

## How entrepreneurs anticipate the future market: An initial approach of a future market anticipation model for small businesses

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Future market anticipation, Small and medium enterprises, Hybrid entrepreneurship, Entrepreneurial actions

### ABSTRACT

This research examines and presents a new model concerning how small entrepreneurs predict what markets will be like in the future through considering the competitors, prices, finances, labor costs, raw materials, and progress of the ASEAN economic community. This study applies a descriptive explanatory technique. It also utilizes a quota sampling method with a structural equation model and qualitative descriptive technique. The research results reveal that companies' entrepreneurial actions and backgrounds had a positive influence on anticipating the future. Next, future anticipation had a positive effect on the additional effort, market performance, and consumer value. It was also discovered that the entrepreneurial learning process consisted of three stages for employers. The learning process was done through parents as employees and from their direct exposure as entrepreneurs. This is considered hybrid entrepreneurship. This study attempts to fill the research gap pertaining to the lack of models on future market anticipation (FMA) by providing an appropriate quantitative research framework and new perspectives on exploring research into FMA for SMEs. Future studies need to focus on examining the function of the learning process as it pertains to hybrid entrepreneurship, as examined from a number of viewpoints.

### Introduction

Future anticipation deals with how consumers perceive a company's doings to respond to customers' future needs and desires. This study utilizes a futuristic (futurology) approach, which examines prospects for the future. This approach has become increasingly popular for academicians (Mello, Bhadare, Fearn, Galaviz, Hartmann, & Worrell, 2009). Even though this method has great implications for the marketing field, studies and related theories on the future are seldom covered in the marketing sphere (Haryanto & Priyanto, 2013; Loveridge, 2008).

From the explanation above, it is clear that future market anticipation is not a primary concern of marketing management, but it does have entrepreneurial aspects. Future anticipation is the crossroads between entrepreneurship and marketing. This juncture is frequently referred to as entrepreneurial marketing. This is dissimilar to marketing management, in that entrepreneurial marketing must be decisive, informal, and intuitive (Collinson & Shaw, 2001). Entrepreneurial marketing also deals with having an entrepreneurial orientation, which consists of an entrepreneurial mentality, chance, and opportunity emphasis. These

aspects are affected by relationships and entrepreneurial capital. It impacts how entrepreneurs can visualize innovations, chances, and market driving behavior (Schindehutte, Morris, & Kocak, 2008). According to these facets, it is strongly believed that a connection exists between entrepreneurship and future anticipation, which has not been extensively covered.

Past studies on future anticipation did not delve into the connection between future anticipation and several other features like additional effort, market performance, and customer value. Studies carried out by Morales (2005) and Cardozo (1965) only examined the link between future anticipation and additional effort. Next, Kandemir, Yaprak, and Cavusgil (2006) just observed the connection between future anticipation and effort results. Then Flint, Blocker, and Boutin (2011) were interested in comparing future anticipation with consumers' wants and values.

Fontela, Guzmán, Pérez, and Santos (2006) performed a study by applying a trend analysis, extrapolation, and anticipation connected with a structural model about the future to recognize events of the past and situations that developed. Then conjectures could be made about their likelihood of occurring in the future. Considering this situation, more research is needed on this topic. Schatzel and Calantone (2006) tested their market anticipation models on various participants and objects to fulfill the generalized

conditions. Jones and Rowley (2009) constructed the EMICO framework, which provides a better manner of evaluating how small technology-oriented entrepreneurship businesses utilize a qualitative method. This can be beneficial in comprising a quantitative scale analysis in the future. Jones and Rowley (2009) suggested that the EMICO context can be applied in quantitative research.

As a product of Indonesian culture, batik was originally made during the royalty period by the palaces in approximately the 8th century B.C. It was not only a business venture, but it primarily was done to provide attire for the royal princesses. Batik is officially considered an Indonesian heritage by UNESCO. This implies that batik can play a prominent role globally, especially in ASEAN. As agreed upon by the ASEAN Economic Community (AEC), batik should be viewed as a primary Indonesian product to be sold within the AEC. Therefore, Central Java needs to address this global situation.

Central Java Province has a reputation for producing batik. Javanese batik is mostly made in Solo, Yogyakarta, and the surrounding areas. Batik made outside the Solo and Yogyakarta regions is commonly called coastal batik. Coastal and non-coastal batik vary in terms of colors and designs. Most Central Java regions produce batik in varying degrees with the biggest producers in Pekalongan, Solo, and Lasem.

Related with future anticipation and the empirical issues that arise in the batik business, there is a research gap in examining future anticipation connected with the precursors and consequences, in respect to the research participants and objects. With that in mind, this research was conducted to fill that gap.

McCardle (2005) examined the ability to predict markets at the product level. Even at the organizational level, having a market foresight ability can be beneficial. Companies which possess the knowhow to alter market conditions are able to predict and act appropriately in the face of changes, since rising associations inside companies may have specific abilities that are not fulfilled by the companies (McCardle, 2005; Morgan, 2012; Tsoukas & Shepherd, 2004)

Previous literature revealed that various researchers conducted studies connected with entrepreneurship, entrepreneurial experience, and future anticipation. The research also examined how possessing future anticipation was related with additional effort, market performance, and customer value. Tambunan (2011) claimed that the primary obstacles tackled by SMEs are financial and marketing difficulties. Financial restraints are mostly due to having a lack of access to official credit sources. This obstacle can also be a source of marketing difficulties, as most SMEs do not have capital to explore or expand their markets. This limitation is actually connected to entrepreneurship from small business entrepreneurs. Stiglitz (1996) revealed that Southeast Asian small and medium enterprises are able to expand due to entrepreneurial ability, marketing spillover, and technological knowledge. Therefore, these three fac-

ets are essential in order to be able to successfully compete internationally. In addition, market appeal, business strategies, and resource-based capabilities (for markets, technology, and entrepreneurship) are all connected with venture performance (Chandler & Hanks, 1994; Greene, Brush, & Brown, 2015).

The first research objective is to scrutinize the effects of batik entrepreneurs' experiences and entrepreneurial activities on future anticipation. The second research objective is to discover the effects of anticipating the future on the additional effort, market performance, and customer value. The third research objective is to comprehend how entrepreneurial skills are formed, in order that entrepreneurs can make predictions about their firms.

## Literature Review

### Entrepreneurship Definitions

Entrepreneurship has a long history. Entrepreneurs attempt to predict and act upon change within markets while bearing the uncertainty of market dynamics. Entrepreneurs were required to perform such fundamental managerial functions as direction and control (Knight, 1921). Having a business until it is able to grow and develop is inseparable from an individual's initial idea/concept to start a business. This idea can surface when an individual sees a business opportunity that is perceived as having good prospects and is able to produce profit in the future. An early idea to start a business will eventually be transformed through the creation of an organization to create that opportunity. So, the entrepreneurship process involves all functions, activities, and actions that are related with a perception towards opportunity, and in creating an organization to bring that opportunity into realization (Bygrave & Hofer, 1991; Maine, Soh, & Dos Santos, 2015; Sarasvathy, 2001).

Shane, Locke, & Collins, (2003) stated that the ability to assemble resources is greatly influenced by the entrepreneurial motivation and cognitive factor. Individuals who possess a life vision, a need for achievement, a desire for independence supported by knowledge, expertise, and capability – with the support of a conducive environment like entrepreneurial opportunity and environmental condition – will be able to recognize opportunities, develop ideas, and follow through on those ideas (Digan, Kerrick, Cumberland, & Garrett, 2017).

Based on the definitions above, it can be concluded that an entrepreneur can be defined as a person who has a need for high achievement, acceptance of risk and failure, independence, creativity and innovation, and knowledge, particularly with respect to a business. Additionally, an entrepreneur has the ability or the technical expertise to run a business (Mitchell, 1996; Priyanto & Sandjojo, 2005).

### Future Market Anticipation

Future market anticipation deals with how consumers perceive the activities of producers who want to fulfill con-

sumers' wants and needs in terms of model, price, labor, material, competition, and ASEAN anticipation (Haryanto & Priyanto, 2013; McCardle, 2005).

Adam (2008) revealed that a company must strive to predict the future. This can be done to acquire profit and become competitive. Next, humans and companies have the right to create and shape their futures. In other words, companies can participate in altering the future. In fact, companies allocate a great deal of financial resources for research and development to give future consumers the best quality. Companies use innovation to anticipate the future. Companies which do not take this action will end up in demise. One such example is Nokia, which led the cellular phone market for decades. Nokia did not do as much as it should have done in terms of future anticipation. Eventually, iPhone and Blackberry were able to chip away at Nokia's market.

DeRoo (2013) stated that material, social, and political actions are done to predict the future. This is connected with the social environment, since individuals want to envision what the future will be like. This is related with funding, as companies need to utilize financing to predict future trends. From a political perspective, companies strive to determine the market to make themselves more competitive. Even though the future is rather multifaceted to examine, predictions can still be made about it. Various multinational companies like Pizza Hut and United Colors of Benetton have done studies through conversing with and accompanying youths for a predetermined period of time to comprehend what they need now and realize their future preferences. These actions are done in an effort to realize what the future may hold. By knowing what the future may look like, company CEOs can better anticipate to acquire advantages (Adam, 2008).

For future anticipation, Chang, Hung, and Ho (2007) devised a means for searching for possible consumers by analyzing future needs. This method begins with devising a customer profile based on loyalty. Then it is necessary to find prospective consumers. After this, studies need to be carried out to know consumers' future needs.

Chang et al. (2007) exhibited the significance of recognizing sales patterns for the main products and consumers' upbringings to comprehend their profiles. Afterwards, possible buyers should be examined as well as their backgrounds to know what purchases they may make. Finally, the current data can be utilized to know what purchasing opportunities may be present later to project the potential consumers. This kind of an analysis is necessary for SMEs, since they seldom recognize sales patterns and customer profiles (Andadari, Priyanto, & Haryanto, 2016). When companies can understand current sales patterns and consumer profiles along with consumers' future needs, then their market will expand, leading to better marketing for SMEs.

### **Relationship between Entrepreneurship and Future Anticipation**

Entrepreneurs are distinguished from non-entrepre-

neurs based on their perspectives of the world (Allinson, Chell, & Hayes, 2000; Gaglio & Katz, 2001; Gartner, 2002; Krueger, 2003; McGrath & MacMillan, 1992). Successful entrepreneurs see opportunities while taking into account the risks in environmental changes (Begley & Boyd, 1987; Collinson & Shaw, 2001; Dyer Jr., 1994; Linstead & Hytti, 2005; Littunen, 2000). Entrepreneurial activity emphasizes the art of future anticipation and exploration (Abebe & Angriawan, 2014; Hätönen & Eriksson, 2009; Lumpkin & Dess, 1996; Sauka, 2008). There is a strong correlation between entrepreneurial ownership and one's ability to anticipate the future (Foss, Foss, Klein, & Klein, 2007). Future anticipation is determined based on the ability of entrepreneurs themselves in terms of creation, courage, and imagination (Fontela et al., 2006; Lumpkin & Dess, 1996; Lumpkin & Dess, 2001; Okoye & Eze, 2010; Okpara, 2007).

When an entrepreneur seizes new opportunities, new market potentials are created. If an entrepreneur creates new products, he/she will create the possibility of complementary products and increase the demand for inputs into new products. This may, however, also reduce the demand for other goods. If an entrepreneur finds a better process for producing an existing product, he also creates opportunities for potential input suppliers. Thus, this means that any entrepreneurial activity will create opportunities in the future, allowing entrepreneurs to get opportunities in the future (Holcombe, 2003).

From the definitions of entrepreneurship above, it appears that people who have an entrepreneurial mindset may also have the ability to anticipate the future. On the other hand, Schumpeter (1961) identified that an entrepreneur was characterized by having an initiative, responsibility, or authority and being forward-looking (hopeful = foresight). In addition, Schumpeter (1961) said that an entrepreneur has the ability to recognize a combination of productive factors to be processed and to do so before others. This view is similar to the view of John Bernard Say.

McClelland (1961) revealed that entrepreneurs exhibit characteristics such as moderate risk taking as a function of skill, energetic and/or novel instrumental activity, individual responsibility, knowledge of the result of the decision, anticipation of future possibilities, and organizational skills. An entrepreneur is a person who has a creative action that builds the value of something that has not been visible before. It is an opportunity to pursue acts without regard to the resources or lack of resources at hand. It requires vision, interests, and a commitment to lead others to achieve this vision. Entrepreneurship also requires a willingness to calculate and take risks (Timmons, Spinelli, & Tan, 1994; Lambing & Kuehl, 2000).

An entrepreneur has characteristics of being fond of doing business, being strong even in failure, being confident, being self-determined or the locus of control, managing risks, seeing a change as an opportunity, being tolerant of many options, taking an initiative and having the need for achievement, being creative, being a perfectionist, having a broad view, considering time as precious, and having strong motivation (Carland Jr., Carland, & Carland III, 2015;

Lambing & Kuehl, 2000). Stevenson (1983) conceptualized entrepreneurship as a management approach with a great desire to have the opportunity to pursue and exploit opportunities without regard to currently controlled resources. A stronger form of indeterminism emphasizes that the future is not merely unknown, but unknowable. That said, however, it is emphasized here that “the future is unknowable, but not unimaginable” (Lachmann, 1976). Entrepreneurship is seen as a human action that creatively formulates and solves new problems (Antonites, 2003; Buchanan & Vanberg, 1991; Klein, 2008)

**Hypothesis 1.** Entrepreneurship has a positive impact on future anticipation.

### Entrepreneurial Background and Future Anticipation

According to Hisrich and Peters (1992), personal aspects consist of childhood family environment, education, personal values, age, and work history that together become the determining factors of a person’s entrepreneurship. In another case, this aspect is also related to the ability to anticipate the future.

**Education.** Lee and Tsang (2001) said that although there are many successful entrepreneurs who dropped out of school but still managed to become successful businesspeople, education is still needed to be a qualified businessperson because of the increasing complexity of the business world environment. The level of education, especially for those in large companies, is positively related to the growth of the business. Cooper and Dunkelberg (1987) reported that employers in Canada and the United States had a higher education than others around the world. Robinson and Sexton (1994) found that one’s education level is positively associated with business growth. Lee and Tsang (2001) and Ahluwalia, Mahto, and Walsh (2017) said that people who are better educated will have a stock of knowledge that is broader and with a lot of information, which enables them to find opportunities and anticipate the future in conducting their businesses. A properly designed educational curriculum will enable students to integrate past experiences and anticipate the future in the form of an action plan. Daily ecological practices allow the student to make a connection with past experiences and the future by setting goals, delaying immediate gratification, anticipating future problems, learning from past experiences, and evaluating action (Strauss, 1998).

**Age.** The correlation between a person’s age and entrepreneurial success has been investigated carefully. In evaluating this, it is important to distinguish between entrepreneurial age and chronological age. Entrepreneurial age is identified as the length of business experience, while chronological age refers to when an entrepreneur started one’s business. In general, a successful entrepreneur has started his or her business in the age range of between 22-25 years old (Hisrich & Peters, 1992). In this regard, age also affects a person in performing future anticipation.

**Work Experience.** An entrepreneur’s experiences are divided into three components: entrepreneurial, industrial, and managerial. Entrepreneurial experience points to the involvement of a number of previous venture and management roles at other ventures (Stuart & Abetti, 1990). Industrial experience means experience in the industry in which the venture exists. Managerial experience is the total experience in management, no matter what type of industry it is. Various studies have focused on managerial and industrial experiences. Gasse (1982) showed that an entrepreneur’s experience may positively/negatively affect the business growth. Past experiences can infuriate people if bad strategy changes occur. Van de Ven, Hudson, and Schroeder (1984) put forward a positive impact on industrial experience; Dyke, Fischer, and Reuber (1992) reported a positive impact of industrial and managerial experiences; Duchesneau and Gartner (1990) used the concept of the managerial experience breadth that combined industrial and managerial experiences and found that the combination had a successful impact on the business. It seems that the evidence supports a positive correlation between a businessperson’s experience and performance (Lee & Tsang, 2001). Extensive and long work experience will construct the entrepreneur’s background of a person as well as how they anticipate the future (Delmar, 1996; Matthews & Moser, 1995; Matthews & Moser, 1996; Priyanto, 2006; Priyanto & Sandjojo, 2005; Watson, Hogarth-Scott, & Wilson, 1998).

**Hypothesis 2.** An entrepreneur’s background affects future anticipation.

### Future Anticipation, Customer Value, Marketing Performance, and Extra Efforts

Customer value is concerned with how consumers perceive what they obtain and what they have to give up to get it. When a company understands customer value, it can innovate to acquire better perceived customer value (Kotler, Keller, & Lu, 2009). Related with this, businesspeople can establish customer value to know what should be provided to consumers.

Flint et al. (2011) indicated that consumers’ perceptions of what product value is given by the companies is a significant aspect for building emotional ties. Companies frequently invest a great deal of money and time to predict the wants and needs of consumers in the future. Nevertheless, it will be pointless if consumers do not appreciate this, because it does not match with what they desire or require. Flint et al. (2011) did a study on a wide range of industries and discovered that customer satisfaction and loyalty was positively affected by engaging in consumer future anticipation. These results conveyed the necessity of SMEs and industries to engage in doing future anticipation, in order to give the best customer value, make customers appeased, and establish customer loyalty.

Similarly to the above, Kandemir, Yaprak, and Cavusgil (2006) did research on SMEs in the USA to comprehend

the need for future anticipation. Because increasing competition makes everything more complicated and unstable, SMEs should strive for breakthroughs and innovations to advance their market performance. By engaging in partnerships with current stakeholders, especially with suppliers and challengers, SMEs can have an advantage over others to predict the future. Next, Mische (2009) revealed that by attempting to comprehend the future, entrepreneurs can connect companies with consumers. This will assist consumers in their purchase decisions. When SMEs and bigger companies attempt to predict the future, their efforts will be esteemed by consumers (Morales, 2005). This is because the businesses place the consumers in the forefront when making business decisions. If consumers recognize this effort, they will be more willing to engage in business with these firms. This concept can be understood through the persuasion and the attribution theory.

Businesses should engage in future anticipation as a marketing strategy connected with customer persuasion. Various research has been carried out regarding a company's ability to persuade consumers (Campbell & Kirmani, 2000; Cardozo, 1965; Kirmani & Wright, 1989), while the attribution theory has also been researched through various studies (Folkes, 1988; Weiner, 2000). In spite of this, a limited number of studies have been done on company persuasion and additional effort (Morales, 2005).

Preliminary research was carried out by Morales (2005) on a company's additional efforts, as it connected neutral motives and persuasion. Nevertheless, researching the extra effort done by companies has been done before. Cardozo (1965) did research that revealed that in particular situations, expectations had an effect on how the product and purchasing experience were evaluated. When a product or service does not match up with its expectations, then it will be ranked low. When more effort is made to improve the shopping experience, it may curtail these effects or even be contrary to a poor shopping experience. Obviously, exerting a high degree of effort results in a better product evaluation. In addition, Cardozo (1965) also found that consumer expectations have an effect on how a product or service is evaluated. If a product or service has high expectations, then it will be more challenging for the company or service provider to meet that satisfaction. If a product or service has low expectations, then it will be easier to meet consumer demands.

Attribution theory was applied in Morales' study (2005), which claimed that customers will be appreciative for the extra effort done by a company in general. Customers' expectations for particular attributes are related with the failures or negative results (Folkes, 1988). Likewise, this also applies for successful or positive outcomes. Related with this, Weiner (1974) said that when a behavior is controllable, then individuals with moral and emotional opinions will be motivated to support or disavow it. If a behavior is connected with a company's additional effort, then customers will react negatively to companies that do not meet their expectations and react positively to companies that go the extra mile. Weiner (2000) further revealed that

the whole attribute searching process is integrated with the rationale for feelings which are then acted upon.

Equity theory was also applied by Morales (2005). This emphasizes the reciprocity principle (Adams, 1965). Based on this theory, individuals tend to respond positively to those who do acts of kindness to them (Regan, 1971). Moreover, individuals do not desire to be indebted to others. If kindness is connected with additional effort, then customers will repay the good deed (a company's extra effort) by buying a product or service or at least have a good opinion of it. This theory claims that customers will repay a good deed if they think they have direct or personal advantages.

Differences between equity theory (which claims that customers only repay a positive action if they receive direct and personal benefits) and attribution theory (which postulates that customers will repay good deeds in general) motivated Morales (2005) to do a further study. This research revealed customers were still grateful for a company's additional effort, even if it was only done in a general manner and did not have an immediate or personal impact on the customers. Another finding of the study was that customers were still appreciative of the additional effort of a company even if it had neutral and non-persuasive motives. In addition, the study found that being appreciative facilitated the extra effort, while a feeling guilty increased when extra effort was exerted.

Related with persuading customers, Campbell and Kirmani (2000) acknowledged and studied aspects that encouraged the use of persuasive knowledge by customers. If customers had unlimited resources, then persuasive knowledge would be used to affect the persuasion motives and a salesperson's evaluation. The Persuasion Knowledge Model (PKM) was utilized with the primary idea that customers acquire insights into persuasion and apply it to compete with the persuaded aspects. As a result, persuasion knowledge is used based on how accessible the persuasion motives are. Therefore, customers will not be appreciative to a company in terms of additional effort if the company is considered to have a persuasive motivation.

Morales (2005) only examined the additional efforts made by the company, even though the quality was unaltered. The results conveyed that customers would be more willing to purchase from a company that did extra effort even if the quality did not improve. This was related to a study done by Kirmani and Wright (1989) who devised the method by which the alleged advertising cost influenced the quality. Folkes (1988) accentuated the significance of attribution theory as it relates to customer behavior. The suggestion was proposed to better comprehend customer perception and causal relationships as they related to customer behavior. Marketers could then apply it to marketing activities. Folkes (1988) clarified that customers bought the products or services due to the cause-effect relationships. Examples include a customer who purchases a deodorant that claims to improve one's social life, sports shoes to improve performance, and medicine to alleviate pain.

Folkes' literature review (1988) of attribution theory

showed that it is a detailed and advanced approach in terms of consumer behavior issues. Various research on attribution covers when customers give good product reviews to other potential customers or when they complain about a product aspect. Attribution theory is actually a combination of two theories that have similar basic assumptions. Based on attribution theory, individuals will search for the reasons behind a particular occurrence (Kelley, 1967). If a company is considered as providing additional effort, then, based on attribution theory, customers will feel grateful for the company's additional effort provided to them, even if it is general in nature (Haryanto & Priyanto, 2013; Hesaraki, 2015; Lichtenstein, Ridgway, & Netemeyer, 1993).

Morales' research results (2005), which guided this study and support attribution theory, show that customers have a positive image of a company when it puts forth additional effort for customers, even if it is general in nature and does not affect customers in a direct or personal manner. Kruger, Wirtz, Van Boven, and Altermatt (2004) discovered that a company's efforts were frequently used by customers to know the product, service or quality given. When a company exhibited greater effort, then the customers considered it as having higher quality. Similar with Morales (2005), even if the quality does not show a marked improvement, customers will still have a more favorable impression of the company's product or service due to the extra effort provided (Stajkovic & Luthans, 2001; Wells, 1995).

**Hypothesis 3.** Future anticipation positively affects the extra effort.

**Hypothesis 4.** Future anticipation positively affects the customer value.

**Hypothesis 5.** Future anticipation positively affects the market performance.

### Method

This study is descriptive and explanatory research. It targets the characteristics of variables and relationships between variables, a deeper understanding of the correlation between existing variables, and an explanation of the cause and effect relation (Blaikie, 2009). As a causality study, we aim to analyze the causal relationship between the variables associated with future anticipation, such as entrepreneurship and entrepreneurs' background, that affect batik (cloth dyeing) business performance through hypothesis testing (Sekaran, 2000).

The population of this research was batik entrepreneurs in Solo, Lasem, and Pekalongan. The three locations were chosen since these regions have many batik SMEs, whether or not they are involved in export activity. The exact number of this population was not known. However, it was identified that these batik entrepreneurs had similar criteria. Most of them were high school graduates and used these batik businesses as their main income. Questionnaires were distributed with a Likert scale of 1-7 to ob-

tain respondents' perceptions of the variables examined in this study. A snowball sampling method was used in this study with 50 respondents from each city, with a total of 150 samples obtained. However, 6 respondents were eliminated due to invalid data, so only 144 respondents were used in this research. A pre-test was conducted with 30 respondents to check the validity and reliability. Data was then processed with a structural equation modeling (SEM) method and AMOS 5.0 software to test the hypothesis.

Related variables and measurements were formulated for the following components of each variable, ie: entrepreneurship was measured on the need for achievement, risk taking, independence, creativity, and innovation. Entrepreneurial background was measured by gender, age, education, expenditures, experience, batik and non-batik training completed, training in anticipation of the future, social networks, government support, and a support association. Anticipation of the future was measured from the model anticipation, anticipation of materials, labor anticipation, anticipation of competition, anticipation of the development of the ASEAN countries, and the anticipated price. The consequences of ownership anticipation of the future were comprised of three variables: extra effort, customer value, and performance marketing. Extra effort was measured by providing solutions from consumer needs, responsiveness, extra service, empathy, and reliability. Customer value was measured from having a good product, a better product than competitors, excellent service, attractive pricing, and benefits for consumers. Market performance was measured by sales competitiveness, sales targets, sales growth, market shares, market growth, and sales performance. All variables were measured using a Likert scale of 1 to 7 in order to acquire the data.

The variables involved in this study were independent latent variables, dependent latent variables, measurable variables/indicators/manifests, as well as exogenous and endogenous variables. Independent latent variables were formed from the measured variables. The correlation between these variables was recursive, meaning that the correlation was not two-way but the correlation was in the same direction. This means that the correlation was causal. These variables can be explained from the research model that was tested in this study as it appears in the figure below.

### Data Analysis and Findings

#### Pekalongan Batik SMEs' Profile

Besides Solo, one of the cities that affect the batik industry in Central Java is Pekalongan. Just like Solo, Pekalongan is a batik manufacturer. In fact, the batik artworks from Pekalongan have been exported to Australia, the USA, and the Middle East.

Bright colors are used to make Pekalongan batik blend with various patterns as a sign of the multicultural diverse cultures that exist in Pekalongan: the Chinese, Malay, Japanese, Dutch, and Arabic cultures. Pekalongan batik motifs are influenced by ancient cultures that once lived in

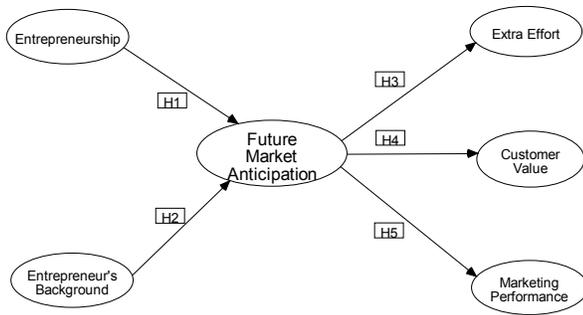


Figure 1. Research model.

this city. The Pekalongan batik floral pattern is influenced by European flowers, Japanese flowers, and Arabic calligraphy as well as by the original pattern of Pekalongan such as a pattern named Jlamprang. The beauty of Pekalongan batik is illustrated by its ability to combine seven colors that are blended together in a generated pattern.

**Lasem Batik SMEs' Profile**

Lasem batik is a different batik that has its own uniqueness compared to the other two types of batik. The difference and uniqueness lie in the history underlying the formation of this batik, including the pattern. Lasem batik is created as a result of the influence of two cultures of two countries, namely Javanese and Tionghoa culture originating from China. The two different cultures produce batik with distinctively different and unique designs compared with batik from other regions.

One other well-known pattern of Lasem batik is Three States batik. This batik consists of three colors: red, blue, and soja (brown). The three colors are representative of three cities of batik producers, and each color describes the characteristics of each city. The red color comes from

the city of Lasem, the blue color comes from the city of Pekalongan, and soja (brown) comes from the city of Solo. Batik coloring with three different colors is not only done in Lasem, but also in three different cities based on the color origin. Lasem batik is the one that shows Indonesian batik is not only able to express local culture, but also able to collaborate with other cultures of Indonesia and other countries as in China's culture through the Tionghoa ethnic group, of which its members are currently settled in many parts of Indonesia.

**Solo Batik SMEs' Profile**

As a cultural product, batik reflects the situation of the community. Although most of the styles are called batik, if its history is traced, there are differences among the three batik types from Solo, Pekalongan, and Lasem. For the Solo region, the populations involved in the batik production activities were courtiers who were trained to make batik for *jarik* (the fabric used for men and women as outer garments fastened around the waist and hanging down around the legs) and scarves. Therefore, the Solo batik pattern is closely related to the pattern that is often used by the royal palace family. The royal palace determines the tastes, both in Java and in various other places in the archipelago. The best results from the crafters will be ordered by the royal family and will be used by themselves. This creates a major impact on art, especially the art of batik. The royal palace can be said to play a major role in moving the refinement of the art of batik.

**Model Testing**

After the data collection was performed, it was processed and analyzed using SEM, which obtained the following results:

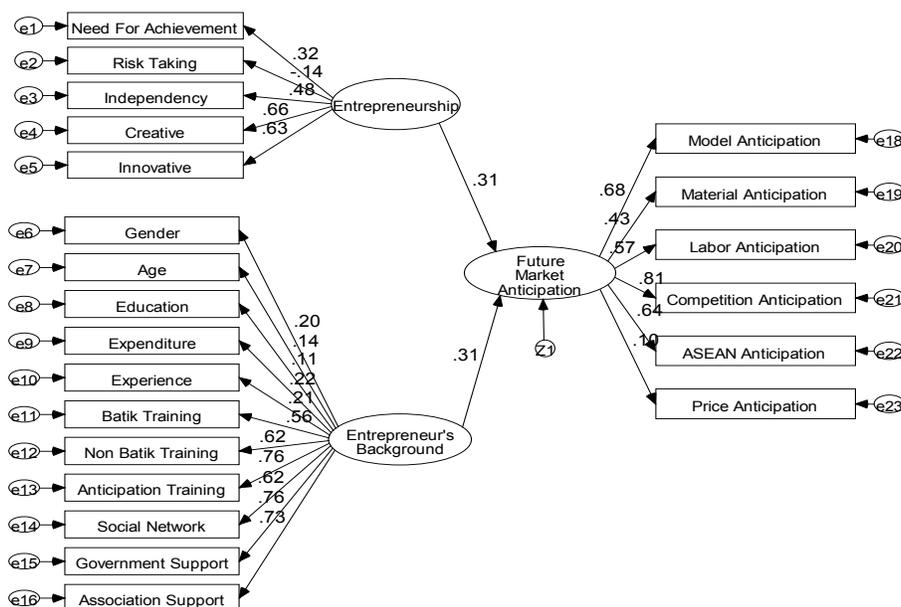


Figure 2. Results of the future anticipation antecedent.

Table 1  
*Analysis results of the future anticipation antecedent*

Hypothesis	Hypothesized Association	p-value	(Un)/Supported
H3	H1: Entrepreneurship → future anticipation	.01*	Supported
H5	H2: Entrepreneur's background → future anticipation	.00**	Supported

\* significant at the .05 level, \*\* significant at the .01 level.

Entrepreneurship had an impact on the future anticipation of the batik entrepreneurs. Taken together, variables such as motivation to always move forward, be independent, be creative, and be innovative, influence future anticipation with a regression coefficient of 0.31. The variable, risk taking, is not taken from the entrepreneurship of the owner because the company is usually run through family lines. Batik is a cultural product where almost every owner of the batik industry is in a high risk-taking environment.

Meanwhile, for entrepreneurial backgrounds, all measuring variables were significant except the measuring variables of age and education. For age, it was spread flat or in straight lines that did not match the principle of normality. Meanwhile, for education, on average the respondents were less educated. The data was not normally distributed. From the hypothesis test results, the entrepreneur's background positively and significantly affected the future anticipation with a regression coefficient of 0.31.

Entrepreneurship values such as the desire to move forward, independence, creativity, and innovation could make someone continue to pursue a variety of ideas. McClelland, (1961) stated that a person who has an entrepreneurial spirit will have the ability to anticipate the future associated with a variety of things, including the future anticipation of the market. Lambing and Kuehl (2000) said that an entrepreneur is a person who has a creative action that builds the value of something that was not visible before. It is an opportunity to pursue without regard to resources or a lack of resources at hand. They have a vision, interest, and commitment to lead others to achieve the vision. Entrepreneurship also requires a willingness to take and count risks related to the upcoming events.

If someone has an entrepreneurial spirit and an adequate background associated with business, then the entrepreneur will be able to anticipate the future in terms of a model or design. Entrepreneurs are also able to anticipate the type, quantity, sources of raw materials, and auxiliary materials they will need and they want to buy. On the other hand, they will also be able to take over the management of the workforce that they will use related to the qualifications, competence, quantity, and direction of development of human resources in their companies. Choi and Shepherd (2004) stated that entrepreneurs were more likely to exploit opportunities when they perceived more knowledge of customer demand for the product, more fully developed enabling technologies, greater stakeholder support. The favorable perceptions of more knowledge of customer demand for the product, more fully developed enabling technologies, and greater

stakeholder support were further enhanced when the new product has a long lead time.

They are also able to anticipate the future related to the possibility of competition that may occur and adjust themselves to the conditions of the competition. Competitive equity is related positively to market anticipation (Schatzel & Calantone, 2006). Entrepreneurship can equally be considered an important factor in the development of established firms increasingly beset by competition (Gupta, MacMillan, & Surie, 2004). The competitive scope is likely to be affected by the entrepreneur's competencies in interpreting environmental conditions (Sánchez, 2012). An entrepreneurial orientation is critical. Firms with an entrepreneurial orientation adapt their capabilities to meet emergent competition through flexible resource deployment, which allows the firm to use or expand the company's resources and thus raise long-term capacity (Kanter, 1981). Entrepreneurially oriented firms are capable of corporate transformation by effectively translating emergent options into platforms for continuous value creation (Ghoshal & Bartlett, 2000). This allows them to move fast to gain first-mover advantage in emerging new products or markets (Kuratko & Hornsby, 2001).

They will also be able to design and set prices that allow consumers to be satisfied and loyal to them, and they are able to set prices that will increase the brand image and imagery as well as the brand position of the product and company. The quality of marketing management related to price is supported by the dimension of entrepreneurship (Carson, Gilmore, Cummins, O'Donnell, & Grant, 1998). An owner or manager who is entrepreneurial will be able to set the price right in the future.

Most of the future will be a direct result of goal decisions taken in the present. Achievements and future events are influenced by anticipation, interpretation, and vision of the present (Thaler, 2000). Future orientation can be a powerful motivator of current behavior (Greene & DeBacker, 2004). If the context of the rationality limits the setting, the future of the anticipation context will place limits on the efficacy of entrepreneurial rationality. The anticipation context requires more than competence in rationality; it also requires competence in entrepreneurial decision-making aesthetics. There is a close correlation between entrepreneurial skills and how to anticipate the future (Koellinger, Minniti, & Schade, 2007).

When information is not disseminated equally and uniformly, it can cause a different perception among individuals in the society. This situation is the result of each individual's product opportunity set differing from others

(Michaels, 2000). Altered types of cognitive biases can possibly appear in a diverse situation (Gaglio & Katz, 2001). Whatever the personality of an individual, whether someone is proactive, reactive, or indifferent to what they see, sometimes different conditions will shake idea creation. Entrepreneurs might not accept things as take it for granted, but as something they can do something about (Hunter, 2013). A different business will offer dissimilar underlying thinking surroundings that improve thoughts or increase bias and impede individuals' decision making. Choi and Shepherd (2004) stated that entrepreneurs can take time and gather information to reduce uncertainties and build the firm's resources and capabilities before making the decision to enter the market and exploit the opportunity. Alternatively, entrepreneurs can exploit the opportunity now to lengthen their lead time. Lead time refers to the period of monopoly for the first entrant prior to competitors entering the industry.

Entrepreneurs who have anticipated future markets are influenced by entrepreneurial marketing (Fillis, 2000; Rezvani & Khazaei, 2013). Entrepreneurial marketing is influenced by market, entrepreneurial and technological orientation. These three aspects are influenced by capital relations derived from the environment or market factors and entrepreneurial capital derived from firm-specific fac-

tors (Schindehutte et al., 2008).

An organization's assets, competencies, and also self-sight will significantly affect the member's image and beliefs about the future. So an organization really needs a strong leader to determine the future trajectory of the business (Bass, 1985; Conger & Benjamin, 1999). Such conditions require entrepreneurial leadership (O'Regan, Ghobadian, & Sims, 2004). The actions that entrepreneurial leaders precipitate in pursuit of their vision constitute proactive enactment of new combinations of capabilities in the organization—reconfigured and focused to forge an entirely reconstructed transaction set for the firm (Gupta et al., 2004).

Entrepreneurship is driven by continuous change and perception towards potential opportunities (Baron & Enley, 2006; Singh, 2001). An individual has to perceive an opportunity as a media to grow abilities, resources, and links into strategies to create a firm opportunity. The opportunity must encounter the social and infrastructural circumstances for it to be feasible in society (Ozgen & Baron, 2007). It needs to see the ground directions about exchanges between different units within the environment according to how they should be implemented, where a shared belief can be recognized between the members within the environment.

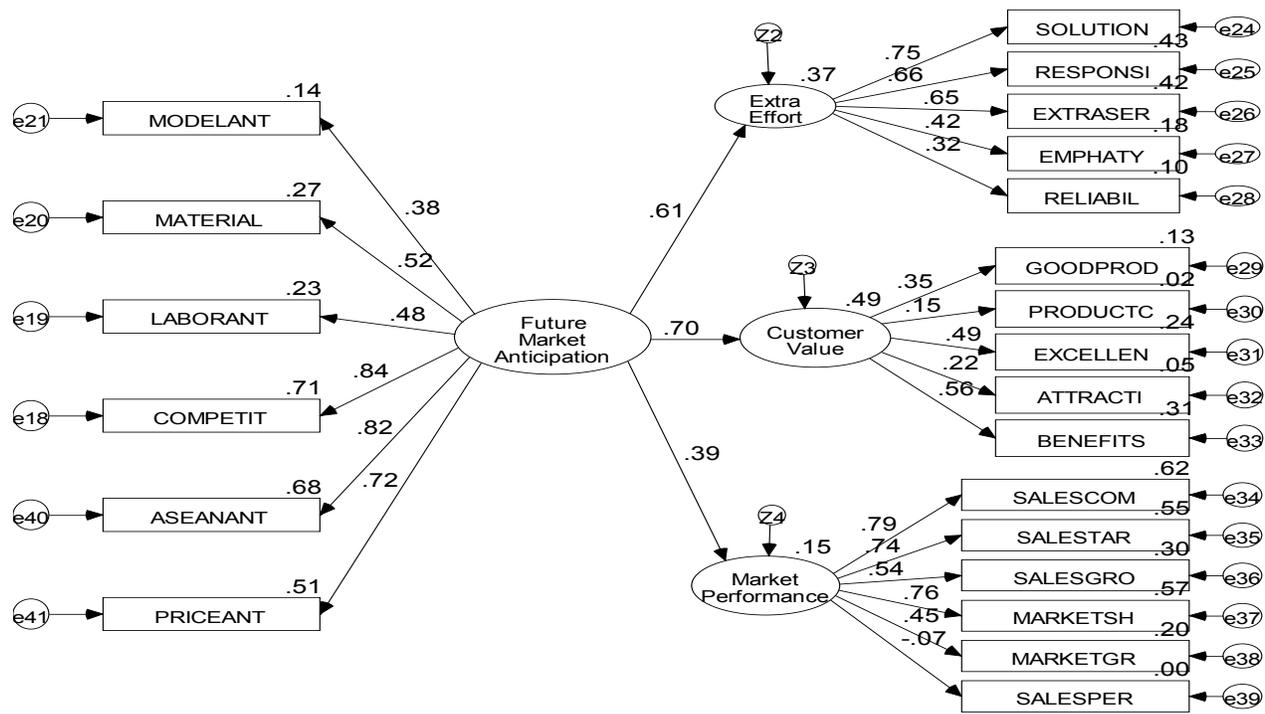


Figure 3. Results of the future anticipation consequences.

Table 2  
Analysis results of the future anticipation consequences

Hypothesis	Hypothesized Association	p-value	(Un)/Supported
H3	Future anticipation → extra effort	.00**	Supported
H4	Future anticipation → customer value	.00*	Supported
H5	Future anticipation → market performance	.00**	Supported

\* significant at the .05 level, \*\* significant at the .01 level.

Based on the analytical results above, it was found that future anticipation had a positive impact on extra effort. In the third hypothesis test, it was found that the future anticipation done by the company made the company give extra effort for customers. This is in line with the opinion of Morales (2005), who stated that companies that put the customers as the focal point would give extra effort for the customers. Companies that viewed the future anticipation by looking at the political, social, economic, cultural, and technological factors would make companies conduct extra effort to meet the needs and desires of their customers.

The future anticipation also had a positive impact on customer value. In the fourth hypothesis test results, it is revealed that companies which anticipated the future would provide superior customer value for their customers. The companies would understand the changes in customer tastes and changes in the social structure, so that the companies would provide the best service for their customers, as reflected in the value of the customer. This research is in line with findings from Kandemir et al. (2006) who stated that if a company was oriented to the future, the customer value provided by the company would be better. Batik entrepreneurs who understand the future will provide superior customer value to their customers through the unique creation of batik motifs or batik designs.

In addition to the results above, it was also established that future anticipation had a positive impact on market performance. Future anticipation undertaken by a company would be appreciated by customers. The customers conveyed their forms of appreciation through customer satisfaction and loyalty to the company. This, of course, had an impact on repeat purchases, which means an increase in sales led to an increase in company profits. Thus, the company perceived as performing future anticipation would positively impact the company's market performance. This is in line with research conducted by Flint et al. (2011), who stated that future anticipation would have a positive impact on customer satisfaction and loyalty. Loyalty is what will lead to repeat purchases and also positive word of mouth to other customers to improve the market performance.

The findings of this study support McCardle (2005), who revealed that the effect of information processes on the competency of market anticipation is reliant on a business' learning culture (upcoming orientation and learning orientation) and also connections among departments. They can strongly encourage the harmonization and integration of information between performers in the business

environment. A business can achieve long-term competitive advantage and build a structure of valuable resources by using the foresight understanding of its market. It means that a business has to exploit its capability in anticipating variation through the improvement of a new product and service offerings to satisfy the customers. Having a higher capability in market foresight creates fascinating new product creativity, rapid penetration into the market, and finally superior market-entry timing. These brand-new product results of market anticipation capability are more conjectured to raise the financial performance of businesses as long as they can take advantage of market chances. Hence, organizational inertia quietly supports the connections between market foresight capability and the results of new products.

### Conclusion

The true entrepreneur does not live merely in the context of the present. The entrepreneur and the enterprise exist now, but always with a view to the context of the future. The implications of today's decisions are realized tomorrow (Thaler, 2000). This means every entrepreneur must have a future orientation in terms of products, technologies and markets. To have this, the entrepreneur must have the ability to have market driving behavior that will enable him to see his future market. To have market driving behavior, the entrepreneur must have entrepreneurial marketing, which is formed from market and entrepreneurial orientation plus technological orientation. In order for the entrepreneur to have this, he must have relational capital and entrepreneurial capital, which can be obtained from the market and the company (Schindehutte et al., 2008; Van Zyl & Mathur-Helm, 2007). An ability in entrepreneurial leadership is also required to embody ideas and move into successful business activities (Chen, 2007; Gupta et al., 2004; Van Zyl & Mathur-Helm, 2007). If the entrepreneurial context is shifted from the present to the future, all decision making becomes more complicated and potentially less rational. It requires consideration of uncertain market developments, undiscovered technologies, changing organizational patterns, and ever-shifting financial options (Thaler, 2000).

This study used a structural equation model to deepen the earlier view that there is a strong correlation between entrepreneurship, entrepreneurial background, and future anticipation. Entrepreneurship and entrepreneurial background greatly affect the ability to anticipate the future.

If employers have entrepreneurship, they will be able to anticipate the future in six aspects. Ardichvili and Cardozo (2000) stated that entrepreneurial awareness and alertness, information asymmetry and prior knowledge, opportunity discovery, networking, and creativity, which are the dimensions of entrepreneurship, affect successful opportunity recognition. The perceived opportunities available are also influenced by an intention-driven process determined by various personal variables (Greene et al., 2015; Krueger, 2003; Sánchez, 2012). Meanwhile, family background also positively affects the future anticipation of batik entrepreneurs (Lindquist, Sol, Van Praag, & Vlădăşel, 2016; Matthews & Moser, 1995). Other results associated with the ownership of the ability to anticipate the future showed that the FMA model could improve the extra effort, customer value, and marketing performance. In the process of establishing batik entrepreneurial enterprises, there are at least three learning resources for batik entrepreneurs. The first is a learning source from parents. The second is a learning source from other entrepreneurs as employees, and the third is a source of personal experience as businesspeople. This model is often referred to as hybrid entrepreneurship.

### Further Research

The study is limited to the efforts of explanation in a cross-sectional approach and entrepreneurship in general aspects so that the process of future anticipation as expected by Fontela et al. (2006) cannot be found. Research is still very open to explore the correlation between the creative and innovative processes, independence, courage to take risks, as well as passion to move forward either by the cycle stage or longitudinally.

Additionally, the role of information technology is very important in the process of future anticipation, which has not been studied in this study. Recently, information technology has been widely used in order to improve capability and cost efficiency. The challenges of changes in IT are very dynamic as seen in firms with a greater IT presence (internet) and firms whose websites are far more likely to have a mobile optimized website than those who do not (Voelker, Steel, & Shervin, 2017). If a company can combine this with a corporate culture to be more aware and accepting of IT, such change can push IT into an increasing strategic role in more organizations. This condition has encouraged the importance of managing IT in these organizations. Benemati and Lederer (2000) stated that understanding the challenges of managing today's rapidly changing IT can escalate the comprehension of the future's challenges.

Therefore, future researcher should investigate the role of information technology in future anticipation. One study that deserves to be explored is the role of e-marketing in strengthening future anticipation. In this context, little research has been done.

The findings of this study are interesting because, in the learning process, there is more than one model that allows individuals to be batik entrepreneurs. These include

through parents, working as employees, or through personal experiences, which is called the hybrid entrepreneurship model. Previous studies indicate that the model has become an entrepreneurship learning model, even though the pattern, system, and mechanism are still unclear. Unfortunately, this study has not touched upon the learning process of this model. Thus, it is suggested that further research should observe the dynamics of the hybrid entrepreneurial learning process as viewed from various aspects.

Folta, Delmar, and Wennberg (2010) state the hybrid entrepreneur is an individual who engages in self-employment activities while simultaneously holding a primary job in doing wage work. There are two reasons why entry into hybrid entrepreneurship might be unique compared to self-employment entry or wage work. First, the decision to eventually enter self-employment may be endogenous to the hybrid entry decision. A positive signal about prospects of performance may arouse hybrids to abandon wage work and choose self-employment, whereas a negative signal may induce abandonment of their self-employment activity. Second, the factors that generate hybrid entry may be systematically different from those that lead individuals to enter self-employment or remain in wage work. They have done a longitudinal data study and performed it on a macro scale for a high technology intensive industry. Further research should test this study for a cross-sectional comparison on a micro, individual, and personal scope and also for a cultural based industry.

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### Appendix

#### Descriptive Statistics of the Future Anticipation Antecedent

Variable	M	SD	1	2	3
Entrepreneurship	2.61	.22	1		
Entrepreneur's_Background	2.11	.36	.08	1	
Future_Market_Anticipation	5.18	.62	.21*	.36**	1

\* p< .05, \*\* p< .01

#### Regression Weights of the Future Anticipation Antecedent

Independent Variable	Standardized Estimation	Unstandardized Estimation	S.E.	C.R.	P
Entrepreneurship	.31	.99	.40	2.51	*
Entrepreneur's_Background	.31	.36	.12	2.99	**

\*p< .05, \*\* p< .01

#### Descriptive Statistics of the Future Anticipation Consequences

Variable	M	SD	1	2	3	4
Extra Effort	5.93	.75	1			
Customer Value	5.58	.71	.56**	1		
Market Performance	5.58	.76	.48**	.54**	1	
Future Market Anticipation	5.45	.70	.55**	.33**	.32**	1

\* p< .05, \*\* p< .01

**Regression Weights of Future Anticipation Consequences**

Variable Independent	Standardized Estimation	Unstandardized Estimation	S.E.	C.R.	P
Extra_Effort	.61	.64	.11	5.79	**
Customer_Value	.70	.35	.11	3.14	*
Market_Performance	.39	.50	.13	3.95	**

\* p< .05, \*\* p< .01

**Regression Weights of Future Anticipation Antecedent: (Group number 1 - Default Model)**

			Estimate	S.E.	C.R.	P	Label
Future_Market_Anticipation	<---	Entrepreneurship	.99	.40	2.46	.01	par_20
Future_Market_Anticipation	<---	Entrepreneur's_Background	.36	.13	2.68	.01	par_21
Innovative	<---	Entrepreneurship	1.00				
Creative	<---	Entrepreneurship	1.17	.30	3.94	***	par_1
Independency	<---	Entrepreneurship	1.40	.36	3.88	***	par_2
Risk Taking	<---	Entrepreneurship	-.41	.31	-1.33	.18	par_3
Need For Achievement	<---	Entrepreneurship	.66	.25	2.68	.01	par_4
Association Support	<---	Entrepreneur's_Background	1.00				
Government Support	<---	Entrepreneur's_Background	1.00	.12	8.57	***	par_5
Social Network	<---	Entrepreneur's_Background	.70	.11	6.62	***	par_6
Anticipation Training	<---	Entrepreneur's_Background	1.03	.12	8.34	***	par_7
Non Batik Training	<---	Entrepreneur's_Background	.85	.13	6.50	***	par_8
Batik Training	<---	Entrepreneur's_Background	.66	.11	5.95	***	par_9
Experience	<---	Entrepreneur's_Background	.21	.09	2.28	.02	par_10
Expenditure	<---	Entrepreneur's_Background	.54	.22	2.43	.02	par_11
Education	<---	Entrepreneur's_Background	.11	.10	1.17	.24	par_12
Age	<---	Entrepreneur's_Background	.16	.10	1.54	.12	par_13
Gender	<---	Entrepreneur's_Background	.19	.09	2.19	.03	par_14
Model Anticipation	<---	Future_Market_Anticipation	1.00				
Material Anticipation	<---	Future_Market_Anticipation	.97	.21	4.62	***	par_15
Labor Anticipation	<---	Future_Market_Anticipation	.69	.11	5.97	***	par_16
Competition Anticipation	<---	Future_Market_Anticipation	1.15	.16	7.43	***	par_17
ASEAN Anticipation	<---	Future_Market_Anticipation	.92	.14	6.44	***	par_18
Price Anticipation	<---	Future_Market_Anticipation	.23	.21	1.10	.27	par_19

**Standardized Regression Weights of Future Anticipation Antecedent: (Group number 1 - Default model)**

			Estimate
Future_Market_Anticipation	<---	Entrepreneurship	.31
Future_Market_Anticipation	<---	Entrepreneur's_Background	.31
Innovative	<---	Entrepreneurship	.63
Creative	<---	Entrepreneurship	.66
Independency	<---	Entrepreneurship	.48
Risk Taking	<---	Entrepreneurship	-.14
Need For Achievement	<---	Entrepreneurship	.32
Association Support	<---	Entrepreneur's_Background	.73
Government Support	<---	Entrepreneur's_Background	.76
Social Network	<---	Entrepreneur's_Background	.62
Anticipation Training	<---	Entrepreneur's_Background	.76
Non-Batik Training	<---	Entrepreneur's_Background	.62
Batik Training	<---	Entrepreneur's_Background	.56
Experience	<---	Entrepreneur's_Background	.21
Expenditure	<---	Entrepreneur's_Background	.22
Education	<---	Entrepreneur's_Background	.11
Age	<---	Entrepreneur's_Background	.14
Gender	<---	Entrepreneur's_Background	.20
Model Anticipation	<---	Future_Market_Anticipation	.68
Material Anticipation	<---	Future_Market_Anticipation	.43
Labor Anticipation	<---	Future_Market_Anticipation	.57
Competition Anticipation	<---	Future_Market_Anticipation	.81
ASEAN Anticipation	<---	Future_Market_Anticipation	.64
Price Anticipation	<---	Future_Market_Anticipation	.10

**Regression Weights of Future Anticipation Consequences (Group number 1 - Default Model)**

			Estimate	S.E.	C.R.	P	Label
Extra_Effort	<---	Future_Market_Anticipation	.64	.11	5.79	***	par_13
Customer_Value	<---	Future_Market_Anticipation	.35	.11	3.14	.00	par_14
Market_Performance	<---	Future_Market_Anticipation	.50	.13	3.95	***	par_21
Competit	<---	Future_Market_Anticipation	1.00				
Laborant	<---	Future_Market_Anticipation	.57	.10	5.76	***	par_1
Material	<---	Future_Market_Anticipation	.88	.14	6.19	***	par_2
Modelant	<---	Future_Market_Anticipation	.56	.13	4.40	***	par_3
Goodprod	<---	Customer_Value	1.00				
Productc	<---	Customer_Value	.55	.42	1.31	.19	par_4
Excellen	<---	Customer_Value	1.24	.44	2.83	.00	par_5
Attracti	<---	Customer_Value	.85	.47	1.81	.07	par_6
Benefits	<---	Customer_Value	1.49	.51	2.93	.00	par_7
Salescom	<---	Market_Performance	1.00				
Salestar	<---	Market_Performance	.85	.10	8.34	***	par_8
Salesgro	<---	Market_Performance	.54	.09	6.09	***	par_9
Marketsh	<---	Market_Performance	.91	.11	8.45	***	par_10
Marketgr	<---	Market_Performance	.48	.10	5.02	***	par_11
Salesper	<---	Market_Performance	-.12	.16	-.74	.46	par_12
Solution	<---	Extra_Effort	1.00				
Responsi	<---	Extra_Effort	.87	.13	6.48	***	par_15
Extraser	<---	Extra_Effort	.96	.15	6.41	***	par_16
Emphaty	<---	Extra_Effort	.48	.11	4.40	***	par_17
Reliabil	<---	Extra_Effort	.43	.13	3.30	***	par_18
Aseanant	<---	Future_Market_Anticipation	1.22	.11	10.92	***	par_19
Priceant	<---	Future_Market_Anticipation	.81	.09	9.19	***	par_20

**Standardized Regression Weights of Future Anticipation Consequences (Group Number 1 - Default model)****Regression Weights: (Group number 1 - Default model)**

			Estimate
Extra_Effort	<---	Future_Market_Anticipation	.61
Customer_Value	<---	Future_Market_Anticipation	.70
Market_Performance	<---	Future_Market_Anticipation	.39
Competit	<---	Future_Market_Anticipation	.84
Laborant	<---	Future_Market_Anticipation	.48
Material	<---	Future_Market_Anticipation	.52
Modelant	<---	Future_Market_Anticipation	.38
Goodprod	<---	Customer_Value	.35
Productc	<---	Customer_Value	.15
Excellen	<---	Customer_Value	.49
Attracti	<---	Customer_Value	.22
Benefits	<---	Customer_Value	.56
Salescom	<---	Market_Performance	.79
Salestar	<---	Market_Performance	.74
Salesgro	<---	Market_Performance	.54
Marketsh	<---	Market_Performance	.76
Marketgr	<---	Market_Performance	.45
Salesper	<---	Market_Performance	-.07
Solution	<---	Extra_Effort	.75
Responsi	<---	Extra_Effort	.66
Extraser	<---	Extra_Effort	.65
Emphaty	<---	Extra_Effort	.42
Reliabil	<---	Extra_Effort	.32
Aseanant	<---	Future_Market_Anticipation	.82
Priceant	<---	Future_Market_Anticipation	.72