

The Impact of Multinational Entrepreneurship Team Structure on Entrepreneurial Products: A case Study of Chinese Entrepreneurs' Entrepreneurship in the Indonesia Milk Tea Market

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Abstract: The entrepreneurial team is one of the key factors for entrepreneurial success. An excellent entrepreneurial team can effectively integrate resources, overcome difficulties, seize opportunities, and ultimately achieve entrepreneurial goals. The knowledge structure of the entrepreneurial team will affect its understanding and judgment of the target market, which will in turn affect product positioning, design and development of product functions, and product pricing strategies. This study uses grounded theory research methods to process original data and analyze related issues.

Keywords: Entrepreneurial Team; Multinational Entrepreneurship Team; Knowledge Structure; Product Strategy.

1. Introduction

In recent years, Indonesia has become one of the most popular entrepreneurial destinations in Southeast Asia. Its large population base and rapidly growing economy provide Indonesia with huge market potential. Many foreign entrepreneurs, including Chinese entrepreneurs, are optimistic about Indonesia's future development and hope to seize opportunities and succeed in the Indonesian market. Now more and more Chinese entrepreneurs are starting businesses in Indonesia, and the process of Chinese entrepreneurs starting up businesses in Indonesia is receiving more and more attention. This trend is largely driven by the vast market prospects that Indonesia offers foreign entrepreneurs. Chinese entrepreneurs are attracted by Indonesia's growing middle class, abundant natural resources and strategic location in Southeast Asia, which offers opportunities for other emerging markets in the region. In addition, the Indonesian government has been implementing policies to encourage foreign investment and simplify the process of doing business in the country, which has further promoted the influx of Chinese entrepreneurs. However, Chinese entrepreneurs in Indonesia also face challenges. These include cultural differences and language barriers as well as the need to navigate complex regulations and local business administration.

Thomas W. Zimmer believed that entrepreneurs are creative and innovative people who are able to identify opportunities and convert them into successful businesses. Entrepreneurial teams face unique challenges when developing product strategies because they have limited resources and the entrepreneurial environment is highly uncertain and dynamic. Therefore, they must carefully evaluate market opportunities, consider the competitive landscape, and leverage their unique strengths and resources to create differentiated and sustainable products. Product strategy is a key decision for a startup team as it involves determining the scope and direction of the company's product offerings to achieve its overall business goals.

Although many studies have discussed the impact of

entrepreneurial team knowledge structure on product strategy, the research data are generally relatively small and not in-depth, and more quality research is needed. This study will examine the relationship between the knowledge structure and products of multinational entrepreneurial teams.

2. Basic Theory

2.1. Entrepreneurial Team

Stephen Robbins defines a team as follows: A team is a group of two or more people who are formed to achieve the overall goals of the enterprise and cooperate to complete the company's tasks. Williams believes that a team is first of all a group. On this basis, its members have a high degree of interdependence and commonality. A team is a group composed of individuals who are more autonomous, thinking and cooperative. The entrepreneurial team is an important subject. They not only have a strong sense of innovation and creativity. At the same time, you also need to have professional skills and management experience to achieve entrepreneurial goals and success. Gartner (2023) proposes that an entrepreneur is a person who can identify, evaluate and exploit opportunities, even if these opportunities involve risks and uncertainties. Entrepreneurs are also able to put their ideas into practice and create new products, services or business models. The author believes that entrepreneurs are crucial in today's business environment. They can help companies stay competitive in an ever-changing market. Zimmer (2017) believes that an entrepreneurial team is a group of like-minded people with complementary skills and experience, the ability to communicate and cooperate effectively, the ability to adapt and learn, and the willingness to take risks.

2.2. Knowledge Structure

The knowledge structure of the entrepreneurial team has an important impact on major decisions in the entrepreneurial process. A reasonable knowledge structure of the entrepreneurial team is an important guarantee for the speed and quality of entrepreneurial decision-making, which in turn

affects product strategy. This study will examine the relationship between the knowledge structure and product strategy of entrepreneurial teams. Through field research and case analysis, this study provides constructive suggestions on how entrepreneurial companies can form a reasonable team, optimize the team's knowledge structure, and enhance the team's entrepreneurial knowledge, thereby helping entrepreneurial companies better improve their product strategies.

This study defines the knowledge structure of the entrepreneurial team as: the proportional relationship between the types of knowledge possessed by the members of the entrepreneurial team, which is divided into three dimensions, namely professional and technical knowledge, business management knowledge and transnational cultural knowledge. Among them, professional and technical knowledge is; business management knowledge refers to experience and educational knowledge; transnational cultural knowledge refers to local customs, culture and social knowledge, and local legal knowledge.

a. Experiential Knowledge and Education

Entrepreneurship education is an increasingly important topic in the current global economic development. Entrepreneurship plays a key role in creating jobs, encouraging innovation and driving economic growth. Entrepreneurship education is very important for a country to build a strong and sustainable economy. In today's era of globalization, entrepreneurship is the key to improving a country's competitiveness in the international market (Amalia and Korfflesch, 2021).

b. Transnational Cultural Knowledge

Transnational cultural knowledge refers to the knowledge that entrepreneurial team members have about the cultural backgrounds, values, and behaviors of different countries and regions. Transnational culture is an important foundation for transnational entrepreneurship in entrepreneurial teams and has an impact on the entrepreneurial team's transnational entrepreneurial knowledge and product strategies. Transnational cultural knowledge can be classified according to different dimensions, including knowledge level, knowledge field, and knowledge source.

2.3. Product Strategy

Product strategy means that when a company formulates its business strategy, it must first clarify what kind of products and services the company can provide to meet the needs of consumers, and it must also solve product strategy issues. A product strategy model refers to a set of conceptual frameworks that help companies develop effective product strategies. These models provide a structured approach to analyzing key elements of product strategy, including target market selection, product positioning, and product portfolio design. The aim is to help companies make informed decisions about their product offerings to achieve competitive advantage, profitability and sustainable growth. The product strategy model refers to the framework for achieving corporate goals through formulating and implementing product strategies. The model typically includes four main components: product positioning, market positioning, product portfolio, and product development.

Elena and Julio (2019) explored the impact of leadership, corporate culture, and technological innovation product innovation strategies. The study found that leadership and corporate culture have a significant impact on product

innovation strategies, and technological innovation can promote the realization of product innovation strategies. Kathleen (2017) combined business model and product strategy and proposed a framework to guide companies to consider sustainability factors when formulating product strategies. She believes that by integrating business models and product strategies, companies can gain sustainable competitive advantages.

Studying the product strategy model can help companies understand the market, competition and product relationships, and formulate corresponding product strategies. In addition, studying product strategy models can also help companies optimize product portfolios, increase sales revenue, reduce production costs, and enhance competitiveness.

a. Product Positioning Clarity

Product positioning clarity refers to the extent to which a product's positioning and unique position in the market are clearly and clearly communicated to target consumers. This includes how easily consumers can understand the product's role, features and value in the market, and how they can establish an emotional or functional connection with the product. When the product positioning is clear, consumers will not feel confused or vague. They can clearly know what problems the product solves, what needs it satisfies, and how it differs from competitors' products. The clarity of product positioning directly affects the attractiveness and competitiveness of the product in the market.

b. Brand Positioning and Target Market Clarity

Brand positioning is one of the keys to entrepreneurial success. It involves how to accurately grasp the target market and establish a close connection with it. A clear and accurate brand positioning can help entrepreneurs stand out in a highly competitive market and win the favor of consumers. First of all, understanding the characteristics of the target market is the key to brand positioning. This requires entrepreneurs to conduct in-depth market research and surveys on the target market. Mobile phone information from consumer demographics, consumer behavior, preferences and needs can help entrepreneurs gain a comprehensive understanding of the target market. For example, age, gender, geographical location, income level, etc. are all important factors that affect consumers' purchasing decisions. Entrepreneurs need to understand this information to better position the brand.

c. Product Line Width and Depth

Product line breadth refers to the number of types of products or services provided by a company. Product line depth refers to the number of products or services provided by an enterprise in a certain product or service category. Product line width and depth will have an impact on a company's market competitiveness. The wider the product line, the more types of products a company has to meet the needs of different customers, thereby increasing the company's market share. For example, the beverage industry has a wide product line, including milk tea, fruit tea, coffee, ice cream, etc. The greater the depth of the product line, the more products a company has in a certain product or service category, which can meet the needs of different customers, thereby increasing the company's market share. For example, the beverage industry has a very deep product line, with a variety of milk tea (pearl, red bean, etc.), fruit tea (lemon tea, passion fruit, etc.), ice cream (chocolate, matcha, etc.), coffee, etc. However, if the product line width and product line depth are too large, it will also increase the company's management costs and operational risks. For example, companies need to

invest more resources in developing and promoting new products, and they also need to deal with competition from different product lines.

3. Research Design

3.1. Research Methods

This study uses a multiple case study method to analyze related issues. The case study method is a commonly used qualitative research method, which is suitable for an in-depth and comprehensive investigation of a complex and specific problem in reality. Through case studies, existing theories can be tested, developed or modified on certain phenomena and things. Based on the number of cases selected in the actual study, case studies can be divided into single case studies and multiple case studies.

3.2. Data Collection

This study used data obtained from multiple sources to ensure the reliability of the research construct. Specific data types include:

1. Participant observation and interview data. Participated in the entire process of entrepreneurship and collected each entrepreneur's understanding of the entrepreneurship process through interviews to ensure the reliability of the data.

2. Telephone communication data. During the data processing process, the author communicated with the company's personnel through phone calls many times to check for omissions and fill in the gaps and improve the relevant data.

3.3. Case Coding

This study used grounded theory research methods to process the original data. First, the original data were conceptualized through open coding and summarized to form subcategories. Secondly, through axial coding, we find the causal relationship between various concepts and sub-categories, and extract the sub-categories and main categories. We condense the core categories through selective coding, and describe the relationship between each category through "story lines". logical relationship between them. (1) Open coding. In the open coding stage, the author extracts the most basic concepts from the data. These concepts are usually short, clear, and specific. (2) Spindle coding. In the main axis coding stage, the author classified and aggregated the concepts extracted from the open coding to form higher-level concepts. (3) Selective coding. In the selective coding stage, the author extracted core concepts from the main axis coding to form a theoretical model.

4. Summary and Prospect

Entrepreneurial teams are an important core in promoting

entrepreneurial activities. Although entrepreneurial teams have received widespread attention from students and practitioners in recent years, there are few studies on the theory of entrepreneurial teams in Indonesia, and further research is needed. For example, whether the knowledge structure of the entrepreneurial team will promote or reduce product strategy, the variables that influence the relationship between team knowledge structure and product strategy, etc., taking Chinese entrepreneurs starting a business in Indonesia as a sample. Although existing research shows that the entrepreneurial team plays a vital role in the entrepreneurial process, there has been no in-depth discussion of the knowledge structure. There is no unified conclusion on how the knowledge structure of the entrepreneurial team can provide product strategies. Therefore, there is no unified conclusion on how to optimize entrepreneurship. Entrepreneurs are also concerned about the team's knowledge structure. Through field research and empirical analysis, this study can provide suggestions on how entrepreneurs can form a reasonable team, optimize the team's knowledge structure, and increase the team's entrepreneurial knowledge, thereby helping entrepreneurs better improve their product strategies.

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