



Acceleration E-Business Co-Creation for Service Innovation Toba Lake Tourism MSME

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ABSTRACT

The study analyzes the role of variable mediation E-Business Co-Creation in the relationship between Strategic Planning and Digital Marketing Performance. The main objective of this research recommends tourism MSMEs about the importance of implementing digitalization in every service chain. Then to the acceleration of value-added creation and the development of E-Business strategies as an analytical process in improving the marketing performance of digitalization and innovation of Lake Toba Tourism MSMEs services. The research design starts with building models, developing questionnaires, collecting respondents through digitalization training activities for MSMEs Toba, Humbanghansudutan and Samosir District (probability sample area), and identifying the e-business needs of MSMEs tourism destinations of Lake Toba. The sampling strategy is carried out by homogeneous purposive sampling. Furthermore, primary data in structured questionnaires are processed using AMOS SEM. A total of 291 respondents with culinary type 28.52%, Entertainment 43.30%, Transportation 2.41% and Accommodation 25.77. The results show the importance of Strategic Planning in creating e-business services. The role of E-Business Co-Creation is more potent in enhancing transformative Marketing than Digital Marketing Performance. Of the five hypotheses built, four were declared significant. The acceleration of e-business confirms that tourism MSMEs can compete and be sustainable if there is co-creation. The creation of e-business added value at the intersection of the transformation process can improve Digital Marketing Performance. This study provides some implications for tourism MSMEs by exploring e-business value creation, delivery and capture of service innovations, providing inspiration on how tourism MSMEs accelerate and interact for the creation of shared value in the service ecosystem of Lake Toba tourist destinations. This study also provides opportunities for future research to analyze further how the E-Business Co-Creation increases the Digital Marketing Performance of MSMEs directly.

Keywords: *Strategic Planning, E-Business Co-Creation, Marketing Transformation, Digital Marketing Performance.*

1. INTRODUCTION

Efforts to increase the digitalization of marketing have a significant impact on the performance of tourism MSMEs. One of them, e-business, has received much attention in Indonesia. The increasing internet penetration supports this phenomenon. In 2020 internet penetration in Indonesia was 53.7%, and in 2019 it was 52.8%. Several studies show that digitalization is positively related to tourism MSMEs' promotion, sales, business growth, performance, and competitiveness. E-Business allows small businesses to attract new customers and reach existing customers more efficiently. Even the starting point of digitalization,

broadband access, has been proven to bring significant opportunities for tourism MSMEs, such as getting new customers, improving performance and efficiency, reducing costs and facilitating internal and external communication of organizations [1]. Digital technologies, such as social media, digital markets, and electronic payments, have enabled MSMEs to scale businesses and support internationalization cost-effectively and rapidly. At the same time, this technology has enabled the defence and sustainability of tourism MSMEs to change position orientation. With the support of digital technology, the capability gap between MSMEs has become narrower, making competition more dynamic. Digitization can be seen as

an entrepreneurial process that facilitates companies reviewing business models. Digitalization integrates technology into business operations to overcome organizational problems [2].

MSMEs in innovating and adapting to digitalization (e-business) require Strategic Planning (SP). SP plays a crucial role in MSMEs dealing with tough economic competition, decision-making, and managing resources. MSMEs are the leading organizations that show the most significant representation and contribute significantly to economic development and marketing performance [3]. The implementation of SP plays an essential role in achieving the success of MSMEs, building job creation, creating flexibility in new situations, fostering an entrepreneurial spirit and product differentiation and becoming part of the SME sub-industry. The dynamics of MSMEs are an essential engine in local economic development. Some previous researchers have pointed out that planning strategies fail to access digitalization technology for business transactions. Yan et al [4] note that strategic planning can increase sales effectiveness. SP is a fundamental principle of management quality in organizations and represents a broad framework for evaluating and examining the progress of MSMEs towards new digitalization management patterns. Digital marketing is the practice of marketing products and services using digital or online technologies such as email marketing, pay-per-click advertising, social media marketing, and blogs to convey marketing messages to consumers.

Previous research has shown that digital marketing SP motivates MSMEs to increase profit margins while creating product added value and expanding trade and export markets. Digital marketing benefits from more competitive MSME products globally and can increase profit margins because a broader customer base and marketing activities positively impact sales growth. MSMEs can adopt all digital platforms in marketing, product and expanding market areas [5]. SP is a proactive form of MSMEs in designing sustainability. SP encourages innovation and value-added creation and, consequently, reflects digital marketing performance [6]. SP in other studies shows that SP does not directly impact digital marketing but rather acts as a moderate on the relationship between perceptions of ease of use and digital marketing of companies [7]. SP is one of the relevant factors in achieving sustainability and profitability of MSMEs in the short, medium and long term. Therefore, SP is considered a key strategy in the planning and development of entrepreneurs [3]. However, according to Meshko and Savinova [8], SP is insufficient to improve entrepreneurial performance. What is needed is a digital marketing strategy to directly influence marketing performance and MSME profits and improve the company's reputation both in the domestic and foreign markets. Therefore, a research model was built that mediated SP with DMP through E-

Business Co-creation based on the perspective of Service-Dominant Logic (SDL) [9].

SP in SDL Language is synthesizing innovations that reflect the development of joint creations in realizing different service innovations using digitalization technology. This synthesized innovation refers to the logic of dominant value co-creation in the marketing environment of the digitalization of MSMEs. From the SDL's perspective, SP's role is to address challenges and support sustainable technological transitions, resulting in market improvement and [10]. The research gaps reveal opportunities to better understand SP as proactive sustainability and innovation (digital innovation) that supports marketing performance. Thus, the study aims to analyze the role of variable mediation e-business co-creation in the relationship between SP and DMP [11].

The main objective of this research is the acceleration of value-added creation and the development of E-Business strategies as an analytical process in improving the marketing performance of digitalization and innovation of Lake Toba Tourism MSMEs services. In this study, the e-business strategy was defined as a shared value creation strategy as a pattern of decision flow. Furthermore, the business design of tourism MSMEs was carried out to deepen the competitive advantage of tourist destinations. This study provides insight into digital marketing tools and examines the factors that facilitate or hinder the adoption and use of digital marketing channels in MSMEs in Indonesia. On a more general level, this research contributes to the discussion of MSME marketing practices.

2. LITERATURE REVIEW

2.1. Strategic Planning MSME E-business

Strategic planning refers to the ability of MSMEs to create added value in strategic decision making. Planning represents a series of critical elements to support creating value-added MSMEs, including identifying strategic areas, reviewing plans, resolving internal conflicts, developing external relationships, maintaining supply chains and following up on implementation results [12]. The effect of digital transformation on the sustainability of MSMEs accelerates innovation and development of activities, processes, competencies, and business models. To deal with the influence and impact of digital transformation, a strategy is needed to take advantage of changes and opportunities. MSMEs improve strategic digital planning capabilities to support management decision-making processes, big data analytics and digital model-based learning [13]. Strategic planning is a series of structured management processes to develop various strategies for creating added value for MSMEs. SP is

coordinated by the top management of MSMEs and set to achieve short, medium and long-term goals. SP synergizes with business development and growth in achieving MSME sustainability and profitability. SP is a critical strategy in the planning and development of SMEs. SP as an analytical process is carried out to focus on long-term goal setting and ongoing operational implementation [3]. SP is a systematic process for establishing competitive advantage strategies for MSMEs and improving marketing performance. The SP describes the strategic behaviour towards cost leadership and sets service targets and focus. SP contains strategies based on innovation and efficiency.

The practice of digitalization of marketing is changing sales management. Digital relationships between entrepreneurs and buyers are becoming increasingly important for sales and marketing practices. Digital marketing is characterized by interactive applications of information technology, social media and digital content, both in the context of SMEs and MSMEs. The adoption of artificial intelligence for marketing management is believed to change sales practices further digitally. The logic of digital transformation services provides new means and tools for managing sales and systematically changes MSMEs' management and marketing ecosystem [14]. The value-based e-business perspective has spread throughout tourist destinations' services. The interaction between MSMEs and consumers has changed radically due to the digital transformation of sales and marketing. Digitalization of marketing and sales has blurred the line between industrial marketing and sales processes that increase synergistic benefits and drive company performance.

SP can be measured through: the ability to adopt industrial innovation only after long consideration, focusing first on serving current customers and secondly on attracting new customers, realizing that current developments are opportunities that enable risk minimization [15], availability of strategy implementation planning subsystems, evaluation of action plans, implementation of action plans, approach to change management and follow-up procedures and systems control of MSMEs [16]. E-business co-creation indicators are the achievement of electronic marketing strategies, electronic marketing business models, electronic marketing approaches and electronic means distribution channels, BM strategy business model design, cost structure, revenue model, target market and resources, qualified e-competitive business management features [17].

2.2. E-Business Co-Creation MSME Value

According to C.K. Prahalad and Ramaswamy [18], co-creation motivates entrepreneurs, especially marketing managers, to collaborate with consumers.

The concept of co-creation promotes market development as a place where MSMEs and consumers work together to create added value. The logic of e-business services, or dominant services S. L. Vargo and R. F. Lusch [9] direct marketing discussions toward digitization. That value lies in the benefits customers feel through consumption or end-users service-dominant logic views co-creation on a broader and more symbolic level towards digital transformation.

E-Business Co-Creation is the creation of a multilevel interaction platform between internal and external MSME actors with an interpretive and supportive design supported by ICT. Design is concerned with identifying the main components of a business model [20]. E-Business performance is achieved through customer participation in the value co-creation process. MSMEs and consumers-built e-business co-creation (EBC) to improve digital marketing performance. The value of e-business dominates in the online context. In this ecosystem, MSMEs, potential consumers, and end-users relate through digital platforms such as websites, virtual communities, and social networks, primarily to exchange information and encourage interconnection between interested stakeholders. To the same products and services. In the relationship of MSMEs with consumers and distributors, customer value co-creation can be a competitive advantage, positively influencing the profitability of digital businesses. SDL's perspective on value-added co-creation motivates relational and marketing [21]. EBC is customer-oriented. MSMEs as service providers facilitate the creation of customer value by producing and delivering resources and processes that represent the customer's potential value or expected use value. The process of creating value with e-business is defined as the process of creating customer relationships in extracting the value of MSME resources. Relational generates the strongest motivation among individuals involved in EBC because relational tendencies encourage individuals to exchange and share information. EBC is a deliberate act of MSMEs for other parties, resulting in market competence, capability and reliability.

E-business is a business transaction through electronic networks, computers and the internet. E-business demonstrates the importance of adopting information and communication technology (ICT) in commercial sectors such as e-commerce. E-business is the integration of systems, processes, organizations, value chains, and entire markets using Internet-based technologies and concepts. E-business integrates applications including corporate resource planning, relationship management, and assisting MSMEs in managing, organizing, directing, and changing information. MSMEs doing business digitally, cashless transactions and business communication have moved

wider. Other scholars have drawn a clear distinction between e-commerce and e-business.

On the one hand, e-commerce is seen as purchasing, selling or exchanging products, services or information over a computer network. On the other hand, E-business is defined as a process that includes not only the purchase and sale of goods and services but also serving customers, collaborating with business partners and conducting electronic transactions between business-to-business (B2B) business-to-consumer (B2C) and Consumer to Consumer (C2C). E-business is a series of online business activities for B2B and B2C products and services.

EBC in dominant logic is becoming increasingly important to remain competitive [19]. The impact of EBC on MSME performance shows the number of strategic stages in realizing the performance of MSMEs. E-business can bring substantial benefits to MSMEs, especially in increasing the economic, environmental, social and digital cultural value. E-businesses are adopting technology to show different patterns of interaction. EBC creates a digital loyalty cycle that ends with a sustainable competitive advantage. For example, MSMEs make it possible to personalize interactions with individual customers, centrally connect direct connections and provide a single information service system across sales channels. The advantage of EBC lies in combining product and service innovations by making consumers the focus of services. EBC shows MSMEs can cooperate with stakeholders in developing a web presence and taking advantage of the opportunities offered by the internet [22]. EBC is the creation of value-added marketing through online activities, such as electronic commerce, electronic banking (e-banking), video conferencing, telecommuting, and remote work (e-working) [23]. E-business includes customer relationship management, business partnerships, e-learning, and electronic transactions in MSMEs, showing the diverse process of creating EBC added value such as email marketing, social media with the creation, publication, and sharing of content by individuals or MSMEs such as blogs, images, and videos on the internet, Facebook, LinkedIn, Twitter. In addition, affiliate marketing, where reward systems are given for every referral they provide, search engine marketing, online advertising, and pay-per-click referrals [24]. EBC focuses on creating added value to satisfy customers, "good" customer maintenance, providing new customer appeal, identifying customer needs, and providing better service [25].

2.3. MSME Marketing Transformation

Digital transformation and business model innovation are changing MSME expectations and consumer behaviour. Digitalization and transformation [26] created the growth of online businesses, such as

Shopee, Bukalapak, Traveloka, and Amazon and, at the same time, shifted the traditional market. Marketing Transformation (MTF) is characterized by the ability of companies to adopt the latest ways of doing business, develop e-commerce platforms, improve online purchasing behaviour and establish innovation strategies and performance indicators [6]. In addition, digital transformation opens up significant opportunities in online business management, digital advertising and social media, including developing multi-channel and omnichannel attribution models and development.

A digital marketing transformation is a form of innovation that helps many companies gain a competitive advantage. Digitalization has significantly increased the opportunities and options available to MSME entrepreneurs and consumers. Digital marketing focuses on using the internet and other forms of electronic communication to establish communication with the target market in the most cost-effective way and to ensure cooperation with partner organizations [27]. Electronic marketing transformation uses electronic devices such as computers, smartphones, and phones to engage stakeholders. Digital marketing can be defined as using digital technology to provide marketing channels and achieve company goals by meeting and exceeding client needs more effectively than competitors.

MTF factors in the MSME sales and marketing communication environment show that consumers are more empowered by digital information, especially during the early stages of the buying process. Purchasing decisions, due to market fragmentation, companies move away from mass marketing, in part ignoring part, ignoring part traditional media. The development of digital technology has changed the way customers and sellers communicate. Even around 80% of B2B sales interactions between buyers and sellers will be conducted through digital channels by 2025 [28]. SDL's value co-creation solutions have promoted value creation by enabling tourism industry innovation with stakeholders. In particular, digitalization has helped improve marketing transport and has contributed to creating, delivering, and capturing value in consumer services [29]. Big data, artificial intelligence (AI), blockchain, internet-of-things (IoT), and robotics are the main external factors driving digital transformation. Competition and globalization, followed by changes in consumer behaviour, change in response to the digital revolution. Market figures show that consumers are shifting their purchases to online stores, and digital contact points have an essential role in the consumer journey that affects online and offline sales. Digital transformation describes the act of converting analogue information into digital information. For example, digital forms in the ordering process, surveys, and new online or mobile communication channels can allow all customers to easily connect with the company [26].

Social media tools characterize MTF in MSME interactions with customers. Fellow MSMEs or B2B invest in social media marketing to engage consumers to monitor online behaviour through social networks. Consumers use multiple channels and media in the process before and after purchase. Service-dominant logic integrates resources like substance and personnel to create valuable marketing relationships with customers. When a value is facilitated and created together, then the interactional activities content sharing and relationship management with digitalization support [30]. Technology has made significant progress over the years to provide better consumers [31]. The main attribute of digital transformation is value co-creation, where content does not depend on the product designer or business alone. Users can determine the scope of MSME products and services without temporal and regional restrictions and reproducible at the most negligible cost. E-commerce marketing co-creation is a marketing technique with the most powerful channels for interacting with consumers. Leading automotive manufacturers are trying to create a base across all platforms: Twitter, Facebook, Instagram, and YouTube. Luxury car manufacturers also use several websites to promote their brands [32]. Therefore, the hypothesis can be proposed.

H1 Strategic Planning will improve E-Business Co-Creation

H2 E-Business Co-Creation will improve Marketing Transformation

H3 Strategic Planning will improve Marketing Transformation

2.4. Digital MSME Marketing Performance

Digital Marketing Performance (DMP) is the ability of MSMEs to adapt effectively and efficiently in achieving short-term goals. DMP can positively affect financial performance by increasing market share, growing sales, gross margins, profits, and brand equity. Efficiency in innovation in the right way. Marketing efficiency is the delivery of effective marketing programs at the lowest cost possible. Marketing efficiency can be measured using productivity, cost reduction (sales, communication, and transportation costs), and reduced time to perform specific routine tasks. The efficiency and effectiveness of marketing can be done and supported by digitalization for marketing [27].

The advantages of the Co-creation approach affect market performance differently in a dynamic environment. Value co-creation of digital marketing is relevant in a relatively stable and dynamic MSME environment [33]. DMP of MSME is achieved when the ability relative to the company's main competitors connects customers. DMP creates and manages stable

customer relationships through digital media. DMP predicts changes in customer preferences using digital media, creating long-lasting relationships with channel members such as wholesalers and retailers and creating long-lasting relationships with suppliers through digital platforms. With the ability of the company in question, it will be achieved an increase in the company's performance as measured through the level of satisfaction, gross profit margin, net profit from operating profit to sales ratio, return on investment and the ability to fund business growth and have profits [34]. An e-business platform is an entity that brings together individuals and organizations so that they can innovate or interact in impossible ways, with the potential for increased utility and nonlinear value. Digital marketing serves as a virtual marketplace that connects these parties so that stakeholders can interact and complete transactions. E-commerce platforms have the primary function of blending or connecting one user to another on a digitally run platform, promoting direct communication and business transactions among independent users [35].

E-business co-creation affects the marketing performance of MSMEs. EBC is a systematic process designed to increase effectiveness and efficiency in providing knowledge about the market, i.e. knowledge about customers and competitors needed to understand the target market and satisfy the demand beyond competitors [36]. DMP is considered adequate to be applied by MSMEs in marketing their products. MSMEs have the competitiveness of digitalization, especially in mastering information technology. Digital marketing can be an opportunity for MSMEs to get consumers' attention. The fastest way to get consumers' attention is determined by value co-creation and connecting with consumers through social media. Digital marketing is a promotional activity and market search through online digital media by utilizing various means such as social networks. Digital marketing provides convenience for business people to monitor and provide for all the needs and desires of prospective consumers. Prospective consumers can also search and get product information by browsing cyberspace, accessible in the search process. Therefore, it is essential for entrepreneurs to know the level of internet marketing adoption among small businesses; understand the breadth and effectiveness of the usefulness of internet tools [37]. Through digitization, customers become increasingly self-sufficient and handle most of their resources without relying on a single point of contact with salespeople or marketing personnel [38]. Digital marketing efficiency focuses on the e-commerce environment [39]. Therefore, the hypothesis can be proposed.

H4 E-Business Co-Creation will improve Digital Marketing Performance

H5 Marketing Transformation will improve Digital Marketing Performance

3. METHODS

The study developed a conceptual model consisting of four variables and five hypotheses, as shown in Figure 1.

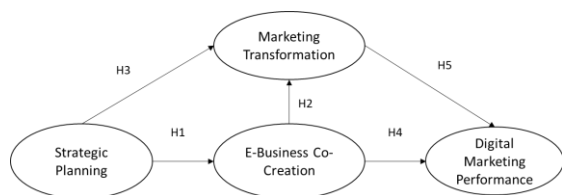


Figure 1 E-Business Co-Creation Research Model

The hypothesis was tested through a questionnaire distributed collectively at the tourism MSME through a digitalization marketing training activity held on the Del Institute of Technology campus from 23-25 November 2021. This research consists of four stages of research design. The first stage is to build a research model based on gaps in previous research and implement the model in tourism MSMEs through the formulation of hypotheses. The second stage developed a questionnaire on a scale of 1-7, where one showed strong disapproval and seven showed strongly agreed [40]. The third stage gathers respondents through digitalization training activities and clarifies research (exploratory) problems [40]. Finally, the fourth stage identifies the characteristics of the e-business needs of MSME tourism destinations of Lake Toba by using causal research to test the conceptual model built. This study can assess hypotheses and relationships between variables using causal analysis. Furthermore, primary data in structured questionnaires are processed using AMOS SEM.

3.1. Sample and data collection

The determination of samples began from the appointment of three districts around Lake Toba, namely Toba, Humbanghasundutan and Samosir (probability sample area) [41]. The selection of this district cannot be separated from the government's

attention to developing innovations in Lake Toba tourist destinations. The sampling strategy is carried out by inviting selected districts through the industry office to participate in digitalization training. The data retrieval technique is then continued with homogeneous purposive sampling. This sample is determined because it has similar characteristics to tourism MSMEs [42] and conducts convenience sampling relatively straightforward and affordable. Convenience sampling is used non-probabilistic samples because the selection does not depend on probability but on ease of access to participants who attend training activities or manage tourism MSMEs [5][43].

Two hundred ninety-one respondents have completed the research questionnaire, with details found in the Table below.

Table 1. Profile of the Respondents

Category	Particular	Number	Percentage (%)
Gender	Male	117	40,21
	Female	174	59,79
Age	23-35	43	14,78
	36-45	118	40,55
	46-55	99	34,02
	56-65	29	9,97
	Over 66	2	0,69
Education	College	184	63,23
	Bachelor	104	35,74
	Post-graduate	3	1,03
Role on Entrepreneurial Structure	Owner	107	36,77
	Manager	129	44,33
	Supervisor	55	18,90
Type of MSME	Culinary	83	28,52
	Entertainment	126	43,30
	Transportation	7	2,41
	Accommodation	75	25,77

3.2. Indicators

To analyze measuring tools, a researcher uses indicators from the review literature that have been validated in empirical studies and modifies questions for tourism MSME actors to understand, as formulated in the Table below.

Table 2. Variable Development Mapping and Keyword Search Indicators

Variable	Ident	Measured Item	References
Strategic Planning	SPL1	Used for adapting an entity	[44]
	SPL2	Adjusting important issues	
	SPL3	Organize administrative activities	
	SPL4	Make short, medium and long-term planning	
	SPL5	Creating Techniques in implementing plans	
	SPL6	Adopting innovation	
E-Business Co-Creation	EBC1	Creating digital transformation in capturing business opportunities and advantages	[45][4]
	EBC2	Have systematic integration between digital technology, information, and strategic decision making	

	EBC3	Answer global business challenges and modern market demands	
	EBC4	Connecting technological innovation with business models	
	EBC5	Creating a market as a sustainable innovation ecosystem	
	EBC6	Make visual representations that correspond to methods of converting raw data and information into accessible forms of representation to extract knowledge from consumers.	
	EBC7	Creating a business platform replaces traditional reactive problem-solving management models with co-creation	
	EBC8	Using computer simulation and data analysis technology to support business development	
Marketing Transformation	MTF1	Marketing activities are carried out actively online	[17], [21]
	MTF2	Coordinated marketing activities easily and in real time	
	MTF3	Relying on digital capabilities dynamically	
	MTF4	Creating collaborative marketing activities	
	MTF5	The marketing process is created simpler	
	MTF6	Data-driven marketing decision making	
	MTF7	The use of social media tools in marketing interactions	
	MTF8	A marketing attribute is value co-creation, where content does not depend on the product designer but is determined by the user without temporal and regional restrictions.	
Digital Marketing Performance	DMP1	Increased online customer turnover	[20], [46]
	DMP2	Increase in online consumers	
	DMP3	Competitiveness growth	
	DMP4	Increase in new customers	
	DMP5	Increased e-business conversions; that is, the percentage of site visitors who convert to purchase customers, the average basket value	
	DMP6	Increased marketing efficiency	

4. RESULTS AND DISCUSSION

In the era of digitalization, it is difficult for MSMEs to survive without creating e-business added value. Therefore, the study emphasizes EBC to achieve digital marketing transformation and has implications for marketing performance. MSMEs can digitize e-business and value-added to gain a competitive advantage [47]. Investing in digital transformation can turn services into EBC services. Empirical results show that EBC MSMEs have not entirely directly improved the marketing performance of digitalization. The image below shows

that accelerating e-business with co-creation can generate marketing transformation. Transformation is at the core of digital service innovation and the commitment of tourism MSMEs management in strategic planning.

Based on these results, E-business co-creation is a strong driver of strategic planning toward marketing transformation, ultimately resulting in digitalization marketing performance.

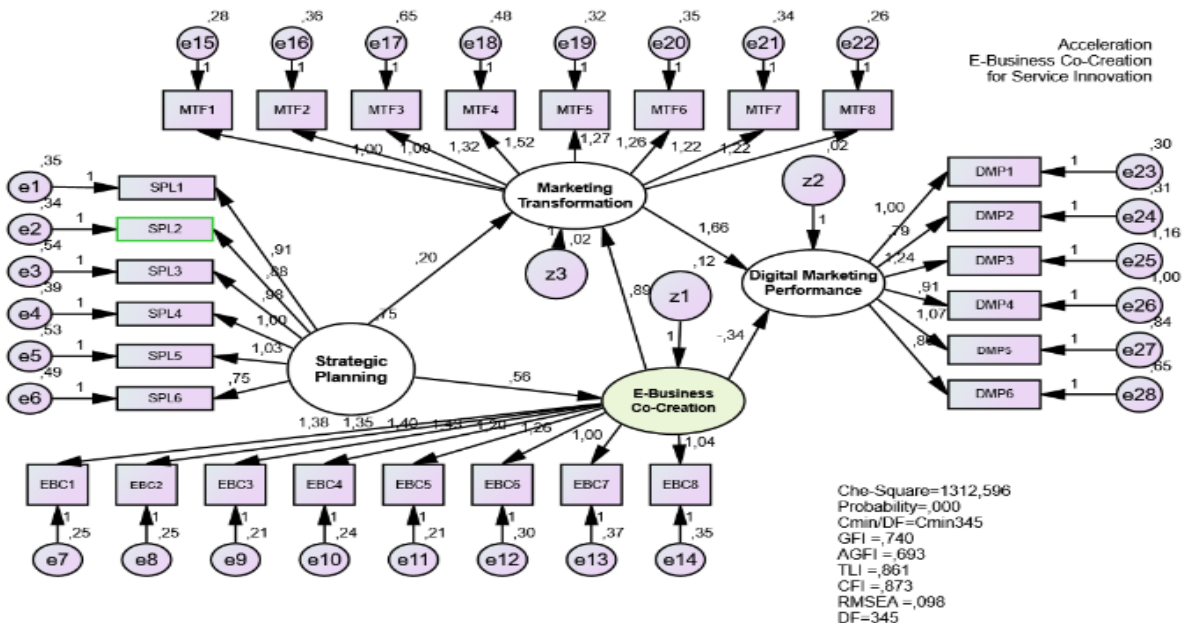


Figure 2 Acceleration E-Business Co-Creation for Service Innovation.**Table 3.** Measurement Result

	Estimate	S.E.	C.R.	P	Assessment
EBC <--- SPL	0.561	0.050	11.211	***	Supported
MTF <--- EBC	0.886	0.083	10.710	***	Supported
MTF <--- SPL	0.203	0.037	5.423	***	Supported
DMP <--- EBC	-0.344	0.288	-1.191	0.234	Rejected
DMP <--- MTF	1.663	0.262	6.354	***	Supported

This study shows the importance of SP in creating e-business services. The role of SP is influential in improving EBC. The perspective of SDL as an attractive business opportunity to jointly create value in the entire

The results were striking in this study when novelty variables showed that they were not proven to be able to increase DMP or DMP failed to be a solution to previous research gaps. The main reason may refer to the context of tourism MSMEs with entrepreneurial characteristics classified as for beginners in terms of digitalization practices. Entrepreneurs are still active or focused on digitalization service innovation is not necessarily directly able to increase sales. However, that does not mean this research failed. It is just that more in-depth innovation is needed and creates digital transformation, adjust patterns, improve MSME skills to then be fluent in the use of digitalization technology and finally improve DMP [48]. EBC is proven in the presence of TMF, which is proven to increase DMP eventually. H2 and H5 proved significant. MTF has a positive effect on consumer expansion, new customer acquisition, increased sales, stakeholder engagement and customer relationships. MTF enables MSME players and consumers to share and produce services. MTF, as a result of EBC, proved effective for achieving business goals and improving business efficiency and competitive advantages. This research novelty, namely EBC, can help MSMEs increase visibility and presence in the market and performance in general. MSME is in line with the logic of SDL in EBC marketing services, where collaboration between tourism MSMEs and consumers in generating experienced value for the parties includes all business processes [49]. EBC focuses on the market platform and the activities within it with consumers.

The enjoyment of the added value of e-business can benefit the growth of tourism MSMEs by building the advantages of the challenging and competitive Lake Toba tourist destination [50]. The co-creation of digitalization enhances the service business—E-business services. The e-business platform works efficiently to process and analyze customer information and leads to the acceleration of personalized customer service [51]. Accelerated digitization increases the diversity of product offerings, reduces waiting times, and ensures transparency and transparency of services.

tourism MSME community allows the creation of added value, namely the transformation of marketing methods. SP and Co-creation in e-business are also proven to increase TMF. Thus, H1, H2 and H3 proved significant. Tourism MSMEs rearrange business models and adapt, starting from a digital perspective. The dynamics of service innovation E-business tourism synergize with the practice of co-creation in the service ecosystem.

Through the acceleration of e-business co-creation and digitalization transformation, MSMEs can improve the innovation of the e-business model. The creative acceleration of the e-business and co-creation elements allows MSMEs to transform the economy to create unique value. MSMEs can use digitalization innovation activities to experiment with new e-business model features. MSME can then be implemented to improve digitalization transformation and marketing performance. That is, tourism MSMEs in the transition economy are evolving along with the environment of tourist destinations. Marketing transformation can provide a good arena for MSMEs to develop e-business models [52]. The achievement of tourism MSME goals depends on accelerating e-business with co-creation. Acceleration determines how the company implements service innovation to achieve maximum profitability and sustainability in the market. High-performance tourism MSMEs develop the reputation of tourist destinations and can maintain the presence of competing destinations. Acceleration of e-business and co-creation must be synergized from the beginning of the formation of strategic planning.

The co-creation of e-business becomes an ongoing process involving all actors. Marketing transformation affects the way tourism MSMEs communicate with consumers. E-business value-based marketing requires digitization skills. The co-creation of the digitalization of e-business and consumer processes is changing interactions that reflect how tourism MSMEs interact with consumers, stakeholders, and especially tourist destinations [57]. The EBC phenomenon shows that entrepreneurs and consumers are continuously proactive, which means there is no single marketing event without co-creation. This study focuses on accelerating e-business with co-creation activities in the

context of innovation in digital services of tourism MSMEs.

This study contributes to filling the SP research gap with DMP by emphasizing the role of EBC. The findings showed that EBC acted as a mediation against DMP but failed because first MTF was realized before DMP. In turn, the creation of e-business added value at the intersection point of the transformation process can increase DMP.

5. CONCLUSION

Managerial implications

This study provides implications for tourism MSMEs by exploring e-business value creation, delivery and capture of service innovations. Referring to the SDL theory, this study inspires how tourism MSMEs accelerate and interact to create shared value in the Lake Toba tourist destination service ecosystem. The maintainable implications for the excellence and sustainability of the tourist industry in the creation of value-added based EBC and exploitation of this kind of solution cannot occur without considering short-, medium- and long-term planning strategies. Therefore, the creation of added value in the context of innovation and implementation of digitalization is driven by a platform based on EBC and marketing transformation [50]. The study emphasizes the role of mediators of e-business ecosystem co-creation, allowing stakeholders access to shared values. Tourism MSMEs can benefit from this research by analyzing the successful practices of business initiatives and building value creation dynamics among various stakeholders participating in Lake Toba tourist destinations.

Theoretical implications

This study demonstrates the contribution of the SDL co-creation concept to service innovation. First, the acceleration of e-business confirms that tourism MSMEs can compete and be sustainable if there is co-creation with other stakeholders. Second, co-creation considers the context of service innovation and marketing transformation. Dominant logic helps [59] optimize the innovation of tourist destination services. Third, the co-creation of the business model emphasizes that the marketing advantages of MSMEs cannot be separated from the critical role of consumers, who actively and efficiently deliver the desired products and services. Fourth, co-creation motivates MSME entrepreneurs to welcome consumer ideas by providing easy access to e-business platforms. This empirical result expands the e-business arrangement of MSMEs to investigate and accommodate consumer needs. Fourth, co-creation is adopted by tourism MSMEs by placing service value on tangible and intangible aspects [53]. Various features of e-business services include sharing information, creating social interaction with destination

visitors, and documenting interactions between visitors and destinations and with service providers. MSMEs that promote co-creation were developed to engage consumers and tourism service providers in developing innovative services [54].

Limitations and future research

This study has several limitations. One of them from the determination of regional destinations may have created a bias, making the findings of at least novelty (E-business co-creation) not proven to increase DMP. Innovation and transformation are the focus to be implemented in Toba, Humbanghasundutan and Samosir, considering that the three destinations are still classified as early-stage development destinations or beginners in terms of digitalization. It is very likely that if it is implemented in other districts on the outskirts of Lake Toba, it will show a significant increase in DMP. It is second regarding MSME actors not being involved in the analysis. EBC is very likely to happen because the sample is MSME digitization training participants. These limitations may lead to limited results from the e-business co-creation phenomenon. Third, consideration of e-business co-creation needs to be considered by developing a marketing platform or adaptive innovation to technology first [55]. When technology has become an inherent part of MSMEs, it can target e-business models and integrate more complex and diverse resources in the tourism industry.

Even though EBC is not proven to increase DMP directly, this study helps tourism MSME entrepreneurs and destination managers to understand how to manage tourism businesses and destinations effectively and efficiently. EBC is a platform that has been partially implemented through a destination management initiative. Despite the inability of EBC to improve DMP, this study provides a digital business model framework and contributes to the development of knowledge, understanding and practice of implementing digitalization transformation. This study also provides an opportunity for future research to analyze further how to increase EBC directly on DMP MSME tourism. This study also offers researchers to examine and assist MSMEs in understanding strategies for achieving DMP quickly and appropriately. For example, using a larger sample and a more comprehensive range of MSME types will allow future research to analyze how tourism MSMEs' age, size, and characteristics can influence strategies for increasing DMP.

The findings reveal that e-business marketing co-creation activities move toward proactive value-based digitalization marketing. This study expands on previous research [28], which showed that EBC impacts the transformation and marketing of the digitization of tourism MSMEs. In line with Gardiazabal, Bianchi, and Saleh [56], EBC directly impacts economic transformation.

AUTHORS' CONTRIBUTIONS

Researchers show the role of co-creation logic in encouraging tourism MSME entrepreneurs, especially in Toba, Humbanghasundutan and Samosir. Researchers will continue to train, mentor, and invite entrepreneurs to actively and dynamically create efficiency and novelty in design and service models to improve business digitalization capabilities. Researchers support tourism MSMEs in preparing solid capabilities and resources to support e-business operations. Mature MSMEs can provide the resources and capabilities needed to increase service acceleration and innovation. This study also motivates micro and small entrepreneurs in e-business co-creation towards digital transformation. The results of this study become a standard and experience for tourism industry entrepreneurs in realizing e-business model designs.

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