



Measuring the Competitive Advantage, Market Orientation, and Entrepreneurial Orientation of Local Wisdom-Based SMEs

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ABSTRACT

This research measuring the market orientation, entrepreneurial orientation, and competitive advantage in local wisdom-based food SMEs in Bogor Regency. This research was conducted locally in Bogor Regency, namely wisdom-based food SMEs because the regional government has promoted programs with local wisdom values that are competitive and sustainable. No empirical or theoretical studies still discuss local wisdom-based food SMEs in the Bogor district. The population in this study were local wisdom-based food SMEs in Bogor Regency, totaling 223 SMEs. The sampling technique uses simple random sampling so that the number is known as many as 143 SMEs. Data was collected using a written survey method and submitted directly or indirectly to respondents to obtain accurate information regarding market orientation, entrepreneurial orientation, and competitive advantage. The research results show that customer orientation is the most significant factor in forming market orientation for SMEs. Entrepreneurial orientation is reflected in a proactive, risk-taking and competitive attitude, with respondents' highest appreciation for a proactive attitude. Competitive advantage can be seen in supporting factors, company strategy, and competition. Respondents' appreciation of supporting factors was highest, reflected in the completeness of the facilities. It is hoped that the contribution of this research will provide information, especially about local wisdom-based food SMEs in Bogor Regency, and provide complete data related to policies to empower and prepare SMEs to have a sustainable competitive advantage.

Keywords: Entrepreneurship Orientation, Innovation and Competitive Advantage, Market Orientation.

1. INTRODUCTION

Small and medium enterprises, abbreviated as SMEs, are small-scale businesses owned by individuals or groups in specific fields. This means that SMEs are productive economic businesses that stand alone and are not part of a particular company. SMEs are one of the driving forces of the Indonesian economy and have even helped through the recession. More than 19.5 million SMEs, small and medium enterprises, contribute 61% of the Gross Domestic Product (GDP) and absorb 97% of the total workforce (BPS 2020). The SME sector is facing several challenges after the Covid-19 pandemic. One of the significant challenges faced is the drastic decline in sales figures. Post-pandemic SMEs have various challenges, such as decreased sales, capital, hampered distribution, difficulties in raw materials, decreased production and layoffs (termination of employment) of workers.

The economic growth rate in Bogor Regency fell sharply during the Covid-19 pandemic. From 5.85 percent in 2019, it became minus 1.77 percent in 2020, and the unemployment rate rose 14 percent (Department of Cooperatives, Small and Medium Enterprises, Trade and Industry, Bogor Regency, 2022). The decline in economic speed is the impact of the high unemployment rate in Bogor Regency. SME performance challenges in the post-pandemic era require market-oriented and entrepreneurship-oriented innovation and competitive advantage. The Bogor Regency Government is making economic recovery efforts by forming a regional economic recovery task force for the Bogor Regency, with Decree of the Regent of Bogor Number 360/173/Kpts/Per-UU/2021, which has been amended by Decree of the Regent of Bogor Number 360/352/Kpts/Per-UU /2021 concerning the Establishment of the Bogor Regency Regional Economic Recovery Task Force.

Market orientation is an urgent matter for companies as business competition becomes increasingly fierce and customer needs are dynamic, so companies must consciously always stay close to the market. Market orientation is a business culture where the company is committed to being creative in creating superior value for customers (Ngo,

2021). Rahman et al. (2021) also explained that a strong market orientation will improve marketing performance for SMEs. However, product and process innovations are still required to improve marketing performance.

Apart from market orientation, there is entrepreneurial orientation. Entrepreneurial orientation is related to seeking opportunities, the courage to take risks and the decision to act by organizational leaders (Knight, 2000: 14). Entrepreneurial orientation activities are expected to increase innovation. Entrepreneurial orientation as a pioneer (spearhead) can create a company's economic growth, supported by competitive advantage.

Companies that continue to pay attention to the development of competitive advantage and strive to improve marketing performance will have the opportunity to achieve an excellent competitive position. Hence, the company has substantial capital and continues competing with other companies (Droge et al., 1994). Chen et al. (2009) further explain that there are four measurements of a company's competitive advantage, including: does the company have lower costs compared to competitors?, does the company have better managerial capabilities than competitors?, does the company have better profitability?, and is the company a prime mover in several fields and occupies an important position?

Several considerations are recommendations for research regarding the study of marketing aspects of local wisdom-based food products, which in terms of concept and application are still relatively less than massively implemented, so they need to be developed with the support of market orientation and entrepreneurial orientation as well as competitive advantage for the sustainability of local wisdom-based food SMEs in Bogor Regency. This research describes the market orientation, entrepreneurial orientation, and competitive advantage in local wisdom-based food SMEs in Bogor Regency. This research aims to provide information, especially about local wisdom-based food SMEs in Bogor Regency, and provide complete data related to policies to empower and prepare SMEs to have a sustainable competitive advantage.

2. LITERATURE REVIEW

According to Kohli & Jaworski (1990), the popular definition of market orientation is the dissemination of market intelligence to various divisions and functions within the company, how the company responds to it and the collection of market intelligence to meet current and future customer needs. Market orientation applies a marketing concept that offers products or services based on customer needs and desires. Narver & Slater (1990) stated that market orientation consists of three behavioral components: customer orientation, competitor orientation and inter-functional coordination and two decision criteria, long-term and profit. Companies with a market focus can anticipate shifts in current and potential customer expectations, demands and needs, leading to increased customer satisfaction, profitability, productivity and competitive advantage (Shakouri & Shakouri, 2020).

Entrepreneurial orientation is one ability to undertake minimal risky ventures and achieve marketing with considered risks (Kuckertz, 2015:421). Entrepreneurial orientation is a characteristic inherent in someone who has a strong will to realize innovative ideas in the real business world and can develop them vigorously (Drucker Business, 1994). Entrepreneurial orientation is the ability to create something new and different (the ability to create a new and different thing). Frishammar & Hörte (2007) stated that entrepreneurial orientation consists of innovativeness, risk-taking and proactiveness.

Porter (2017:221) says that competitive advantage is a company's ability to perform better than other companies in the same industry or market through its characteristics and resources. Competitive advantage is an advantage over existing competition that cannot be achieved by competitors and can be implemented over a long period (Pakpahan, 2016). According to Jones (2003), an essential element of competitive advantage is related to the creation of customer values, which can be categorized into three types: Price leadership in presenting products and services at the lowest prices in the industry, Product and service differentiation, and Responsiveness to the needs of specific target segments.

3. METHODOLOGY

3.1 Population and Sample

The population in this study were local wisdom-based food SMEs in Bogor Regency, totaling 223 (Department of Cooperatives, SMEs, Trade and Industry, 2022). The research sample was local wisdom-based food SMEs in Bogor Regency, West Java, who had been operating for at least two consecutive years at the time of the research, with the exact number unknown. The researcher's reason is that SMEs already understand and can manage businesses and are

seen as capable of evaluating because they already have business experience. The sampling technique used simple random sampling so that the sample size was 143 SMEs.

3.2 Research Location

Based on local wisdom, this research was conducted in Bogor Regency, Food UKM. The reason the researchers took the location in Bogor, especially food SMEs based on local wisdom, is because the local government has promoted programs with local wisdom values that are competitive and sustainable, food has become a mainstay for souvenirs or souvenirs from tourists, and no empirical studies or theoretical discussion discussing local wisdom-based food SMEs in Bogor district.

3.3 Instrument Validity and Reliability Test

Validity shows how much this tool can measure what it wants to measure. Validity analysis uses Confirmatory Factor Analysis (CFA) with a cut point of 0.50 (Ferdinand, 2006). A loading factor value greater than or equal to 0.50 is valid, and a value less than 0.50 is declared invalid, and the research indicator must be removed. Furthermore, the Reliability test is used to show the consistency of a measuring instrument in measuring a situation. A research instrument is declared reliable if the acceptable limit value for the level of reliability is construct reliability > 0.7 . Meanwhile, a reliability of 0.6 – 0.7 is still acceptable (Ghozali, 2015).

3.4 Data Collection Procedures

Data was collected using a survey method guided by a questionnaire for respondents, namely local wisdom-based food SMEs in Bogor Regency. The results of filling out the questionnaire are the respondents' answers, which are data expressing statements or perceptions of the variables being measured. Questionnaires are prepared in writing and submitted directly or indirectly to respondents to obtain accurate information regarding market orientation, entrepreneurial orientation, and competitive advantage.

3.5 Research Analysis Techniques

The data analysis technique used in this research is descriptive analysis, intended to explain each description or characteristic of the variables studied: market orientation, entrepreneurial orientation, innovation, competitive advantage, and marketing performance. The analysis technique used is descriptive statistics, namely frequency distribution table analysis, which explains the description of each variable and indicator using tables.

4. RESULTS AND DISCUSSION

4.1 Results

Based on the characteristics of respondents according to gender, it can be seen that the most significant number of research respondents were male respondents, with 80 respondents (56%). In comparison, there were 63 female respondents (44%). Thus, men dominate local wisdom-based food SMEs in Bogor Regency. Based on the characteristics of respondents according to age, it can be seen that 38 respondents were aged between 22-32 years (27%), 59 respondents were aged between 33-44 years (41%), and 46 respondents were aged between 45-58 years (32%). Thus, the majority of respondents were aged between 33-44 years. This indicates that local wisdom-based food SMEs in Bogor Regency are predominantly aged between 33 and 44. The age between 33 and 44 years is considered independent and productive.

Based on the characteristics of respondents according to their education, it can be seen that 36 respondents had a junior high school education (25%), 93 respondents had a high school/vocational school education (65%), and 10 respondents had a D3 education (7%). Four respondents (3%) had a bachelor's degree. Thus, most of the respondents from local wisdom-based food SMEs in Bogor Regency have high school/vocational education, meaning that respondents are not competitive in formal employment. Based on the characteristics of respondents according to business form, it can be seen that most SMEs are retail businesses with 92 units (64%) and the remainder are processed businesses with 51 units (36%). Retail SME respondents find it easier to operate and have lower risks.

Based on the frequency distribution of the market orientation variable, it can be seen that from the distribution of respondents' answers about conducting market research in running a business, the majority of answers strongly

agree, 76 respondents (53.1%), followed by 66 respondents (46.2%), neutral. One respondent (0.7%), no respondents answered disagree and strongly disagree. The average score of 4.52 shows that respondents strongly agree with conducting market research in running a business.

The distribution of respondents' answers regarding customer needs is a priority. The majority of answers strongly agreed, with 88 respondents (61.5%), followed by 54 respondents (37.8%), neutral, one respondent (0.7%), and no respondents. Who answered disagree and strongly disagree. The average score of 4.61 shows respondents strongly agree that customer needs are a priority. The distribution of respondents' answers regarding commitment to continuous improvement for customers obtained the most answers, agreeing with 71 respondents (49.7%), followed by strongly agreeing with 65 respondents (45.5%), neutral with seven respondents (4.9%), There were no respondents who answered disagree and strongly disagree. The average score of 4.41 shows respondents agree with the commitment to continuous customer improvement.

The average score of the customer orientation indicator is 4.51, meaning that respondents strongly agree that customer orientation contributes to market orientation. The customer needs statement is the most appreciated priority when describing customer orientation. The distribution of respondents' answers regarding looking for competitor information as a reference obtained the most answers agreeing with 82 respondents (57.3%), followed by strongly agree with 55 respondents (38.5%), neutral with six respondents (4.2%), none respondents who answered disagree and strongly disagree. The average score of 4.34 shows that respondents agree to use looking for competitor information as a reference.

The distribution of respondents' answers regarding the interpretation of competitors' strategies in marketing products obtained the most answers, agreeing with 75 respondents (52.4%), followed by strongly agreeing with 52 respondents (36.4%), neutral with 16 respondents (11.2%), no some respondents answered disagree and strongly disagree. The average score of 4.25 shows respondents agree with interpreting competitors' strategies in marketing products.

The average score of the competitor orientation indicator is 4.29, meaning that respondents agree that competitor orientation contributes to market orientation. The statement seeking competitor information is the most appreciated reference in describing competitor orientation. Overall, the average market orientation score of 4.40 means that respondents agree that market orientation is formed from customer and competitor orientation. The most significant contribution is customer orientation, which states that customer needs are a priority.

The distribution of respondents' answers regarding initiatives to seek business opportunities obtained the most answers agreeing with 77 respondents (53.8%), followed by strongly agree with 58 respondents (40.6%), neutral with eight respondents (5.6%), and no respondents. Who answered disagree and strongly disagree. The average score of 4.35 shows that respondents agree with the initiative to seek business opportunities. The distribution of respondents' answers regarding being able to adapt to changes in the environment obtained the most answers, agreeing with 76 respondents (53.1%), followed by strongly agree with 58 respondents (40.6%), neutral with nine respondents (6.3%), and no respondents. Who answered disagree and strongly disagree. The average score of 4.34 shows respondents agree they can adapt to environmental changes.

The distribution of respondents' answers about thinking before acting showed that the majority of answers were strongly agreed, 68 respondents (47.6%), followed by 65 respondents (45.5%), neutral, ten respondents (7%), and no respondents answered no. Agree and strongly disagree. The average score of 4.41 shows that respondents agree to think before acting. The average score of the proactive indicator is 4.37, meaning respondents agree to be proactive in entrepreneurial orientation. The think before you act statement is most appreciated in describing proactive indicators.

The distribution of answers from respondents who dared to develop new products obtained the most answers stating agree as many as 81 respondents (56.6%), followed by strongly agree with 47 respondents (32.9%), as many as 15 respondents (10.5%), no respondents answered. I have to disagree and strongly disagree. The average score of 4.22 shows respondents agree that they dare to develop new products. The distribution of respondents' answers about daring to enter new markets obtained the most answers agreeing with 82 respondents (57.3%), followed by strongly agree with 48 respondents (33.6%), neutral with 13 respondents (9.1%), and no respondents. Who answered disagree and strongly disagree. The average score of 4.24 shows that respondents agree that they dare to enter new markets.

The distribution of respondents' answers regarding being responsible for the decisions taken obtained the majority of answers stating agree as many as 70 respondents (49%), followed by strongly agree with 53 respondents (37%), as many as 20 respondents (14%), no respondents answered disagree and strongly disagree. The average score

of 4.23 shows that respondents agree to be responsible for the decisions taken. The average score for the risk-taking indicator is 4.23, meaning respondents agree they are willing to take risks in entrepreneurial orientation. The statement of bravery in entering a new market was most appreciated in describing respondents as brave enough to take risks.

The distribution of respondents' answers about becoming more successful obtained the most answers agreeing with 71 respondents (49.7%), followed by strongly agree with 56 respondents (39.2%), neutral with 16 respondents (11.2%), and no respondents. Answered disagree and strongly disagree. The average score of 4.28 shows that respondents agree to be more successful. The distribution of respondents' answers regarding having a long-term orientation obtained the most answers stating agree as many as 66 respondents (46.2%), followed by strongly agree with 59 respondents (41.3%), neutral as many as 18 respondents (12.6%), no respondents. Who answered disagree and strongly disagree. The average score of 4.29 shows respondents agree they have a long-term orientation.

The average score of the competitive indicator is 4.28, meaning that respondents agree that they are competitive in entrepreneurial orientation. Statements that have a long-term orientation are most appreciated when describing competitive indicators. Overall, the average entrepreneurial orientation score is 4.29, meaning respondents agree that entrepreneurial orientation is formed from being proactive, willing to take risks, and competitive. The most significant contribution to forming entrepreneurial orientation is the proactive statement of thinking before acting.

The distribution of respondents' answers regarding completeness showed that the majority of answers were strongly agreed with 69 respondents (48.3%), followed by agreed with 66 respondents (46.2%), neutral with eight respondents (5.6%), and no respondents answered no. Agree and strongly disagree. The average score of 4.43 shows that respondents agree with the completeness of the facilities. The distribution of respondents' answers regarding improving their abilities regularly obtained the most answers agreeing with 81 respondents (56.6%), followed by strongly agree with 44 respondents (30.8%), neutral with 18 respondents (12.6%), and no respondents. Who answered disagree and strongly disagree.

The average score of 4.18 shows respondents agree to improve their abilities regularly. The average score of the supporting factor indicators is 4.30, meaning respondents agree with the supporting factors in the competitive advantage variable. The completeness of means statements is most appreciated when describing supporting factors for competitive advantage.

The distribution of respondents' answers regarding producing value-added products obtained the most answers agreeing with 78 respondents (54.5%), followed by strongly agree with 49 respondents (34.4%), neutral with 16 respondents (11.2%), and no respondents. Who answered disagree and strongly disagree. The average score of 4.23 shows that respondents agree to produce value-added products. The distribution of respondents' answers about building a solid brand obtained the most answers, stating that they strongly agree with 63 respondents (44.1%), followed by agree with 55 respondents (38.5%), neutral with 25 respondents (17.5%), and no respondents. Who answered disagree and strongly disagree. The average score of 4.27 shows respondents agree to build a strong brand.

The average score of the company strategy indicator is 4.25, meaning that respondents agree with the company's strategy on the competitive advantage variable. Strong brand-building statements are most appreciated when describing a company's strategy for competitive advantage. The distribution of respondents' answers about unique and rare products obtained the most answers stating agree as many as 59 respondents (41.3%), followed by strongly agree with 54 respondents (37.8%), neutral as many as 30 respondents (21%), no respondents answered. I have to disagree and strongly disagree. The average score of 4.17 shows respondents agree that the product is unique and rare.

The distribution of respondents' answers regarding the product produced cannot be imitated. The majority of answers were agreed, with 73 respondents (51%), followed by strongly agree, 40 respondents (28%), 30 respondents neutral (21%), and no respondents disagreed. I'm afraid I have to disagree. The average score of 4.07 shows respondents agree that the products produced cannot be imitated. The average score of the competition indicator is 4.22, meaning respondents agree with the competition on the competitive advantage variable. Unique and rare product statements are most appreciated when describing the competitive conditions for competitive advantage.

The average competitive advantage score is 4.22, meaning respondents agree that competitive advantage is formed from supporting factors, company strategy and competition. The most significant contribution to the formation of competitive advantage is the supporting factors in the statement of completeness of facilities.

4.2 Discussion

Market orientation is formed by customer orientation and competitor orientation. This aligns with Sutapa et al. (2017) and Uncle (2000). Customer orientation is the most significant contribution to forming market orientation, reflected in the statement that customer needs are priorities. Customer orientation is a significant factor for SMEs because it helps them prioritize the needs of their customers. If local wisdom-based food SMEs do not prioritize customer needs, customers will become disloyal and may move to competitors, which could threaten business continuity. Besides customer needs being a priority, conducting market research when running a business is another factor in customer orientation. By conducting market research when running a business, SMEs can anticipate future trends or opportunities so that they are constantly updated and looking after their customers. Commitment to continuous improvement to customers is also a factor of customer orientation. By committing to continuous improvement, SMEs will gain customer loyalty and priority. The following contribution of market orientation is competitor orientation, where the factor of looking for competitor information becomes a reference for what needs to be done. By looking for competitor information, SMEs can determine strategies and run their business without missing out on the latest developments made by their competitors. After information on SMEs' competitors is obtained, the next step is to interpret the competitive strategy in marketing the product so that SMEs can maintain their business in running their business.

Entrepreneurial orientation is formed by being proactive, daring to take risks, and being competitive. This is in line with Covin & Slevin (1991), Lee et al. (2014) and Frishammar & Horte (2007). Proactiveness is the most significant contribution to forming an entrepreneurial orientation, as reflected by the statement of thinking before acting. Thinking before acting is necessary for SMEs to maintain and develop their business. Furthermore, the initiative factor in looking for business opportunities means that the business remains active and can get new, more profitable opportunities. Adapting to environmental changes makes businesses more adaptive and flexible in dealing with changes and developments in existing businesses, making SMEs proactive. The following contribution to entrepreneurial orientation is competition, in which SMEs can become more successful and have a long-term orientation so that business continuity can always be maintained. Dare to take risks also contributes to entrepreneurial orientation because SMEs dare to enter new markets that have never been entered before, are responsible for decisions taken as part of the consequences and consistency of running a business, and dare to develop new products sourced from existing products.

Competitive advantage is formed by supporting factors, such as company strategy and competition, which is in line with Jones (2003) and Potjanajaruwit (2018). The most significant contribution to the formation of competitive advantage is the supporting factors reflected in the statement of the completeness of business facilities that SMEs need. As a supporting factor, SMEs also carry out periodic capacity building to compete in ability with their competitors. The following contribution is the company's strategy: by producing superior products, its customers will be protected, and by building a solid brand, it will be an advantage over competitors. In competition, SMEs produce unique products that cannot be imitated to dominate and differentiate from their competitors.

Sales growth, profits and market share form marketing performance. This aligns with Pelham (1997) and Vickery et al. (2013). The most significant contribution in shaping marketing performance is profit, reflected in the statement of the ability to generate profits, which is the lifeblood of SME sustainability. The following statement in the form of increasing monthly profits indicates that profits support business continuity. Sales growth is the next contributor to marketing performance, with the statement that sales increase every month, making the business continue to grow, ensuring sales targets are achieved to make a profit, and increasing customers in the last year will improve the performance of SMEs. The following contribution is market share, with expanded marketing areas and widely known products, increasing opportunities and potential for business development and growth.

5. CONCLUSIONS

The results of this research show that market orientation can be reflected by customer orientation and competitor orientation. With competitor orientation most appreciated by respondents, it is implied that customer needs are a priority. Entrepreneurial orientation can be reflected in a proactive, risk-taking and competitive attitude, with respondents' highest appreciation for a proactive attitude reflected in thinking first before acting. Competitive advantage can be seen in supporting factors, company strategy, and competition. Respondents' appreciation of supporting factors was highest, reflected in the completeness of the facilities.

Based on the research results that have been obtained, several suggestions can be given to food-based SMEs wisdom locally; if you want to increase competitive advantage, then the strategy choice is to increase entrepreneurial orientation. The research results provide evidence of new implications regarding the contribution of entrepreneurial orientation to competitive advantage. Practically, the results of this research are expected to provide information, especially those related to local wisdom-based food SMEs in Bogor Regency, in providing complete data related to policies to empower and prepare SMEs to have sustainable competitive advantages.

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