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Affecting Factors Of Competitive Advantage: A Conceptual Model Development For Wooden Crafts Industry In Bali, Indonesia

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Abstract—The purpose of this study is to demonstrate the contribution of SMEs in increasing the attractiveness and value of Balinese tourism. SMEs achieve this by complementing the tourism sector and improving the overall tourism image through the creation of innovative products by Balinese craftsmen, which are strongly embedded in the arts and culture of Tri Hita Karana. The wood industry is the dominant craft sector in Bali, although its production capacity is still relatively modest compared to other industries. The competitive advantage of wood products is determined by several external and internal variables. This study uses a literature review methodology. Data analysis in the literature review includes the preparation and presentation of conclusions obtained from several data sources obtained. The result of this study is a theoretical framework that combines social media strategies and innovation as intermediary elements to reduce the negative impact of external and internal factors on competitive advantage. This study aims to increase knowledge in the field of management strategy, specifically focusing on the competitive advantage of Balinese wooden craft goods. Based on empirical research and interviews with participants in the wood craft business, it is hypothesized that three elements—competitive intensity, entrepreneurial orientation, and technological orientation—have an impact on competitive advantage.

Keywords: Competitive advantage; competitive intensity; entrepreneurial orientation; technical orientation; wooden craft

Introduction

The Ministry of Industry (2023) states that the existence of SMEs dominates the industrial sector in Indonesia by 99.7% and is able to contribute to the total output value of the processing industry by 21.37% and gross domestic product by 17.84%. This suggests that the SME sector has a strategic role in absorbing local labor and improving the local economy. SMEs have also received more attention because of their rapid growth due to their highly efficient, productive performance and global competitiveness (Tambunan, 2012). In terms of the location of the distribution of SMEs, the majority of SMEs are located in Java and Bali are among the top five largest SMEs in Indonesia.

The role of SMEs is proven to provide added value and attractiveness of Bali tourism because it is able to complement the tourism sector in improving the image of tourism, through creative products produced by Balinese craftsmen rooted in art and culture based on Tri Hita Karana. The majority of SMEs produce souvenir products for tourists and have

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developed into foreign trade commodities (exports). The economic characteristics of Bali Province are very specific when compared to other provinces in Indonesia, relying on the charm of nature, art, culture and customs that are well known abroad. One of the growing industries in Bali Province is the handicraft industry. This craft is a business opportunity and an export product. This handicraft industry also shows a very diverse form and type with economic, social and cultural meanings. The handicraft industry is more potential to be developed, because the handicraft industry is promising in the future and is able to increase non-oil and gas exports.

The wood handicraft industry is the most abundant industry in Bali Province in 2021, totaling 2,961 business units, while the least number of industries is the painting handicraft industry. Although the number is the highest among other industries, this is not followed by high production capacity. This is evidenced by the production value of wood crafts only amounting to 770,298,491 million rupiah in 2021, which is relatively small compared to the production value of other industries such as the food and beverage industry, the textile industry, weaving and the like, and other industries. Overall, when compared to the textile industry as the industry with the largest production capacity in Bali Province, wood handicraft SMEs are still very small in value even though the number of business units, number of workers, and investment value are greater. This also indicates that wood handicraft SMEs still experience many obstacles in the production process. Despite its small value, the wood craft industry is included in Bali's top ten commodities that support the realization of exports of Balinese handicrafts. This shows the empirical reality of the existence of wood handicraft SMEs in Bali Province, still very potential and has the competitiveness to be developed.

Balinese handicraft products are synonymous with soul and art based on local wisdom values that become local knowledge and local skills as a form of originality that is not owned by other regions so that it will be easier for companies to achieve sustainable competitive advantage (Mardatillah et al., 2020). Wood handicraft SMEs in Bali Province are known to have a high artistic spirit, creativity and innovation and have their own characteristics or uniqueness. This artistic spirit has been passed down from generation to generation and is an integral part of the daily activities of the craftsmen. This is the case in Denpasar City, which is unique in terms of the emotional value of its naturalist face sculptures, Gianyar Regency, Badung Regency, Bangli Regency and Tabanan Regency, which are known for their detailed and neat wood carvings for senggahs and traditional Balinese buildings, while Klungkung Regency, Karangasem Regency, Jembrana Regency and Buleleng Regency are known for producing wooden handicraft products for souvenirs, decorative ornaments, masks/tapels and various other upakara equipment made from wood. There are also crafters who have conducted mass customization of their wood-based handicraft products. Such as handicraft production in Denpasar City, Gianyar Regency, Bangli Regency and Klungkung Regency.

An external factor that can affect the competitive advantage of wood handicraft SMEs is the intensity of competition. If the company wants to achieve competitive advantage, it must pay attention to the level of market competition it will enter. Research shows that the intensity of competition will increase the competitive advantage of a company (Banani, 2013; Siagian, 2013; Oentoro, 2012). In addition, an entrepreneurial attitude is also needed, which is considered the key to success in identifying and exploiting market opportunities in achieving competitive advantage ((Porter, 1979; RS & Nugroho, 2014; Shane & Venkataraman, 2000). Entrepreneurial orientation refers to processes, practices and decision-making that drive towards new inputs and have three aspects of entrepreneurship, namely always being innovative, acting proactively and taking risks (Kurniati et al., 2022; Rahmadi et al., 2020; Rini et al., 2020; Ummi & Meutia, 2017; Zeebaree & Siron, 2017a, 2017b). In creating a competitive advantage, a good and adequate technology orientation is also needed, which will certainly be useful in building the company's competitive advantage. This will increase the competitive advantage for the company and will help the company in streamlining the costs incurred (Fitriana et al., 2019; Wijaya & Simamora, 2022).

However, several other studies have found that external and internal factors do not

have a significant influence on competitive advantage. This is because when a company already has uniqueness or differences from its competitors, the company does not need to worry about the performance or marketing of its products. The addition of technology use will actually increase production costs because it requires a workforce that is able to operate the technology (Fadhillah et al., 2021; Feranita & Setiawan, 2019; Haryanto, 2019; Sari et al., 2020; Setiawan, 2012). RBV theory states that resources are a source of competitive advantage and become a differentiator in performance between companies. Competitive advantage is achieved when a company is able to respond to internal and external factors in a dynamic corporate environment (Alolou, 2019). Therefore, a mediation or reinforcement is needed in the form of a marketing strategy that is deemed appropriate and right to be able to create a competitive advantage. Competitive advantage cannot only be realized through its resources but also requires the support of an appropriate marketing strategy so that it will increase the value of the product's advantages. Based on this, to deal with changes in the dynamic corporate environment to achieve competitive advantage will rely on the suitability of resources, capabilities, environment and strategy (Barney, 1991; Hemmati & Hosseini, 2016; Mahdi et al., 2019; Porter, 1979).

Method

This study is qualitative research with a literature review method. The initial stage is scientific articles, journals, books, research reports, and other publications that discuss the influence of factors on competitive advantage. Data collection is done by reading carefully and understanding the contents of each selected article or publication. In this process, it is important to record and organize important findings related to the influence of external and internal factors on the competitive advantage of wood crafts. Data analysis in the literature review includes compiling and presenting findings from various data sources that have been collected. Then the researcher finds similarities or differences in the research results reported by different data sources. Furthermore, synthesis is carried out by connecting these findings to compile a comprehensive picture of the influence of internal and external factors and their marketing strategies on competitive advantage.

Result and Discussion

The Relationship Between Competition Intensity and Competitive Advantage

Currently, SME products face increasing competition from countries producing souvenir products, such as China and several other ASEAN countries. Companies find it difficult to compete due to price wars between producers. Uncompetitive prices cause customers to switch to other products that offer lower prices and relatively diverse product features. This is also reinforced by the results of interviews with the Department of Industry and Trade of Bali Province. It is known that the decline in the production of wood handicraft SMIs is also caused by competitors from outside Bali who have the advantage of greater production capacity, cheaper labor, and ease of obtaining wood raw materials so that competitors are able to offer more competitive prices compared to the prices of craftsmen in Bali.

According to (Porter, 2008) one of the factors that enable companies to achieve competitive advantage is to pay attention to the level of market competition they will enter. Research shows that the intensity of competition will increase the competitive advantage of a company (Banani, 2013; Siagian, 2013; Oentoro, 2012). However, in contrast to research conducted by Haryanto (2019) which states that the intensity of competition has no significant effect on competitive advantage, this is because if a business already has a uniqueness or difference to similar goods then the business does not need to think about its competitors, the business only has to focus on the innovation and uniqueness of the products they have.

The Relationship Between Entrepreneurial Orientation and Competitive Advantage

Along with the development of the times, there is a decreasing number of workers who want to work in the field of wood crafts due to the dominance of the tourism sector in Bali, which causes workers to prefer to work in the sector. In addition, the weaknesses of the SMEs are the lack of knowledge about the export market and regulations on the trade of wood handicraft products abroad. This makes it difficult to penetrate the export market even though the products they produce have high artistic value and quality. They also do not understand the importance of registering Intellectual Property Rights (IPR) for their handicraft products. The expressive, inspiring and imaginative capabilities of SMEs require innovative and creative entrepreneurial behavior that is able to increase their creativity and meet market demand both domestically and with export destinations. This will certainly increase the competitive advantage of wood craft SMI products in Bali Province.

Entrepreneurial attitude is considered the key to success in identifying and exploiting market opportunities in achieving competitive advantage (Adiningtyas and Nugroho, 2014; Shane and Venkataraman, 2000; Porter, 2008). Entrepreneurial orientation refers to processes, practices, and decision-making that drive towards new inputs and have three aspects of entrepreneurship, namely always being innovative, acting proactively and taking risks (Lumpkin and Dess, 1996). This is supported by research conducted by (Mahmood and Hanafi, 2013; Pardi et al., 2014; Sirivanh et al., 2014; Fatmawati, 2016; Rini, 2020; Zeebaree, 2017; Rahmadi, 2020; Kurniawati, 2022; Suryanita, 2006; Meutia et al., 2017; Eggers et al., 2013; Zeebaree and Siron, 2017; Suharto, 2018) which states that business actors who are flexible, proactive, anticipatory, and have business experience will provide the best service to customers and can determine business sustainability in the future and can make a business compete well with similar business actors. However, this is not in line with research conducted by Fadhillah (2021) and Feranita (2019) which states that entrepreneurial orientation has no significant effect on competitive advantage, which means that there is an increase or decrease in the level of entrepreneurial orientation, but it has not been able to increase or decrease the competitive advantage of the business.

The Relationship Between Technology Orientation and Competitive Advantage

In creating a competitive advantage, a good and adequate technology orientation is also needed, which will certainly be useful in building the company's competitive advantage. This will increase the competitive advantage for the company and will help the company in streamlining the costs incurred. According to Diosdad (2003), technological orientation is an important component that can provide a strong impetus to carry out creative, innovative and effective ways in the process of producing quality products, better benefits, longer durability compared to competitors who do not do so and technological orientation makes a significant contribution to competitive advantage through marketing performance (Galbraith et al., 2008; Kuratko and Audretsch, 2009; Binneman and Steyn, 2014; Fitriana, 2019; Aditya, 2015; Cakmak, 2012; Wijaya, 2022). However, this is not in line with research conducted by Setiawan (2012) and Sari (2020), stating that technological orientation has no effect on competitive advantage, this is because there are some entrepreneurs who think that technological orientation requires a large cost to implement and business actors who are technologically literate without being equipped with good business skills are not necessarily able to take advantage of this technological sophistication as a business opportunity that can provide added value to their business.

The RBV theory states that resources are a source of competitive advantage and differentiate performance between companies. Competitive advantage is achieved when companies are able to respond to internal factors and external factors in a dynamic corporate environment (Alolou, 2019). Based on this, to deal with changes in the dynamic corporate environment to achieve competitive advantage will rely on the suitability of resources, capabilities, environment and strategy (Porter, 1985; Barney, 1991; Hemmati et al., 2016, Jensen et al., 2016; Mahdi et al., 2019).

Bhaskaran (2006) found that to win sustainable competition, SMEs must innovate more than others by integrating vertically and horizontally. Innovation that focuses on sales and marketing can increase profits and can compete to become a large company. In addition, SMEs are required to always be able to innovate both in terms of products, quality and costs. Hittmar et.al (2014) and Kazinguvu (2016) define innovation strategy as a basic tool that determines the direction of business innovation based on business strategy and strategic goals.

Based on the discussion above, the indicators used to measure strategies that can create competitive advantage are advertising products through social media, trying to market the latest products, building trust in products, creating new market opportunities through social media, improving product quality, raw material efficiency and using new technologies and methods in the production process. The conceptual development model can be seen in Figure 1.

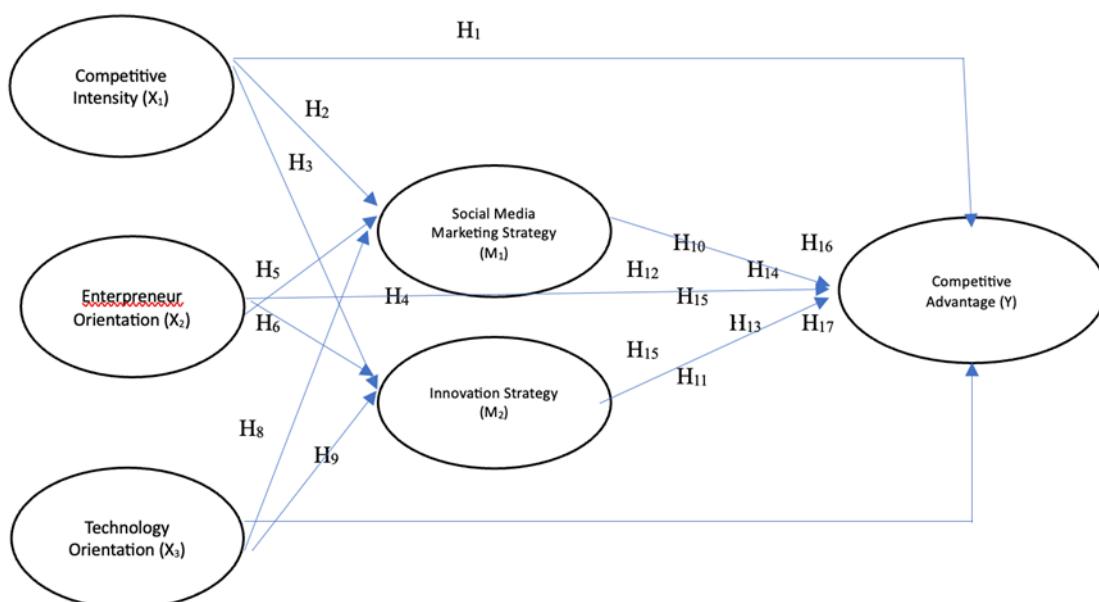


Figure 1. Conceptual Development Model

Discussion

Competitive advantage can be obtained through the utilization of resources owned by the company and how the company is able to formulate and carry out strategies in its marketing. The wood craft industry measures competitive advantage from several dimensions such as differentiation, superior quality, customer responsibility and Tri Hita Karana (Abeysekara et al., 2019; Correia et al., 2021; Khan et al., 2019; Lestari et al., 2020; Liu et al., 2020; Papadas et al., 2019; Singh et al., 2019). According to (Kotler, 2012) competitive advantage is an advantage over competitors that is obtained by offering consumers more value. When the company is able to create superior value in competition, the company will get many benefits, ranging from the good view of consumers of its products to increasing company profits, where the goal of a business is to get the maximum profit. Bharadwaj et al. (1993) explain that competitive advantage is the result of implementing a strategy that utilizes various resources owned by the company. Unique expertise and assets are seen as a source of competitive advantage. Lieberman (2021) states that competitive advantage can be represented by the highest profit among competitors and the industry, low cost position in the same product, the gap between consumer value and higher costs than competitors. Competitive advantage can be achieved by executing one or more strategies that are not currently used by competitors to improve the positioning and value of the company ((Prajogo,

2016)). Competitive advantage can also result from strategy execution, speed, agility and superior implementation of resources above and beyond the competitive approach ((Clauss et al., 2021)). Research results. It can be used as a reference in determining new methods to bring out the competitive advantage of a product that needs attention and improvement in developing the wood craft industry in Indonesia, especially Bali. The research results can have an impact on reducing losses or errors in determining strategic targets in an industry. The limitation of this research is that it does not include local wisdom values in the development of the strategies used, because this can be adjusted again based on the respective industry development areas.

Conclusion

Referring to the Resource-based View (RBV) Theory, it is the rare, valuable, inimitable, and irreplaceable resources (VRIN) that can provide long-term competitive advantage to the company. By understanding and managing its internal resources and capabilities, a company can develop a sustainable competitive advantage. Therefore, strategic management in the RBV theoretical framework focuses on identifying, developing, and utilizing resources and capabilities that are unique to the firm to achieve its business goals and win the competition in the market. From related empirical studies and interviews with wood craft industry players, it is suspected that there are three factors that influence competitive advantage: competitive intensity, entrepreneurial orientation and technological orientation. To anticipate the insignificant influence of these three factors, innovation and social media strategies need to be implemented, so as to maximize the competitive advantage of the product.

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