Confusion need to be taken to further research with reseach objective as follows :

- A. Is the dynamic capability and supply chain management affects positively influencing collaborative startegy? either simultaneously or partial
- B. Is the dynamic capability and supply chain management affects positively affect competitive startegy? either simultaneously or partial
- C. Is the dynamic capability and supply chain management busines affect positively affect performance? either simultaneously or partial
- D. Is the Strategy and Competitive Strategy Collaborative affect positively to busnissness peformance? either simultaneously or partial
- E. Is the dynamic capability and supply chain management busines affect positively affect performance, through a collaborative strategy? either simultaneously or partial
- F. Do dynamic capability and supply chain management busines affect positively affect performance, through a collaborative strategy? either simultaneously or partial

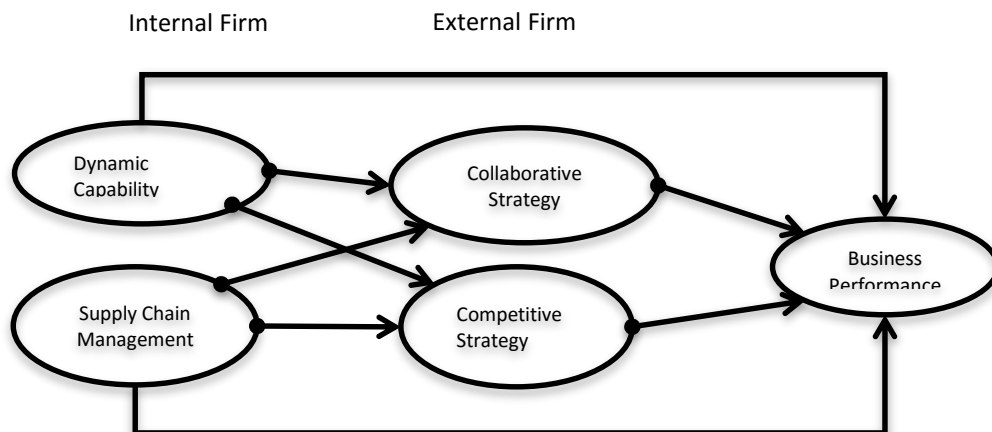
The reseach paradigm will be examined later in the doctoral program Universitas Padjadjaran as follow on picture-1

### **3. Data and Methodology**

BPS (Central Bureau of Statistics Indonesia Authority) has issued its monthly report “Laporan Bulanan Data Sosial Ekonomi Maret 2017” that the industrial development of information and telecommunications technology has growth since 2012 until 2015, the year 2012 amounted to 4.24; in 2013 amounted to 4.50; 2014 at 4.59; and in 2015 amounted to 4.83 on a scale of 0-10. This data is good enough to be a strategic collaborative research object for business growth in the information and telecommunication industry.

In this paper only a literature review of previous studies and construct future research plans, but in the next research plan submitted research methodology as follows: The object of research is collaboration on digital business telco in Indonesia. Analysis Unit In this study is all business units and subsidiaries of all companies digital telco in Indonesia and listed on the Jakarta stock exchange, which is about 42 units of analysis. Each unit of analysis will be sampled with quetioner to 5 people, bringing the total to 210 samples. Statistical analysis will use the PLS.





Picture -1 : The Research Paradigm on Business Growth Strategy Research

The methodology used is quantitative, descriptive, and samples for all the units of analysis. Sources of data obtained as primary data and secondary data. Primary data needed from each of these companies is the response of the questionnaire related to the variable that is the object of this research, and interviews with officials or staff involved and make observations. Secondary data were obtained from the annual reports of each company, which is accessed from the website of each company.

#### 4. Discussion : Collaboration Effectiveness

Collaboration Effectiveness would be even better if the contribution or its impact on business performance is getting better. Effectively Collaboration Strategy can be optimized by identifying what factors that influence Collaboration, also what factors that goes along Collaboration could increase business growth. On the picture-1 of business growth research paradigm, it describes on how the position and the relation of collaboration with other parameters in the business growth context.

Hypothesis concerning collaboration can be described as follow :

- A. Dynamic Capability and Supply Chain Management give positive impact to Collaborative Strategy simultaneously or partial.
- B. Dynamic Capability and Supply Chain Management give positive impact to Business Performance through Collaborative Strategy simultaneously or partial.  
This hypothesis indicates that the effectiveness of collaboration to improve business performance is influenced by dynamic capability supply chain system of the firm simultaneously or partial.
- C. *Collaborative Strategy and Competitive Strategy* give positive impact to *Business Performance*, simultaneously or partial.  
This hypothesis indicates that the effectiveness of collaboration to improve business performance will be more effective by harmonizing competitive strategy simultaneously

##### 4.1 Dynamic Capability

According to Helfat, et al (2009), Winter SG (2003), and Wang, CL & Ahmed, PK (2007), Dynamic Capability is the company capability to response to the change of internal or external condition of the company by creating, adding or modifying all company resources in internal or external condition of the company. The company's capability according to Wang CL & Ahmed, PK (2007) consist of : Adaptive Capability, Absorptive Capability, and Innovative Capability. Adaptive capability is the capability to adjust itself to the change of environment internally and externally. Then, Absorptive Capability is the company's capability to detect the environmental changes that give negative impact to the firm. Meanwhile, Innovative Capability is the capability of the company to develop new products or fixing the existed products.

Beside the adaptive capability, absorptive capability, and innovative capability, according to Winter SG (2003)

the company need to add one more capability that describes New Capability of company that is relevant to the issues faced by the company.

The research will prove that collaboration Strategy will not be effective if the company doesn't have the dynamic capability.

#### 4.2 Supply Chain Management

The definition of *Supply Chain Management* according to Swink, M., et al (2011) is a management of products supplies and services, start from designing process until the act of delivery to the customer. Including the process that consist of involving units from supplier line until delivered to the customer, whether it is a material flow or informations flow.

Cohen, S., & Roussel (2004) described 5 (five) pilars that turn supply chain management system into something that is able to increase company performance. Those five pilars are : harmonizing supply chain management that is operated with its business strategy, developing the end to end process of design, building exact collaboration, operating advanced supply chain management organization, using relevant key performance indicator to boost the supply chain management performance. Cohen, S., & Roussel (2004) believe that by implementing those Five pilars, the company will get excellent business performance.

Collaboration related to supply chain management occurs on two different processes, which are collaboration on the process of product and services supply, with collaboration on the competition process in the market. Collaboration at the level of product and goods supply according to Cohen, S., & Roussel (2004) is the effort to decrease production and services cost, therefore the impact of business performance will be getting better. On the contrary, concerning the Collaboration on the competition process in the market according to Cohen, S., & Roussel (2004) is that supply chain management should adapt that strategy. The adaptation is intended to make the system works flexible, identifying which part of the system that needs to be strengthen and which part of it that needs to be strengthen by the external party.

The research will prove that supply chain management will impact to make more effectively collaboration strategy.

#### 4.3 Competitive Strategy

According to Barney, JB (1997) the *competitive strategy* is the company effort to reach high bussiness performance level in the market and industry above competitor. Barney, JB (1997) differentiate between *competitive strategy* done by the business unit and *competitive strategy* done by the corporation. *Competitive strategy* done by business units is Cost leadership, Product Differentiation, Flexibility, and Tacit Colution. Meanwhile *competitive strategy* done by the company are *Vertical Integration strategies, Strategic Alliance, Merger and Acquisitions, and International Strategies*. From the description of Barney, JB (1997) the essension between competitive strategy and collaboration strategy are used simultaneously, because actually the essence of *Vertical Integration strategies, Strategic Alliance, Merger and Acquisitions, and International Strategies and tacit colution* is collaboration, and the collaboration is used to be the way to receive better business growth than the competitor, and that is essentially a competitive strategy.

The Barney, JB (1997) point of view has strengthen the hypthohesis that collaboration strategy and competitive strategy will give positive impact to the business growth simultaneously or partial. Therefore, Collaboration Effectiveness will be much even better to be implemented simultaneously with competitive strategy.

### 5. Conclusion and Recommendation

- A. Collaboration is one of the solutions that is necessary to be taken by the company to solve any problems faced by the company, cooperated with other parties who have similar concern.
- B. Collaboration Strategy could give positive impact on business growth.





- C. The integrated Collaboration Strategic, Competitive Strategic, Dynamic Capability, and Supply chain management could be a management model, in improving business growth. The comprehensive research on that management model is necessary to be conducted.
- D. Collaboration Effectiveness will be getting better if the contribution or its impact on business performance is also getting better.

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