

Take Advantage of Tourism Development Opportunities Through Hybrid Business Activities in Indonesia

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Abstract. This research was conducted in three cities that have the highest number of hybrid entrepreneurs in Indonesia. The approach in this research is to prioritize primary data by looking for facts in the field related to hybrid entrepreneurial activities. The total number of business owners is 73 people spread across Surabaya, Malang, and Denpasar. Where these entrepreneurs have managed to run their business well in a hybrid way for approximately six years. Based on the research we did, we found that there were four main factors supporting their success in running a hybrid entrepreneurship, that is digital promotion, product identity and legality, resource strength, market analysis capabilities. Based on associative analysis and testing, it is proven that these four variables have a significant influence on hybrid entrepreneurial activities. The limitation of our research is that it does not include a wider range of forms or types of variables. It only involves four variables whose strength has been recognized by entrepreneurs in the three cities. The implications of this research activity will be to be able to provide a clear picture of the development of hybrid business activities and what aspects should be considered for someone when they want to start a hybrid entrepreneur. There has never been and there are not many references to research activities that specifically discuss and examine hybrid entrepreneurial activities.

Keywords: Ability and strenght, hybrid entrepreneur, asosiatif analysis.

INTRODUCTION

The easing of the COVID-19 pandemic has left various problems in the economic world, many individuals or workers have lost their jobs and then switched professions, many industries are closed and not operating because they are unable to survive. Many do not work and think how to survive. Such conditions force many people to be creative and try to do business in the economic field. As a result, many small businesses have sprung up that are run by the community to support the family's economic life. The growth of various kinds and forms of home-based businesses that eventually grow into micro-enterprises due to the expression of individual strengths and skills that are forced when economic conditions are not conducive to running a business with normal conditions. Why is it easy for a home-based business to appear in the family environment, for various reasons, including imitating other people's successful businesses, trying their luck because each family actually has expertise in a particular field that has the opportunity to be used as a business and support the family economy when jobs are not reliable when the economy is in recession and not profitable.

Actually, micro-enterprises owned by a family or family group generally come from home-based businesses that are able to develop well because the business is well managed and focused. So that in a certain time it can grow bigger. In fact, if a home-based business is managed better by involving various parties such as the government, the private sector, academia and consultants, of course, a home-based business has the potential to grow and develop better, become bigger and professional which in the end is able to support the national economy. Most home-based businesses develop without good attention and support from various relevant agencies, so that these businesses develop and grow as they are, even less professional.

Various training and assistance should be appropriate for home-based businesses or micro-enterprises so that they can develop faster, such as training in the field of production processes, training on the use of alternative raw materials, online sales training, online shop design training, sales network design training and many more. Other trainings that have a positive contribution to their activities to progress faster include brand rights training for their products and product legality certification. Because currently in the era of business digitization, there is no market limit when business actors sell their products, especially through online media.

Increasing the advantages of micro-enterprises must be viewed from many angles, because many factors influence it. These factors can be divided into two, internal factors and external factors. Problems regarding the application of hybrid marketing are still often found in the management of micro-enterprises in East Java, the main cause of mentoring and training activities in this field is still not implemented optimally. For this reason, it is necessary to cooperate with all parties between the government, private institutions, academics and other parties who have relevance in the field of hybrid marketing. On the other hand, there are many changes in the environment such as the rapid development of information technology, business actors who are not yet familiar with these changes should be a top priority, they are a priority for change. The goal is that they are able to fit in all conditions, both traditional and modern. So that slowly and in the long run they are able to compete with their own strength. Many business actors in East Java in particular have mainstay and superior products, but because they are not accompanied by improvements in their internal strengths, their products are just ordinary products that are not touched by the market, and are not touched by change. One step that is not too difficult to do is to instill hybrid power in the field of marketing to these micro business actors according to the conditions and demands of the times (Brewer & Gibson, 2014). With the application of the hybrid method, slowly their business activities and products become changed and more easily recognized according to changes in consumer behavior and market desires.

LITERATURE REVIEW

Hybrid Marketing Model

In the world of marketing, the term hybrid arises because of a method that combines the traditional and online marketing capabilities of business actors in managing their business according to the latest technological developments, so that from this combination will give birth to a complete strength that has been applied for a long time in efforts to improve marketing activities. . With a hybrid in the marketing field, the marketing process will be faster, more accurate and more effective, because it uses digital media. Many micro-enterprises that have superior products are only satisfied with the traditional ways they do, eventually they forget the process that the next most important business development is product and service development. They do not realize that one product has a life cycle and can be saturated in the eyes of consumers, in the world of marketing, once there is a new product from a competitor, then consumers can easily switch to another product. With the development of a hybrid marketing pattern, the cycle of business and product will be maintained (Malabay et al, 2016).

In the short term, actually the implementation of hybrid in marketing activities is able to increase product introduction to consumers, through attractive advertisements, flexible packaging displays, and more attractive promotional offers. This condition is able to increase interest and ultimately increase product demand and sales (Firmansyah, 2020). Even though the Society 5.0 era seems difficult to implement, all micro-enterprises must be able to implement it, because in this era every micro-business owner must be able to adopt the latest technological developments, both web-based and mobile-based. With the adoption of the latest technology, all communication activities and processes become faster in finding, seeking and cooperating with business partners and being able to more quickly improve services to customers or customers who in recent years have demanded that everything be fast and practical. This condition must trigger micro business actors to improve quickly, by adjusting all forms of internal business processes to become more modern and based on information technology, so that the business they run does not lose market share. The role of the development of information technology today is very fast, this condition is actually beneficial for micro business owners in the field of communication and seeking information related to the management process, cooperation process, product introduction, sales process, payment and so on. Therefore, micro business owners must be responsive to take advantage of these advances and changes to be able to obtain all forms of financial and non-financial benefits.

Based on research results Bicho et al. (2017), several factors that can support the success of hybrid marketing are product brands, product strengths, product competitiveness, the products offered must be in accordance with consumer desires. Then the combination of marketing models is a combination of traditional marketing models that have been carried out by micro entrepreneurs and combined with new marketing methods that are more modern and adopt advanced technology. What is conveyed is indeed true, because the company's customers generally consist of old customers and new customers (Jan, 2013). Where old customers may be accustomed to marketing, promotion and advertising patterns that are delivered in accordance with the perceptions of old consumers, while new consumers or customers may have different perceptions, placing more emphasis on technological advances when consumers ask for or buy products in terms of ordering models. , the method or form of delivery of goods, payment methods, even how to make a complaint if there is a loss that occurs to the consumer. Such a pattern of consumer behavior must be distinguished and still get the service that consumers want. Because in the marketing and sales process, it cannot be justified if the seller or producer imposes a certain will on their customers or consumers because such actions can cause counter-productivity to business activities.

Understanding of Hybrid Entrepreneur

Fundamentally or simply, based on the results of research conducted by Folta et al (2010), In the study it was explained that hybrid entrepreneur is the implementation of entrepreneurial activities carried out, to try challenges or find new or additional income even though the person concerned already has a permanent job in an agency or institution. If this hybrid activity is successful, then a person has the opportunity to achieve success in piles. The same thing was also expressed by Byun et al. (2019), in the study it was said, when someone is trying to find additional income, there is actually something that causes, among others, pressure at work, boredom, classic problems with coworkers, wanting to try to apply challenges in the field of entrepreneurship and much more that a person experiences so that he becomes motivated. to carry out business activities in a hybrid manner. Because if the business being carried out is successful, then he no longer needs to feel pressured from anyone and is relaxed about living it. This is the avoidance of a person when they encounter a situation that does not allow them to fight or overcome, so that this hybrid activity is born in the field of entrepreneurship.

Stimulus for the Emergence of Hybrid Entrepreneurs

According to Solesvik (2017), in his research said that a hybrid entrepreneur appears when someone tries to combine the two strengths in him to become a global class entrepreneur. This strength, an individual works in another company to learn something until they understand and are proficient then the knowledge he gains is used or applied to manage his own business so that it can grow and develop in the future. While the opinion of Brewer & Gibson, (2014) disclose hybrid entrepreneurs is a transfer of self-power that initially a person only acts as an ordinary employee in a particular company, because he gains extraordinary knowledge and knowledge, then that person finally tries to enlarge his business activities to become faster. By working elsewhere, some important aspects of developing a business can be obtained as capital for self-strength when a person is really serious about managing his business activities in a focused manner so that he can run stably in the future without experiencing obstacles. So it can be concluded that if someone wants to develop quickly when he runs a business, he must have enough knowledge, knowledge and very deep understanding and focus when he decides to run and own his own business. Without this phase the probability of failure is quite large. We can think that when we manage other people's gardens, we can learn many things about seeds, fertilizers, how to cultivate land, plant care processes and so on. When we understand correctly, then one of our trees is grafted, then we plant it in our own garden with a method that is almost the same as what we learned on our own in someone else's place or garden. Hybrid can also be interpreted as managing a business in the old or traditional way but we develop ourselves to be more modern with all the strengths and abilities we learn ourselves. The end result that we get is not much different from other efforts that have been advanced but are carried out with slightly different methods. Thus we can know why someone wants to become a global entrepreneur, of course that person has gained the strength and knowledge that can be used as the key to success moving forward. The capital to gain self-strength comes from the opportunities that individuals get to deepen and focus more, as a thorough preparation in running their business (Ciambotti & Pedrini. 2021). This factor is not easily obtained by other people when they want their business to develop more advanced. The process of mastering skills and knowledge about a particular business is a process of transferring knowledge from other people's businesses that we are in well, to absorb the keys to success, then secretly used as strength or capital in running the business

that we build. In this way the level of success is easier to achieve compared to using different methods which are sometimes full of risk of failure (Grassl, 2014).

Tabel 1. Percentage of entrepreneurs in several countries in 2020

Country	Total Population	Number of Entrepreneurs	Percentage of Number of Entrepreneurs
United States of America	411.552.000	56.820.000	14%
China	1.506.750.000	221.340.000	15%
Singapore	6.115.000	730.000	12%
India	1.609.330.000	131.940.000	8,0%
Indonesia	284.560.000	7.114.000	2,5%

Source: ANTARANews (2021)

Table 1 above shows that the number of entrepreneurs in Indonesia is still very small compared to the total population. Among the four other big countries in table 1, Indonesia occupies the fifth position with the number of entrepreneurs not more than 3%, a very small number when compared to other countries. The number of micro, small and medium enterprises in Indonesia is relatively large, that is almost 65 million business actors, of which 50.6% are micro-enterprises and the remaining 49.4% are small and medium-sized enterprises (AntaraNews, 2021). This condition is a big enough potential to be developed in the future in growing interest and willingness in the field of entrepreneurship. This number has the potential to become entrepreneurs if the government and related parties are able to empower them in all ways according to the facilities they need. Indonesia is currently working hard to develop a digitization system for MSME players through the implementation of QRIS, a standard QR Code payment system for the Indonesian payment system developed by Bank Indonesia and the Indonesian Payment System Association (ASPI), so that the transaction process can be carried out using a pull payment method. merchants through acquirers charge payments directly to customer accounts. This QRIS system has the potential to help and support and become one of the important facilities that must be developed to accelerate the progress of MSMEs in Indonesia. With this method, it is easier for any business actor located in Indonesia to connect and conduct trade transactions with buyers from any country quickly and accurately.

Cause of Failure Hybrid Entrepreneurs in Indonesian

Although a hybrid entrepreneurs is able to claim himself as a business actor who is able to recognize and master various aspects of driving business progress, there are still many hybrid entrepreneurs who fail to run their business, the failure is divided into six main factors (Putri, 2020):

1. The business is developed in a small and limited market condition, the product differentiation offered is minimal and unclear, the product position is poor, business actors do not understand the wants and needs of customers. Product marketing seems forced.
2. The first condition above has an impact on the second factor, that is the process of returning the investment rate that has been issued so far has been slow and low, this condition greatly affects the smooth running of the business, if this condition arises then slowly the business being carried out will stagnate and then close or fail.
3. Misunderstanding consumer culture when the product is introduced, so to build an image about the product takes a long time, and eventually it is difficult to develop, this condition is common when the product is developed in a relatively new market, the possibility of failure tends to be high.
4. Technical failure, that is the product has low benefits and usability in the eyes of consumers, packaging design is unattractive and unable to create attractiveness, and low communication in promotion so that it cannot enter the segment targeted by business actors.
5. Organizational failure, sometimes problems arise when the business begins to be operational, many individuals who join do not have a mature soul in running the organization, low spiritual strength, make wrong decisions and individuals who join are not supportive, because the business is run too

forced. Finally, the people who work have a different perception of the organization's mission and deviations appear.

6. Failure of the business environment. When the business has been running, the regulations issued by the government regarding business activities are less supportive and become an obstacle, there are errors in the marketing process, the organization's internal resources are still lacking, the macro-environmental conditions are not friendly, as a result, it becomes a boomerang or a big obstacle for a new business being run. Under these conditions, benefits are difficult to measure, and business activities run on their own without being properly controlled.

The six factors above most often lead to failure for an individual when starting a business. According to Santos & Birkholz (2015), in his research said that failure is often due to low ability in the field of experiential marketing which must be the strength and spearhead of support when someone dares to engage in hybrid business activities. Experiential in the hybrid field is a group of people who really really want to start a business when they have been able to master certain skills they learned long ago. It is clear that the success of running a hybrid business cannot be separated from the influence of the community, which usually appears informally. This community can actually lead to the exchange of information and the creation of networks between fellow hybrid business owners.

METHOD

Research Subjects and Samples

Those who are the subjects of this research are bachelor's degrees in management and business science, who have graduated from college for a long time, and have started to build a hybrid business. Their total number is 73 people. They are in three cities, that is Surabaya, Malang, and Denpasar.

Research Variables

Indicators of success for graduates in implementing and running a hybrid business use four main variables consisting of:

1. Business analysis ability, able to read opportunities correctly against business plans that have high business growth, so it can be read what products need to be managed and which consumers will be served.
2. Support resources, various forms of strength and the main capital that directly provides the main support for business processes and operational activities.
3. Product identity and legality, meaning that the product being marketed has adequate legality, guaranteed by laws and regulations, so that the product meets minimum eligibility when it is marketed.
4. Digital promotion. Electronic media that can be used as a communication tool with prospective consumers when the product being marketed wants to convey a message to potential consumers.

Hybrid business activities can run well if the four elements above are fulfilled properly and perfectly (Putri, 2020). Because this is a minimum requirement for a hybrid business to run.

Data Analysis Model

For this study, we used an associative data analysis model, meaning that the strength of the exogenous variable was really tried to be estimated using the strength of the value of the indogenous variable. So that an estimator number appears that can be used as the basis for further hypothesis testing. The equation of the multiple linear regression analysis model can be formed as follows (Santoso, 2015):

$$Y = b_0 + b_1.x_1 + b_2.x_2 + b_3.x_3 + b_4.x_4 + e$$

Where Y is the dependent variable whose value is highly dependent on changes in the value of the X1 to X4 variables. Explanation about b0, b1, b2, b3, and b4 are regression coefficients, as a measure of changes in the value of the dependent variable on the basis of changes in the value of the independent variable (Santoso, 2015). While the variable 'e' is an error variable, it means that other variables cannot be estimated because of the limitations of the model equation that is formed. However,

these variables can spoil the discussion. Through partial hypothesis testing, we can see the estimated value of each independent variable on the dependent variable, along with the amount of contribution.

Conceptual Research

Through the picture below, we can find out how the role and influence of each independent variable on the formation of strengths and the development of hybrid entrepreneurs. In full it can be displayed as follows:



Figure 1. The process of the emergence of a hybrid entrepreneur.

The picture above shows that hybrid entrepreneurs are actually born from a group or community of business actors who have been thirsty for novelty in the process of developing their business in the future. The skills they get from one place can be used as capital in taking advantage of opportunities to open a business. When they run a hybrid business on a full-time basis, it means that business owners must be able to recruit other people who can work with super dedication. On the other hand, if the business owner works outside on a part-time basis, it is certain that the business is able to run their business without requiring a lot of energy. Because after all a hybrid entrepreneur will not be able to close their window of information needs all the time when they already have a business. The emergence of a hybrid entrepreneur fits perfectly with the dynamics of economic improvement after the COVID-19 pandemic. Several superior products, which were previously delayed in development, are now continuing to be supported by the presence of digital marketing. This is an opportunity that really supports local level economic development.

Indicators of achieving the expectations of hybrid business actors can be measured using the appropriate formula applied in the ISO 9001: 2015 quality management system in the form of key performance indicators, that is $[\text{total score 1} + \text{total score 2}]$ divided by the total number of respondents for the four indicators. If the percentage of the results is above 75%, it means that the four indicators used are able to meet the respondent's expectations in building hybrid business strengths (Mahendra, 2016).

RESULT

Indicator of Achievement of Expectations

The number of hybrid business actors in the economic field who are willing to be interviewed as respondents is 73 people. Where there are 44 male genders and 29 female genders. The businesses they run are on average nearly six years old. Some of the products they offer on a hybrid basis include beauty salon services, herbal beauty products, places to hang out/cafes, various kinds of drinks, herbal health products and so on. Following are the responses of respondents to aspects of hybrid entrepreneurs which they believe can support a person's success in starting a business in a hybrid way. Through this simple calculation, we can measure the expectations of respondents or hybrid business actors in a simple way to find out whether the variables used to estimate the success of running a hybrid business can be known. The benchmark is the percentage value that appears using a special calculation. Through this calculation, we can find out whether hybrid business actors have a tendency to reject or accept the use of these four variables, because in this research activity the use of independent variables is very limited in number.

Tabel 2. Respondents' answers to aspects involved in business activities hybrid in three cities of Surabaya, Malang, and Denpasar

No.	Indicator	Respondent's Answer				Total
		VI	I	NtP	NI	
1.	Must have ability in market analysis	41	14	11	7	73
2.	Professional in accommodating resources	52	4	8	9	
3.	Build product identity and legality	38	31	3	1	
4.	Ability in the field of digital promotion	28	20	15	10	
		156	69			292

Description: VI=Very Important; I=Important; NtI=Not too Important; NI=Not Important.

Now we measure using indicators of achievement, whether by using the strength or contribution of market analysis, resources, legality & product development, and digital promotion, hybrid business actors will feel optimistic that what they are going to run or are currently running will be successful and successful?. To measure and answer this condition, we need to calculate the achievement indicator by $[156 + 69]/[73 \times 4] = [225/292] = 77,05\%$. Because the percentage value of the achievement indicator is above 75%, it can be concluded that the indicators or aspects used in building the strength of hybrid entrepreneurship can be trusted or the contribution of the four variables used, that is Market/Business Analysis, Resource Support, Product Identity and Legality, and Digital Promotion can be used significantly to measure the achievement of the strengths or abilities of hybrid entrepreneurs.

Multiple Linear Regression Analysis Results

To perform the estimation process and hypothesis testing, we need to analyze the data using multiple linear regression, but the results shown below are only necessary and cannot be displayed in its entirety. Through associative analysis, we can estimate as well as test both the ANOVA test and the partial test to prove whether or not several independent variables in the model are significant to the dependent variable acting as the exogenous variable. So that later it can be decided about each of the properties and behavior of the variables.

Tabel 3. Summary of multiple linear regression analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,708 ^a	,501	,472	,368

a. Predictors: (Constant), Ability to Run Digital Marketing, Building Product Identity and Legality, Resource Support, Market Analysis Ability

Table 3 above shows that the contribution of the four independent variables used in the regression equation model is only 47.2%, the remaining 52.8% (called the error variable) is due to other variables not discussed in the regression model. Although the contribution of the error variable is 52.8%, but because the value is considered random, the error variable cannot be part of the discussion specifically in the model. while the number 0.708 shows the strong relationship between the four independent variables (X1, X2, X3, X4) together on the strength or behavior of the Y variable (Ability to run hybrid entrepreneurs) for a person when running the hybrid business activity. 0.368 indicates the error rate in the formation of the regression model equation, the smaller the number, the better. To reduce the error rate of the model, it is usually done by adding the independent variables in the model equation, for example to five or six variables as long as the added independent variables are still relevant and empirical to be used as estimation tools for the dependent variable (Y).

Tabel 4. ANOVA test result
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,238	4	2,309	17,068	,000 ^a
	Residual	9,201	68	,135		
	Total	18,438	72			

a. Predictors: (Constant), Ability to Run Digital Marketing, Building Product Identity and Legality, Resource Support, Market Analysis Ability

b. Dependent Variable: Successfully Running a Hybrid Business

Table 4 above shows that the output of the ANOVA test is 17.068 with an error rate of 0.000, meaning that all independent variables have a significant role/influence on the variables of strengthening hybrid entrepreneur activities. The main purpose of conducting the ANOVA test is as a legal basis to continue the next regression analysis so that the results of the regression analysis have an adequate statistical basis. As explained in the theory of regression analysis in his book Santoso (2015). However, the Anova results above must be re-confirmed using a partial test as shown in the image below:

Tabel 5. The value of the estimated coefficient in multiple linear regression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	1,068	,424	
	Market Analysis Ability	,139	,068	,215
	Resource Support	,161	,079	,205
	Building Product Identity and Legality	,216	,065	,307
	Ability to Run Digital Marketing	,256	,108	,249

a. Dependent Variable: Successfully Running a Hybrid Business

Model		t		Sig.
1	(Constant)		2,519	,014
	Market Analysis Ability		2,038	,043
	Resource Support		2,042	,041
	Building Product Identity and Legality		3,302	,002
	Ability to Run Digital Marketing		2,369	,021

a. Dependent Variable: Successfully Running a Hybrid Business

Table 5 above shows an explanation that the variables used in the multiple linear regression equation, as a whole, are real and have a significant effect on the variable strength of the hybrid entrepreneur. This real effect can be seen in the Sig column (the last column in the table above), all the error rates for the independent variable are below 5% of its value, so all independent variables in the regression model have a real and positive effect on the hybrid entrepreneur variable. If it can be explained that the success or success of building a hybrid entrepreneur is very dependent on four supporters or four pillars, that is: market analysis ability, resource carrying capacity, product identity and legality, and the power to carry out digital promotional activities. the four independent variables used in the model equation, it turns out that based on the results of multiple linear regression analysis, the four independent variables can be used as estimators of success in running a hybrid business. the basis of the decision is the error rate of each independent variable (the number in the Sig column) all of which have an error rate of below 5%. Here we present the form of the estimation equation from the analysis results:

$$Y = 1,068 + 0,139.X1 + 0,161.X2 + 0,216.X3 + 0,256.X4$$

The number 1068 is a value that has a constant without being affected by any variables. However, it can be interpreted specifically, that is if the values of X1 to X4 are equal to zero, then Y or the strength of the hybrid entrepreneur remains unchanged, only limited to 1,068. The value or number 0.139 then 0.161 then 0.216 and finally 0.256 is called the regression coefficient, a number that can change the value of each variable into a parameter of change, in the estimation process. Based on the regression coefficient value above, the variable that has the highest value is X4, that is digital promotion, meaning that hybrid entrepreneur activities can run well if digital promotion activities are also running well, because digital promotion is the main supporting factor in this activity according to technological advances in the field marketing. because the other independent variables have coefficients lower than the coefficients of the X4 variable, it can be decided that the three independent variables in the regression estimation equation are considered the main supporters of the success or success of digital marketing activities, which in turn can create success in hybrid business activities.

In a regression analysis based on numerically qualitative data, the results of the estimation equation that appear can be used as a valid basis for estimating the size of the dependent variable,

provided that the normality of the data used in the estimation equation is normal or has a normally distributed appearance. So that the change in the independent variable is able to explain the change in the dependent variable. The coefficient figures that appear in the estimation equation are actually estimates only, where the actual number cannot be known with certainty. This is due to the influence of the error variable which has been eliminated in such a way that the parameter error rate in the regression model is assumed to be normal or reasonable.

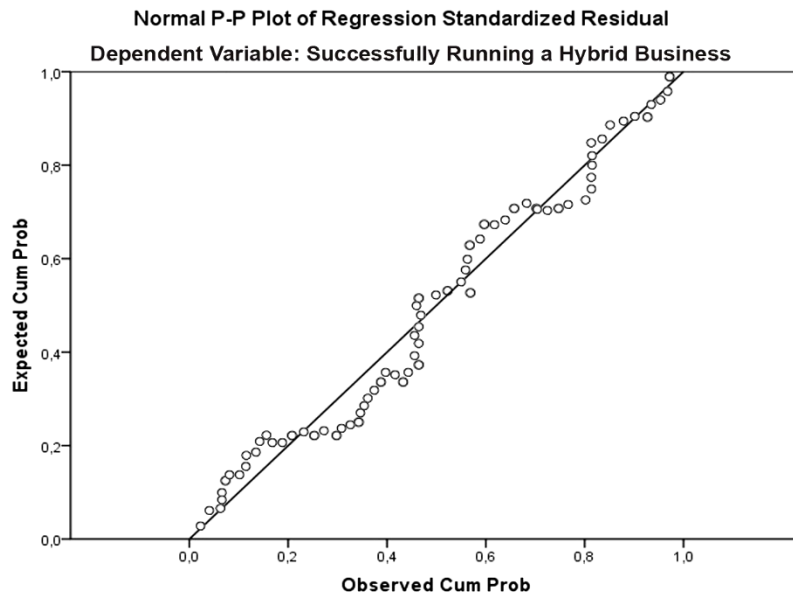


Figure 2. A graph depicting the level of linearity of the independent variable on the dependent variable

Figure 2 above shows that the behavior of the data from the entire independent variable (X) is linear with respect to variable Y. So that the variance values that occur in variable X can be used as the basis for estimation of changes in variance of all data from variable Y. There is a statement Market Analysis Ability, Resource Support, Building Product Identity and Legality, and Ability to Run Digital Marketing that success in carrying out business activities in a hybrid manner using explanatory variables can be justified and accepted.

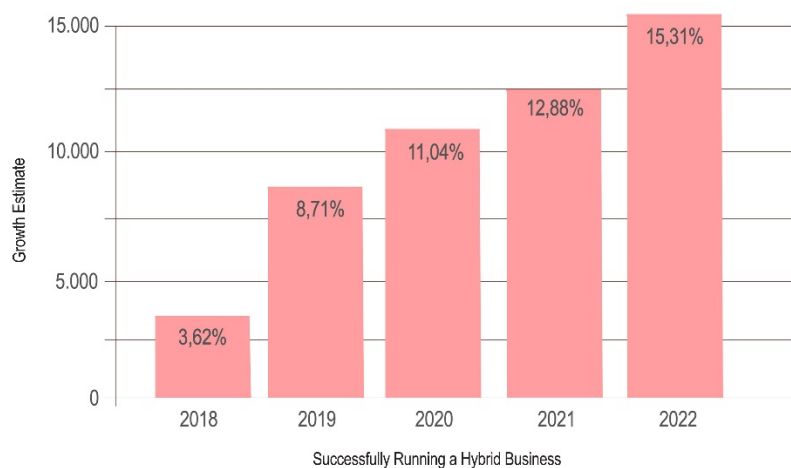


Figure 3. The form of the estimation results using the regression equation about entrepreneurial activities in hybrid form

Figure 3 above shows the results of the estimation of the strength of Market Analysis Ability, Resource Support, Building Product Identity and Legality, and Ability to Run Digital Marketing on the strength or success of business actors in a hybrid way in managing their business in the three cities of Surabaya, Malang, and Denpasar. The number 30.5 shows the strength of an individual or business actor in developing his business if the four core strengths above can be fulfilled or carried out optimally, but if only half-assed and still have many weaknesses, the result is not optimum and only reaches 25.3. This condition can occur because the conditions in the three cities mentioned above have different individual characters and market sizes. In the market development process for hybrid business actors, the four supporting forces that is Market Analysis Ability, Resource Support, Building Product Identity and Legality, and Ability to Run Digital Marketing are absolutely necessary as the main stimulant for their business development process. The weakness of this hybrid business, cannot be owned by many individuals in the development process, because most of these businesses are in the form of family businesses which are increasingly shifting their location from shopping centers to tourist destination locations, because they are more integrated with nature. This is a form of service that is starting to be liked by the community, traveling while shopping. Meanwhile, business actors in shopping centers have started to look bored, because consumers only come from one city, it is different if the business is run in tourist destinations, consumers or people who come there come from many cities. The current phenomenon is that capital owners or business actors prefer to build shopping centers in tourist destinations, including building hotels and inns for tourist visitors who come there, the service is as complete as shopping centers in the middle of the city. In the future, this condition is very good for business development for hybrid business actors. only government regulations that we cannot include in this research activity, because it requires legal review. This study only looks at development from one side, that is the economy.

CONCLUSION

Based on the results of the multiple linear regression analysis that has been discussed above, it turns out that all independent variables have significant test results on the variable strength of the hybrid entrepreneur. It means that all independent variables, that is market analysis ability, resource strength, product identity and legality, and digital promotion activities have a real role and influence on the power of hybrid entrepreneurs. If the four independent variables mentioned above are better managed, the strength in building hybrid business activities the better the results. If we arrange it based on the coefficient value, the arrangement of the independent variables becomes as follows:

1. Digital promotion, can be done by learning something or the right ways so that when applied a little deviation. This requires a continuous process for entrepreneurs. Although here tends to be a tool or media, but its success depends on the individual or human or the perpetrator.
2. Product identity and legality, identity can be in the form of a brand, logo, name, or a combination of them. Product identity is very important because identity will act as an identification tool for consumers or customers when they distinguish various kinds of products in the field. The brand or logo must be self-made as one of the legal principles of a product/service. Legality here can be in the form of eligibility, and the feasibility of a product or service is generally in the form of a certification code issued by the relevant party. With feasibility, the product means that it is safe for consumption, safe to be marketed without space and time limits, while for quality problems it depends on the consumer or customer.
3. Strength of resources, every business actor or entrepreneur must have thought carefully about the readiness and support of the resources they have. Whether to use internal strength or use external strength when the entrepreneur is trying to meet the strength of its resources. Resources, of course, related to production factors, such as land, location or place of business, skilled and adequate personnel, capital adequacy for the procurement of production equipment, legality or business licenses, models or methods of cooperation if the business is run in a cooperative manner, markets or consumers are served, the area or breadth of the market coverage – within the city, outside the city, outside the province or wider. Or this business is run only to serve certain groups. The ability to manage, manage is also part of the resources or power. The products that are being sold are added, changed, changed or whatever, all need analysis and planning.

4. The ability of market analysis, this section is still related to the strength of resources. An entrepreneurial activity that is carried out starting with a market analysis tends to understand how or methods and strategies must be carried out in an effort to meet and serve the intended consumers. Only individuals or groups who have good resource strength can carry out a good and targeted market analysis. Because this is related to future goals and business development models in a certain period of time.
5. If the government wants it, it must be able to open regulations for the development of this hybrid business, as long as the process of building and developing this hybrid business does not have an impact on natural damage due to the movement of business locations from urban areas to tourist destination areas

The arrangement of the variables above is for the results of the estimation equation, the strength of the variables, their roles and functions according to the serial number above, in contrast to the model equations that were formed when the initial arrangement was reversed. So now it can be concluded that if someone wants to explore hybrid entrepreneurial activities, first, he has a good form of digital promotion method. Second, any product that is marketed in any form must have clear legality and can be developed well in the future. Third, having and being able to manage the strength of resources that are directly related to business activities, these resources act as the main supporting factors for entrepreneurial activities. Fourth, to develop the business in the future, business owners must have the ability to analyze the market, so that the products offered are always in accordance with market needs, and in accordance with the needs and tastes of their consumers. When it comes to hybrid entrepreneurs, the important thing here is to forge humans as entrepreneurs or business executives, but forging the human element is not enough, it must be equipped with facilities and facilities.

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