

Determinants of Consultant, Leader and Member by Micro-enterprise Cluster Relationship and the Development of Cluster's Performance

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Abstract—The main purpose of this study is to explore the relationship between leaders, consultants and members in micro-enterprise cluster, and the impact on cluster performance. This study believes that the role of cluster consultants should be added, so this study explores the impact of micro-enterprise clustering on the relationship between the three roles. The research object is the clustering of micro-enterprises in various regions of Taiwan (north, central, southern, and eastern), and explores the relationship between members, external consultants, and internal cluster leaders. The study found that cluster leaders mainly influence members in terms of attitudes, and consultants influence members in terms of ability. The attitude of members (behavior factors) of the cluster to invest in cluster activities is an important key to the development of clusters. This study presents the success factors of cluster, the importance of the consultant, the study found that the key factor affecting the performance of clustering is the sense of belonging and cognition of clustering, and finally, the management implications, recommendations and future research recommendations.

Index Terms—Cluster leaders, consultants, clusters, micro-enterprises.

I. INTRODUCTION

According to the previous research, the success factor of the cluster is the leadership style of the leader and the identification of the members [1]. The Small and Medium Enterprise (SMEs) Administration under the Ministry of Economic Affairs of Taiwan pointed out, which in the White Paper on SMEs in 2015 that the weakness of microenterprises may be due to insufficient marketing capacity, insufficient professional knowledge, immature products, insufficient funds and insufficient infrastructure. However, the three can rely on counseling. The advisory role is improved that. However, the leaders, counseling and consultants group members do not necessarily have long-lasting connections, and the government's funding for the group is not long-term. At this point, the role of the advisor role in the subsequent development of the cluster is an interesting [2]. However, in the management of enterprises, "consultants" are often played an important role in cluster counseling. In particular, micro-enterprises need the assistance of consultants. On the other hand, leaders are important role in leading the development of the cluster. According to the performance of

the cluster development (quantitative turnover data), the influence of consultants and leaders on the development of cluster members is a vital issue to be explored in this study.

This study believes that the role of cluster consultants should be added, so this study explores the impact of micro-enterprise clustering on the relationship between the three roles.

The research questions to be explored in this study are:

1. What is the impact of the consultant on the relationship between the members? 2. What is the impact of the leader on the relationship between the members? 3. What is the impact of cluster consultants and leaders on the development of Cluster's Performance?

II. LITERATURE REVIEW

A. Micro-enterprise and Cluster

According to the survey conducted by 132 countries on the International Finance Center and McKinsey Research Institute, there are 69 countries that define micro-enterprises as a business with less than 10 employees, 11 countries define 1-10 people as micro-enterprises, and 27 countries. A business with less than 5 employees is defined as a micro-enterprise. The micro-enterprises referred to in Article 4, Paragraph 2 of the Taiwan SME Development Regulations refers to the business of hiring fewer than five employees in SMEs [3]. The above research in this study defines a microenterprise as an enterprise that employs fewer than five employees.

Cluster refers to enterprises in a specific geographical space. These enterprises have cooperative relationships in addition to competition. Some enterprises may have related products or services [4]. According to the relationship point of view, in the similar industrial chain, the competitive enterprises have close trading relationships with other enterprises in the regional concentration, use the same technology or share the professional motivation, so that the enterprises in the region have the competitive advantage over the same enterprises in other places [5]. The tightness of the cluster, the cluster members not only use resources to gather information, but also provide opportunities to share activities together to achieve the common goals of the cluster [6]. Research suggests that clustering can be defined as a close-knit, cohesive micro or small-to-medium business that produces or supplies similar products or services [7].

This study refers to the definition of cluster: members in adjacent geographical locations, products or services that are

Manuscript received January 13, 2019; revised March 12, 2019.

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complementary or symbiotic (possibly competitive or cooperative), peers with network development potential or cross-industry micro-enterprises A collection of sex, story, or topic. This research refers to the definition of group members: a group of micro-entrepreneurs and employees, who share a common sense of co-prosperity, actively work together, and learn together, exchange and share to grow together.

B. Cluster Leader and Consultant

One study pointed out that leaders have an impact on several aspects of business outcomes, including employee impact on work attitude, work environment and job performance [8]. The study pointed out that leadership style, transformative and transactional leadership have a significant relationship to business performance [9]. In addition, studies have raised the importance of emotional control. Leaders with high emotional control can understand the emotional feelings of followers and keep followers rational [10]. In the research on the formation of team emotional cohesion, it is mentioned that the ability of team leaders to deal with inter-group conflicts and job burnout will obviously affect the cognitive ability of the group. It is pointed out that if the leaders do not make the team cohesive, it is difficult for the team to realize cognitive function [11].

This study defines the cluster leaders, which are jointly elected by the members of the group. They are based on trust and have the enthusiasm for service and willing to pay their feelings and actions to agglomerate the consensus and development goals of the group.

The study mentioned that under the guidance of consultants, the relationship between work tasks and cognitive levels can be determined, and it is more helpful to improve the tasks assigned by personnel [12]. Another study pointed out that organizations can employ external consultants with objective and independent diagnostic capabilities to help organizations build the capabilities needed for specific jobs and people, and indirectly strengthen organizational performance [13].

In this study, definition for group consultant from this research institute: Possession of digital information technology application, management ability with practical counselling experience to objectively integrate local resources, pass forward of professional knowledge with enhancing of group member trust and cognition level to be good at creating sense of security along with co-ordination of communication integration and lastly as a person willingly devoted to the group.

C. Attitude Factor

Attitude refers to the individual's belief in a certain group, the feeling after evaluation, and the behavioral intention [14]. Another study pointed out that consultants can effectively and continuously develop enterprises. In addition to knowledge and skills, values, etc., attitudes and behaviors are highly correlated [15]. ACB Model of Attitude: The ACB Attitude Model is a theoretical model of attitude in consumer behavior. Attitude is composed of three components: Affect, Cognition and Behavior. Affect (A) refers to the consumer's perception of the attitude object, cognition (C) refers to the consumer's belief in an attitude object, behavior (B) including the intention of people to take action on an attitude, But the

intention does not necessarily lead to actual action. This model emphasizes the interrelationship between emotion, cognition, and behavior [16]. In the study of organizational behavior, predicting the behavior of individuals by observing their personal attitudes has always been a topic of concern. Because this study will focus on the influence of cluster leaders and consultants on the relationship between members of the group, and then explore how the attitude of organizational commitment and job involvement affects the development of clusters. Therefore, this study refers to attitudes: refers to individual work-related attitudes, especially for organizational identity (including the representation of the two elements of emotion and cognition) and work input (characterization of behavioral factors), these two aspects of cluster development performance (Refers to the impact of annual turnover).

III. METHODOLOGY

A. Research Design

This study is an exploratory case-based qualitative study. According to Yin the definition of case study data is proposed [17]. The target of the study is to use the 7 clusters of [1], and to abandon the cluster leader and the advisory role. Therefore, it includes four groups of various regions in Taiwan. The data collection method uses secondary data and direct observation in the field to collect data, including files, interview records, and direct observation of people's affairs (single data sources cannot obtain complete evidence, and data sources are complementary to each other). The research and analysis unit conducts the study with the individual level as the unit of analysis. The secondary data of this study includes the following documents: 4 successful cases of micro-enterprises in 2016, including basic information sheets for each enterprise, and 8 mid-year and end-of-term briefings for the 2016 group counseling period.

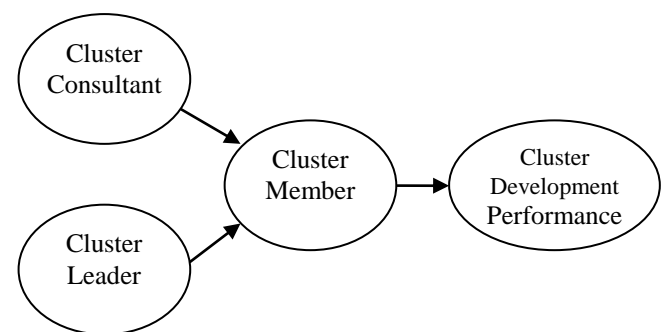


Fig. 1. Research model.

The model of this study is divided into four dimensions: to explore the impact of cluster leader and consultant on the cluster members, and finally to explore the impact on the performance of cluster development. The research model is shown in Fig. 1, described as follows: 1. This study investigated and collected data on the clusters of four Taiwan regions in northern, central, southern and eastern. 2. This study examines the relationship between the clusters of micro-enterprises and the relationship between the members of the cluster and the leaders. 3. This study intent to

understanding external consultant role, this study explored the impact of cluster counseling and work ability behaviors through counseling and group counseling.

B. Data Analysis Method

The Investigate, Design, Execute, and Adjust (IDEA Cycle) is an evolution from the PDCA method, and Toyota's improved model for innovative design solutions [18]. This study used the IDEA cycle for data analysis:

I – Investigate: This phase investigates the facts required to enable a thorough analysis of the problem. The facts referred to here may include: questions, customers, needs, purposes, etc. (defined problem stages).

D – Design: This phase will produce different solutions depending on the results of the previous phase. It is possible to use all existing design tools to help find these ideas and design solutions (to propose a resolution phase).

E – Execute: This phase will conduct an experimental or prototype approach and test and control the proposed solution on a small scale (validation is feasible).

A – Adjust: If positive results are found in the previous phase of the experiment, the solution should be adjusted to bring it closer to the standard (reflection and adjustment) of the upcoming product or service.

TABLE I: CLUSTER INFORMATION

Code	Cluster Introduction	Major Product	Location
N1	Integrate cluster resources, use the marketing resources of the leader company, provide integrated cluster members, and establish common channels and tutoring micro upgrades.	handicrafts	Northern of Taiwan
C1	Use Japanese e-commerce platform to help operators explore international channels to create business opportunities	food-based souvenirs	Central of Taiwan
S1	Establishing local characteristics, sharing cluster resources to develop different levels of customer groups, tandem wedding industry one-stop	wedding-related industries	Southern of Taiwan
E1	Assisting in the establishment of sales platforms for small and weak enterprises with local characteristics, and cooperating with group forces for marketing	handicrafts	East of Taiwan

C. Case Introduction

There are about 15 micro-personal companies in each cluster. The four clusters of this research group are located in the north, south and southeast of Taiwan. The major products are handicrafts, food-based souvenirs and wedding-related industries. As shown in Table I.

IV. FINDING

A. Case Analysis

Based on the secondary data of the interim and final reports,

each cluster counselor's individual and group counseling methods for clusters are as follows:

1. Individual counseling: physical counseling, press conferences, increased exposure, media reports, increased inquiries, introduction of academic resources, exchanges, mediation, long-term physical exhibitions, channel sales and sales cooperation, media, online store cooperation, group purchase, competition, new book publication, case report counseling, etc.

2. Cluster Counseling: monthly regular meeting participation, special lectures/workshop exchanges, domestic and international entity exhibition promotion and sales, cross-industry exchange experience sharing symposium, corporate visits and market participation, TV media interviews, government agencies public promotion Activities, etc.

TABLE II: CLUSTER N1 IDEA CYCLE ANALYSIS

Cluster	Item	Analysis results (cluster membership relationship and cluster development performance)
N1	I	(1).Reward subsidy - strive for government resource planning (target 3 case) (2).Resource integration - resource referral business opportunity and channel expansion (target 3) (3).Technology application - member LINE@ life circle (target increase turnover 2%)
	D	(1).Monthly common meeting (7 times) (2).Special counseling or observation visits (4 times) (3).One-on-one consultant individual counseling (22 times) (4).Conduct business opportunities (3 times)
N1	E	(1).Reward subsidy - Project 3 case, 5 cases reached (2).Resource integration - 3 projects, 6 pieces (3).Technology use - project LINE@ life circle, reach LINE@ action business, Google analysis (4).A total of 15 members of the group, the homogeneity of the goods between the groups is low
	A	(1).Reward subsidy - Achieving government subsidy plan, and winning the third place in the Entrepreneurship Competition - Achieved 5 cases (2).Resource integration - 6 pieces reached (3).Technology application - LINE@, Mobile Business, Google Analytics (4).Compared with the same period last year, turnover increased by 21% (5).Focus on the integration and innovation within the cluster, and expand the participation channels for the outside, which can directly improve the turnover-related activities.

Based on the analysis results of the IDEA method, the four clusters are divided into four research projects: investigate, design, execute, and adjust. The relationship between the cluster leaders, consultants, and members. The results of the analysis of the impact of the development performance (referred to as the actual turnover ratio) are shown in Table II to Table V.

TABLE III: CLUSTER C1 IDEA CYCLE ANALYSIS

Cluster	Item	Analysis results (cluster membership relationship and cluster development performance)
C1	I	(1).Assisting members of the gathering to obtain government resources (target 3) (2).Assisting the international access of the members (target 3) (3).Assisting the members of the group to cooperate in different industries (target 2)
	D	(1).Clustering and self-operating capabilities - Coaching and applying IT capabilities, combining local characteristics or other industries to develop innovative applications in various fields (2).International Pathway Construction - Building Taiwanese goods on the platform of Japanese trading companies, and in the future will assist in gathering and strategizing micro-enterprise products to market in Japan. (3).Business model transformation - coaching the government, Guofa Angel and SBIR to assist in micro product development and transformation and business model transformation (4).Brand Visibility - Integrate the power of domestic and international marketing channels such as Taiwan Travel Network, Taiwan Cloud Association, etc., for group marketing and channel visibility (5).Monthly meeting (7 times) (6).One-on-one tutoring (32 times)
	E	(1).Obtain government resources - target 3, reach 4 (2).Assist the cluster members to expand the international channel - target 3, reach 4 (3).Assisting the members of the cluster to cooperate with each other - target 2, reach 4 (4).A total of 16 members of the cluster, the homogeneity between the groups is high, and the complementarity is low.
	A	(1).Enhance regional value and optimize regional industrial development and environment (2).Coaching member products are moving towards commercialization and standardization, marketing global markets, and mediating international stage to create industrial business opportunities. (3).Compared with the same period last year, the turnover decreased by 50% (4).Actively strives to expand access and cross-group cooperation, but the aggregation within the cluster is less concerned. At the same time, it is affected by the foreign channel boom, which results in limited revenue. Therefore, in addition to pushing to the international market, the complementarity of goods needs to be strengthened.

TABLE IV: CLUSTER S1 IDEA CYCLE ANALYSIS

Cluster	Item	Analysis results (cluster membership relationship and cluster development performance)
S1	I	(1).The average annual turnover of the cluster (the target is 10% higher than the previous year) (2).Package or value-added trip annual order number (target 12) (3).Grouping together to participate in external activities or exhibitors (target 2) (4).Apply for government entrepreneurship loan plan (target 3) (5).The number of people employed in the cluster (the target is increased by 5)
	D	(1).Increase international access - Indonesia and Malaysia (2).Business model transformation - driving the overall performance of the group with the main brand. From community marketing to online marketing, community marketing, future development towards e-commerce (3).Brand Visibility - The first page of the main portal (google, yahoo) keywords (4).Monthly meeting (7 times) (5).One-on-one tutoring (30 times)
	E	(1).Annual turnover - target increased by 10%, achieved an increase of 33% (2).Package or bonus trip - 12 targets, 14 pieces (3).Grouping together to participate - goal 2, reach 2 (4).Apply for government plan - 3 goals, 4 pieces (5).The total number of employees in the cluster increased - the target 5 people, 5 people reached (6).A total of 15 members of the group, the homogeneity between the groups is low, and the complementarity is high.
S1	A	(1).Integrate the brand to drive the overall performance of the cluster (2).Sharing cluster resources and developing different levels of customer base (3).Special lectures, successful media gathering, potential customers and cross-industry cooperation opportunities (4).Increase the number of visitors and inquiries through the exhibition (5).Overseas market access, will take the initiative to ask (6).Compared with the same period last year, turnover increased by 33% (7).The organizational identity among the members of the cluster is very high, and it is also very focused on coaching IT skills and directly affecting the level of work input.

The common survey projects of each cluster include: (in various ways) seeking government resources. The common design projects of each cluster include: (cluster leaders) monthly common meetings, (cluster consultants) one-on-one tutoring. The difference is mainly in the implementation and adjustment practices, such as: S1 cluster integration of brand practices and shared clustering resources to develop different levels of customer groups, and specifically affect the development performance. For clusters that do not achieve development performance, they are described in the sub-data and described in the adjustment project.

According to the analysis results in Table II to Table V and the elements of the inductive attitude model, the organizational identity (including the representation of the two elements of emotion and cognition) and the work input (the representation of the behavioral factors), the two parts of the development performance of the cluster (refers to the annual business The impact of the amount). The clusters are divided into the relationship between the consultants and the leaders, and the keywords describing the individual relationships in the secondary data are summarized as shown in Table VI.

TABLE V: CLUSTER E1 IDEA CYCLE ANALYSIS

Cluster	Item	Analysis results (cluster membership relationship and cluster development performance)
	I	(1).Inter-group communication and observation activities (target 2) (2).Increase the turnover of the cluster members (the target is 20% higher than the previous year) (3).Conduct virtual and real integration marketing and sales activities (target 1) (4).Cluster members for individual coaching (2 times for each member of the target) (5).Special lectures on professional counseling activities (target 3 times)
	D	(1).Cluster members can write their own plans and hold exhibitions (2).Negotiate with international marketing channels (3).Orienting commercial operations to digital integrated marketing (4).Design corporate trademarks and strengthen corporate brand recognition (5).Monthly meeting (5 times) (6).One-on-one tutoring (30 times)
E1	E	(1).Cross-group activities - 2 goals, 2 goals (2).Annual turnover - target increased by 20%, not achieved (down 10%) (3).Virtual and real integration exhibition - target 1 field, reach 1 field (4).Individual counseling for group members - target 2 times for each family, 2 times for each family (5).Coaching Special Lecture - Goal 3, reach 3 (6).A total of 15 members of the group, the homogeneity of goods between the groups is low
	A	(1).There will be some omissions in the work arrangement (2).There is insufficient concerns about the members of the group, which makes members have doubts about the fairness of the affairs. (3).It is necessary to do a good job in a more humane and efficient way, so that members do not have doubts about the project content. (4).Compared with the same period last year, the turnover decreased by 10% (5).The time for group members to join the cluster is shorter, the organization has a good recognition, but the IT ability is insufficient and the short-term effect of the work input is affected. (6).Leaders for certain group members can strengthen their affiliation and enhance their cognition, in order to influence their positive behavior together.

Organizational identity and work input are two elements. When one of the elements is low, it will have a negative impact on the performance of cluster development. Even if the value of the other element is high, it will not change (For example: C1 cluster development performance has dropped by about 50%).

TABLE VI: FACTORS OF CLUSTER RELATIONSHIP

Cluster	Relationship between consultant and member	Relationship between leader and member	Compliance with the ACB model
N1	Assist in gathering to build consensus, actively establish cooperative	Leader is very committed, patient, and share their experiences	(1).Support, consensus, work engagement, organizational identity (high)

Cluster	Relationship between consultant and member	Relationship between leader and member	Compliance with the ACB model
	strategic alliances, technical cooperation and marketing channels to create potential business opportunities, in addition to experience and provide management know-how		(2).Cooperation, inheritance, work engagement (high)
C1	Assist in establishing community resource sharing, cross-industry cooperation, and expanding international market access	Leader focus on cross-industry or peer alliances, but lack cohesion	(1).Expand marketing channels, cross-cluster cooperation, work engagement (high) (2).Lack of organizational identity (low)
S1	The experience of consultants is passed down, micro-enterprises are turned over, hand-made and different levels of multi-products and cooperation are developed.	Leader condense a concrete vision through the connection and sense of belonging	(1).Experience sharing innovation, diversified development, mediation, work engagement (high) (2).Sense of belonging, vision, organizational identity (high)
E1	Assist in intra-group cooperation, cross-cluster cooperation, non-clusters (with external) cooperation	Leader has enthusiasm and management team atmosphere, but some members have conflicts and contradictions in their hearts.	(1).Cooperation (cross-cluster), work engagement (middle) (2).Enthusiasm, atmosphere, organizational identity (middle)

B. Comprehensive Analysis

Based on the above findings, the study found the following:

1. The relationship between consultants and members of the cluster, because of mutual trust and cooperation, has a significant and positive impact on the ability of each group to gather IT and non-IT, and indirectly enhance the development of the group's turnover. This study finds that consultants have improved the ability of group members to enable members to focus on business operations (including branding, cooperative innovation, marketing channels, etc.), and can effectively improve the development of clusters. Turnover (N1 increased by about 21%; S1 increased by about 33%).
2. The relationship between the cluster leader and members has a positive impact on the organizational identity between the clusters because of mutual trust and cooperation. However, the study found that the increase in the turnover of the cluster may not be significant. Upgrade. This study found that E1 and C1, although the data showed a high sense of identity, and the relationship with the leaders is close and positive, but the overall turnover of the two clusters declined compared with the same period last

year (E1 declines about 10%; C1 even declines near 50%).

3. This study found that the key factor affecting the performance of clustering is the sense of belonging and cognition of clustering, and then the behavioral impact, rather than the original intention or vision before joining the cluster. Because the uncertainty and change outside the cluster will not disappear without any reason, it will change the state within the cluster, which is also a very important factor for the gathering leaders and consultants to develop.

V. CONCLUSION

This study proposes the following five conclusions: Important key factors for Consultant's successful consultation. Effectively improve team performance and build trust. Gradually improve the stability and create a sense of security of the Cluster. The key to influence performance outside the sense of group identity. Found the main reason for the decline in Cluster performance.

A. Conclusion and Discussion

1. The important key factor towards successful consultant counselling depends on whether if the consultant can gain trust from cluster member and creating a sense of secure environment. This study considers that consultants are important factors influencing the success of clustering. Therefore, this study uses qualitative data verification by consultants for members and leaders to member relationships, and points out the impact on cluster development. "Advisor" is not an employee of a micro-enterprise in a group. Whether the corporate culture of each group of micro-enterprise is integrated and whether it has a sense of trust and security is an important factor in the development of coaching performance and clustering.
2. Cluster member's intention and attitude are critical factors for effectively enhancing group performance and creating sense of trust. This study is different from the research results [1]. The study considers that leadership is an important factor affecting cluster. However, this study joins the advisory role and finds that the most important factor that motivates the members of the cluster to agglomerate their sense of belonging is the attitude and organization of the members. Identify and at the same time make the trust effect generated by the influence of the advisor role.
3. The professional know-how and blending into a group for co-operation from a consultant can gradually and effectively develop cluster members' stabilization creating sense of security. The influence of the advisory relationship on the cluster: the unfamiliarity of the cross-industry and different industries, so that the members of the cluster are full of uncertainties. Therefore, the goal of the counseling group's Know-How and the concerted cooperation through the monthly meeting Activities such as routine meetings and workshops, to identify with the role of consultants, gradually and effectively play and gather members, create a sense of security and break through the difficulties, so that all members of the group work together for the development of clusters.
4. The attitude of organizational identity (affect and cognition factors) is an important key to maintaining a sense of group

identity, but it does not necessarily increase the performance of group development (e.g., E1 Cluster). The attitude of members (behavior factors) of the cluster to invest in cluster activities is an important key to the development of clusters.

5. Lack of complementary commodity and integration of resources are the main cause for the development of cluster's performance drop. The development performance of the two clusters (numbered C1 and E1) in this study is declining. The reasons for this may be as follows: C1 clustering is committed to rapid entry into the international channel market, but because of the poor environment, the economic risks are relatively impact of rising. Secondly, the complementarity between the clustered goods is not high, and the difference is large. Although the cooperation (work input factors) is high, the cohesiveness (organizational identification factors) is low, which makes it difficult to achieve in the short term. E1 cluster leaders interact with members of the group. Although the members have a harmonious relationship and strong cohesiveness (organizational identification factors), the satisfaction of the members with the leaders is due to conflicts and contradictions, which are mutually exclusive and not consistent. High satisfaction. Furthermore, the eastern region is also an important factor due to the inherent limitations of the geographical environment, the lack of resources (work input factors), and the need for better integration.

B. Management Implications and Recommendations

Management advice on the development of clusters from the perspective of consultants. Before teaching the business model of group members, it is necessary to establish the correct consensus and attitude (organizational identity) among the members of the cluster, and then promote the performance of cluster development (work input). At the same time, the recognition of clustering is improved. The ability of the consultant, in addition to the industry know-how and the rapid update of IT capabilities, how to make the group members identify with the organization, at the same time condense the sense of belonging and create a trust and security communication situation, so that the work of the group members is more invested It is an important key. In addition, the study found that the number of consultants one-on-one tutoring and the performance of the cluster did not show a highly positive correlation. For example, the number of C1 group one-on-one tutoring is as high as 32 times, but the development performance of C1 cluster is the lowest (about 50% decline). It can be seen that the ability of consultants to adapt to clustering type is another topic.

Finally, the study's recommendations to the government, in the case of micro-enterprises and insufficient resources, in addition to short-term counseling to gradually improve their ability, it is recommended to give medium and long-term application and assistance for the exhibition site planning and provide a group of producers, consumers, and a win-win entity's production and sales trading platform.

C. Future Research Recommendations

This study is qualitative in an exploratory way to clarify the

development problems of the various cluster research subjects. Because of the limitations of the schedule and scope of the project, it is impossible to know the innovation of its products or services for the subsequent development of each group. The value of the value, and whether it is feasible after entering the market. It is recommended that future research, with long-term investigations, conduct longitudinal clustering behavior studies, and collect continuous interviews and survey data to develop new findings.

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