ROLE OF SUPPLIER AND CUSTOMER COLLABORATION ON ENHANCING INNOVATION PERFORMANCE: A KNOWLEDGE-BASED VIEW PERSPECTIVE

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Abstract

Knowledge-Based View (KBV) is a theory of a firm that believes that knowledge is a valuable asset for a company to achieve superior performance and business sustainability. Essential knowledge might be available in external stakeholders, and a firm needs to make a combination with internal knowledge. A firm needs to collaborate with its suppliers and customers to get access to appropriate external knowledge and will be able to increase innovation performance. This study uses literature review to understand the relation between supplier collaboration, customer collaboration, and innovation performance. Current research shows a positive influence of supplier collaboration and customer collaboration on innovation performance. This study is still conceptual, therefore quantitative research will be required to verify the argument in the future.

Keywords: supplier collaboration, customer collaboration, knowledge-based view.

1 Introduction

A company has internal knowledge that is created as long as it carries out internal processes and interacts with its environment. Collaboration between a company and others is an efficient mechanism for the transfer and integration of explicit knowledge (Grant, 1995). Collaboration among companies allows the combining of various complementary knowledge and creates joint knowledge which will result in a collaborative benefit that is known as relational rent (Singh, Sharma, Hill, 2013). Research in the context of collaboration has been growing since the pandemic covid-19 and the rise of uncertainty. An example is Haywood (2020) who argues that the tourism sector recovery post-pandemic COVID-19 needs collaborative action between the tourism industry, communities, and people around tourist attractions. Čorak et al. (2021) adds other parties to collaborate to recover the tourism business, those are the government, universities, and research institutions.

Foss (1996) explains that a company is a collection of of knowledge connectivity that is formed due to the work activities of its employees and the accumulation of social knowledge, and therefore this knowledge is specific to the company. This point of view strengthens the complementary of one company's knowledge with that of another company, especially in the context of facing environmental uncertainty. There is no single standard method for addressing environmental change because the contexts encountered will vary.

Company knowledge has five characteristics so that it can be collaboratively utilized, those are transferability, capacity for aggregation, appropriability, specialization in knowledge acquisition, and the knowledge requirements of production. Transferability shows that knowledge in one

company can be transferred to other companies and between individuals. Capacity of aggregation is associated with knowledge collection by individuals or companies. Aggregation of various knowledge will be easier if there is a common language to express that knowledge. Appropriability of knowledge explains that knowledge is specific for a company or an individual, in line with internal and external interaction within time, for example when a company faced several problems or tried to find some solutions. Specialization in knowledge acquisition means that there is a limited capacity in every person or company to acquire and store knowledge and also to create new knowledge. Therefore knowledge that is created inside a company will become specialized in particular areas. The last is knowledge requirements of production which appoints knowledge as an input of production and source of value. Company productivity is knowledge-dependent, and machines are manifestations of knowledge. Integration of knowledge within the company raises the company's ability to handle a matter or carry out certain business processes (Grant, 1996).

A company can gain knowledge from its suppliers and customers. Collaboration allows a company to create unique knowledge, which is derived from a combination of complementarity knowledge when a company needs to solve problems or develop products and services (Singh, Sharma, Hill, 2013). Recently, the role of knowledge in supplier collaboration has attracted many researchers. Knowledge-based view (KBV) is widely used in supplier collaboration research. For example, Kengatharan (2019) uses a knowledge-based view to study the relationship between intellectual capital and productivity, as well as the mediating effect of productivity on the relationship between intellectual capital and company performance. Another article was written by Rosell et al. (2017) where he used a knowledge-based view to explore and explain the characteristics of knowledge integration approaches and mechanisms for integrating external supplier knowledge into the company.

Customer collaboration is also an important source of knowledge for companies. Customer collaboration involves feedback from consumers as well as providing new ideas for companies to develop products according to customer demand (Statsenko & Corral de Zubielqui, 2020). The company will also have complete information about market changes and can quickly take advantage of market opportunities (Morrish & Jones, 2020). Several studies explain the role of knowledge in consumer collaboration. Alani et al. (2019) tried to reveal the mediating effect of customer knowledge management on the relationship between strategic orientation and product innovation. Sindakis et al. (2015) uses knowledge management to examine the role of interactions between transportation stakeholders and transportation service users in creating innovation in public transportation services.

Many research that uses knowledge-based view as a main theory still have several development opportunities in terms of innovation. There is a need for a comprehensive explanation in the relationship between supplier collaboration, consumer collaboration, and innovation performance. Binder (2019) expressed the need for further understanding on how the cooperation network influences dimensions of knowledge and its benefits for innovation. He explored several studies in the field of cooperative networks and organizational learning and found cooperative networks provide new knowledge. The company will be able to exploit the knowledge of other companies and make real innovations. This finding is supported by (Pham et al., 2019) who concluded that Further exploration is needed to explain how complementary knowledge resources and technological development can increase innovation capacity, and Sindakis et al. (2015) who argues that there is still a need to explain the role of knowledge management in reducing the gap between consumer needs and the supply of innovative products.

This research question is about how supplier and consumer collaboration increase innovation performance. To be able to answer the research question, we use several existing literatures that

relate to knowledge-based view, supplier collaboration, customer collaboration, and innovation performance. Afterward, we compose prepositions based on the findings.

2 Literature Review

2.1. Knowledge-Based View

Knowledge-based view in the context of company collaboration was revealed by Grant (1995). According to Grant, a company is creating, storing, and applying knowledge to get a competitive advantage and maintain business existence. There are five characteristics of knowledge explained by Grant, those are : (1) knowledge is a primary source to create added value and significant results; (2) knowledge includes information, technology, know-how, and skills; (3) knowledge is acquired and stored by individuals; (4) human beings have limited cognition and time that makes individual knowledge is specific; (5) the process that turns input into output needs a combination of various knowledge.

The basic assumption of KBV is that complementary knowledge gained from collaboration with suppliers and consumers is the key to a company's success in producing high-value and competitive output. Sometimes the necessary knowledge may not be available within the company or in the secondary market, and collaborative knowledge is an appropriate solution. A company needs superior knowledge to perform activities efficiently (Foss, 1996). He wrote that managers of a company need to identify knowledge that is needed by the company, and also get access to it. This process is called knowledge sourcing, which is a very important stage of joint knowledge creation. External collaboration is very important to update knowledge within the company and develop new knowledge through intensive communication, thereby collaboration provides research and development capabilities for the company (Eisenhardt & Santos, 2006), which explains that knowledge plays an important role in fostering innovation (Alani et al., 2019).

Collaborative knowledge can help a company to improve products and services, operate at lower costs, and meet stakeholder needs (Denicolai et al., 2014) . Types of knowledge that are needed by the company to increase innovation performance are available in their suppliers and customers. This relation can be explained by looking deeper into the dimensions of supplier and customer collaboration.

2.2. Supplier Collaboration

Supplier collaboration has been defined by several literatures. Seo et al. (2016) defined supplier collaboration as a cooperative mechanism between companies and suppliers to create, retrieve, combine, and use internal and external knowledge. Pradabwong et al. (2017) defined supplier collaboration as several activities aimed at mutual benefit and profit maximization for the collaborating companies, through coordinated planning and results in the area of the supply chain. Meanwhile Aboelmaged (2018) stated that supplier collaboration is a company's ability to expand supplier involvement in the purchasing process and monitoring environmental standard qualifications, with the main purpose is to sharing capabilities and determining collaborative strategies and their implementation, to improve upstream and downstream supply chain performance.

According to recent research, supplier collaboration has seven dimensions (Mofokeng & Chinomona, 2019; Zhang & Cao, 2017). The first dimension is information sharing which provides a flow of data and knowledge from suppliers to the company and vice versa. Second is goal congruence which binds suppliers and companies to work together to achieve certain goals.

Third is the synchronization of decisions that result in the alignment of the production process within the company with the supply prepared by the suppliers. Fourth is incentive alignment which involves the process of balancing the benefits gained by the company and suppliers during the cooperation. Fifth is resource sharing which allow the utilization of complementary resource between a company and its supplier to create collaborative benefit. Sixth is collaborative communication which shows the existence of various channels of communication and also intensity of communication that are carried out to reduce misinformation and improve the alignment of future production planning and product development. The last dimension is joint knowledge creation which describes a process of forming knowledge in a collaborative network, consisting of a combination of a company and its supplier's knowledge to solve problems and provide competitiveness, as well as added value.

Several articles provide evidence about how supplier collaboration can improve innovation performance. In the long term, supplier collaboration enable a company to share information and develop production, and also adjust its business process (Mukhsin & Peranginangin, 2021) which will result in achieving collaborative benefit, such as fostering competitive advantage through a flow of resource and information. The company will enjoy efficiency and higher productivity (Uvet et al., 2021). Supplier collaboration also improves company performance (Yunus, 2018), such as higher customer satisfaction (Mofokeng & Chinomona, 2019) and customer responsiveness (Ho et al., 2020).

2.3. Customer Collaboration

There are various definitions of customer collaboration. The concept consists of value co-creation and customer participation. Customer collaboration is a process consisting of interaction and negotiation between a company and its customers to create a value proposition (Fidel et al., 2016). In terms of customer participation, customer collaboration is an integration of consumers into company activities, by sharing needs and solutions as input into the company's work processes. Examples of customer participation are new ideas, knowledge exchange, and co-development (Morgan et al., 2018). From the co-creation point of view, customer collaboration can be defined as an active, dynamic, and social process of interaction and relationships between the company and external stakeholders aimed at producing new products (Markovic & Bagherzadeh, 2018). Customer participation is not only providing knowledge but also changing needs and solutions as an input on product development (Chang & Taylor, 2016).

Dimensions of customer collaboration are synthesized from two concepts, those are co-creations and customer participation. Dimensions of co-creation that are also found in customer collaboration are knowledge sharing, increasing customer ability and willingness to contribute, and interaction with customers (Ranjan & Read, 2016). From the customer participation point of view, there are five dimensions. Those are preparedness, joint planning, resource sharing, joint problem-solving, and relational bonding (Kumar, 2020). Preparedness is the readiness of consumers and companies to form coordinating relationships and jointly measure their success. Joint planning is indicated by the initiative to form collaborations and explains several things such as strategies and work programs that can improve coordination between companies and their consumers. Resource sharing consists of knowledge and resource flow between a company and its customers. Joint problem solving is demonstrated by resolving conflicts together and measuring the contribution of each company in cooperation along with the results achieved. Relational bonding is shown by the formation of a collaborative culture and stronger cooperation.

Consumer collaboration provides consumers with the opportunity to participate in the design process of goods and services (Ranjan & Read, 2016), and the company gains knowledge about

consumer needs and expected solutions (Chang & Taylor, 2016) that result in perfectly meeting mutual expectation (Tseng & Chiang, 2016). Therefore, any innovation that involves consumers in the design and development of products and services will increase the acceptance of the company's products and services.

2.4. Innovation Performance

The definition of innovation performance in the recent literature shows the outcome of innovation. Innovation performance is the creation of new products and services and the amount of income they generate (Li, 2020). Innovation performance can also be defined as the proportion of income generated by sales of new products or products developed to the company's overall revenue (Ferraris et al., 2020). Innovation performance is also demonstrated by the speed and timeliness of the distribution of new products to the market (Abdallah et al., 2019).

The dimensions of innovation performance based on the existing literature consist of the variety and number of products produced in a certain time (Dekoulou & Trivellas, 2017; Statsenko & de Zubielqui, 2020), the proportion of profit generated by the innovative product (Mokhtarzadeh et al., 2020; Xie et al., 2021), and the speed at which innovative products are offered to the market (C. Wang & Hu, 2017).

Innovation can produce a variety of products as well as new features and types of services. Innovation performance can also be seen from the number of products produced, for example, creating new tour packages as many as the market needs or combining tour packages to give a rich experience for tourists. Successful innovations can also produce a better proportion of product profits, due to the efficiency of the production process or higher price based on extra value added. Innovation also allows the company to deliver products faster to the market because innovation in the production process can speed up product creation.

Innovation performance is related to the suitability of the innovations carried out by the company, availability of resources or raw materials, and alignment with the needs of its consumers. Based on co-creation point of view, there is a flow of information and knowledge to the company so that innovation performance increases. Innovation performance also connects with availability of resources provided by its suppliers (Ko et al., 2018) and knowledge from the customer as input in resource combination process, which results in meeting customer needs properly (Tsou et al., 2019).

3 Methodology

This study reveals the relationship between supplier collaboration, customer collaboration, and innovation performance from a KBV perspective. In this study, a literature review was conducted to understand KBV and establish a theoretical relationship between supplier collaboration, customer collaboration, and innovation performance. A literature review contains an overview of literature related to theory, theme, or methods and synthesizes existing studies to explain the main idea of an article based on relevant knowledge (Paul & Criado, 2020). From the literature review, we develop prepositions that answer research questions.

4 Result and Discussion

4.1. Impact of Supplier Collaboration on Innovation Performance

Dimensions of supplier collaboration that are suitable with KBV are information sharing and joint knowledge creation. The relationship between supplier collaboration and knowledge creation as well as innovation has been explained by several studies. Li, (2020) explained that there is a connection between companies and their suppliers that allow the flow of knowledge. Knowledge from suppliers covers the type of raw material, delivery time, and how to use the material in a production process. A company needs this knowledge to produce products and services. For example in the production process, the plant manager needs to know how to combine raw materials or convert them into a product. A company also needs to synchronize raw material delivery time with its production schedule, so that it can deliver on time to customers. Moreover, a company needs to use raw materials efficiently according to some information from suppliers.

Knowledge diversity is found to have a positive impact on various knowledge combinations will result in higher innovation performance (Wang et al., 2018). When a company plans to increase product variance, it will need more knowledge combination in the field of raw material and production process. Supplier collaboration also causes knowledge accumulation (Tsou et al., 2019), so that a company will be able to utilize acquired knowledge and foster product and service innovation.

Several studies show that supplier collaboration has a positive impact on innovation performance. Haus-Reve et al. (2019) found that supplier collaboration provides companies with the information they need regarding the needs of their customers, and how to co-develop solutions with their suppliers. The author also explained that innovation occurs in two areas, those are supply chain collaboration and scientific collaboration. Scientific collaboration's influence on innovation performance is higher compared to supply chain collaboration. Liao et al. (2021) examined the relationship between supplier collaboration and innovation capability and found that supplier collaboration fosters innovation capability. From the arguments above we conclude that the stronger the collaboration between a company with its suppliers the higher innovation performance will be.

Preposition 1: Supplier collaboration has a positive impact on innovation performance.

4.2. Impact of Customer Collaboration on Innovation Performance

In the concept of customer collaboration, knowledge sharing is a dimension that is strongly connected with KBV. (Xie et al., 2016)explained that consumer collaboration influences knowledge transfer performance. Collaboration heterogeneity can improve knowledge transfer performance because the company has access to many sources of knowledge and can develop better combinations. Knowledge is the main component of innovation, therefore higher knowledge flows create better innovation performance. Fidel et al., (2016) explained that consumer collaboration involves interaction and negotiation between the company and its consumers to create a value proposition. Wang et al., (2016) argued that companies that involve consumers will know market needs and demands better and respond quickly with innovation. Consumer-oriented companies will produce new goods and services that can be accepted by consumers, both in terms of product features and timely delivery. Thus the company's innovation performance will increase.

The positive impact of customer collaboration on innovation performance was found by Hameed et al. (2018). The author assumed that the company is an open organization that revies external

knowledge. Knowledge from consumers provides the right information for R&D that supports innovation process and therefore able to increase innovation performance. In their research, Markovic & Bagherzadeh (2018) found that knowledge from consumers has a positive effect on innovation through the flow of knowledge. The author argues that an active and dynamic relationship between a company and its customers provides knowledge and information to companies to create products that match changing consumer needs and improve innovation performance.

Various literatures above explain that a company that collaborates closely with its customers will get higher innovation performance. This can happen because the company has complete knowledge about changes in market needs so that they can provide products and services that are accepted by the market and create profit. We can conclude that the stronger the collaboration between a company with its consumers, the higher it will achieve innovation performance.

Preposition 2: Customer collaboration has a positive impact on innovation performance

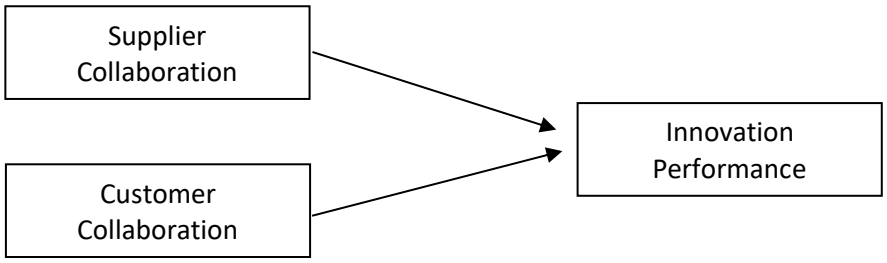

Figure 1. Conceptual Model

5 Conclusion

KBV explains that knowledge is a valuable asset for companies to innovate in terms of products or services. In achieving superior performance, a company needs to combine various types of knowledge, including external knowledge owned by suppliers and customers. Innovations that are formed based on knowledge from suppliers and consumers will achieve expected profit that comes from high product acceptance by market and production efficiency. Innovative products and services can also be distributed to consumers on time, according to market needs. A company can also creates new product and services variance that will meet new market demand.

This research is still limited to reviewing literature and answering research questions based on existing theories and scientific articles. To better understand the influence of supplier and customer collaboration on innovation performance, the conceptual model in this research can be tested quantitatively, both in the goods and services industry.

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