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Creative Industry-Based MSME Competitive Advantage Strategy in Padang City through Market Orientation and Product Innovation

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ABSTRACT

The development of Micro, Small, and Medium Enterprises (MSMEs) is one of the economic driving forces that have an important role in the economy of Padang City because it contributes greatly to overcoming poverty and unemployment problems. MSMEs have many positive impacts, such as one of the expansion of labor absorption which makes it a place for low-income people to produce productive economic activities. MSMEs in Padang City are one type of business that can be resilient in various kinds of economic shocks so that from year to year the growth is always stable and consistent. This growth also affects the decline in unemployment, because MSMEs are labor- intensive businesses that require minimal Human Resources with a relatively small level of formal education and utilization of business capital. Although in terms of quantity, MSMEs in Padang City have increased, they are not accompanied by quality. This study aims to analyze the competitive advantage formed from the role of market orientation variables and product innovation in creative industry-based MSMEs in Padang City. The population in this study is creative industry business actors in Padang City applying purposive sampling techniques as a sampling. The conclusion of this reasearch are Based on the results of the study above on MSMEs in the city of Padang using SWOT analysis 4 quadrants, the position of MSMEs is at the growth stage. Based on analysis using IE matrix analysis, it is necessary to carry out a product development strategy, and Based on the results use SPACE matrix analysis, namely market and product development and product diversification.

Keywords: Competitive Advantage, SMES, Creative Industries

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INTRODUCTION

MSMEs are individual business activities owned by business entities that are productive by the standards formulated by the government in Law Number 20 of 2008. Based on data and facts in the field, MSMEs play a lot of roles in increasing economic growth, and employment, and are one of the largest export contributors (Eggers, 2020). MSMEs are also known to have strong resilience as a pillar of economic support. This can be seen during the economic recession that hit the Indonesian state due to the Covid-19 pandemic when the MSME sector had stronger resilience compared to the large business sector (Kurniawati et al., 2015).

Similarly, the condition of MSMEs in the city of Padang, with the increase in MSME business units every year, there is also an increase in regional income. In terms of quantity, the number of MSMEs increased by 4% by the end of 2022 with a total of 81,182 business units engaged in various business sectors. As a sector that affects the regional economy, in 2022 MSMEs contribute to the GDP of the city of Padang, reaching 50% of the total GDP

and exports by 10.07% (Aisyah &; Saputra, 2021). In addition, according to BPS data, MSMEs in Padang City are known to contribute significant regional income compared to large-scale business units. According to data from the Cooperatives and MSMEs Office of the city of Padang, in 2022 MSMEs absorb as much as 72% of the workforce in the city of Padang. To balance this quality improvement, the government always strives to improve the skills of business actors by providing increased competencies so that the business becomes more creative and innovative (Abosede et al., 2016). The creative industry is an industry that prioritizes skills and creativity in creating new value in a commodity (Aisyah et al., 2022). Skills and creativity are important elements that must be owned by business actors in maintaining the sustainability of their business through intellectual creation offerings (Abosede et al., 2016). The government began to strive to increase the number of MSMEs engaged in the creative industry sector as an alternative method of driving the economy (Parnell et al., 2015). There are 14 subsectors of the creative industry that have the potential to be developed, namely advertising, architecture, art markets, crafts, design, fashion, film, photography, interactive games, performing arts, publishing, computer services, radio television broadcasting, and development research. Increasingly dynamic global challenges are believed to replace the existing economic system (Aisyah, 2019). The development of creative industries in Indonesia has great potential because Indonesia is a country rich in culture and has a population with a large workforce group. The development of creative industry-based MSMEs will indirectly affect social life and a good business climate in Indonesia.

For big cities, the creative industry sector has great potential to be developed, such as in Padang City which is famous as the center of the handicraft industry with abundant creative industry resources and adequate transportation facilities. Padang City has produced many superior products such as embroidery crafts, clothing, leather crafts, furniture, jewelry, food, and others so it has become a city with a large number of creative sector business units (Syuhardi, 2018). However, several studies show that to maintain business continuity and still be able to compete with the times, MSMEs need an advantage strategy that is implemented. Padang City has more than 460 MSME centers engaged in the creative industry spread throughout the district, but the high level of competition makes it difficult for business actors to develop (Rahmi et al., 2022). To attract customers and get revenue, the quality and variety of products are important factors for business success. Although some entrepreneurs fail and stop their businesses, there are still those who survive because the majority of the population of Padang City relies on business as their main source of income. However, the Covid-19 pandemic has caused an economic recession in almost all areas of the economy, so the problem of people's purchasing power declining and various other problems must be overcome with the right business strategy (Novita &; Triadi, 2022).

The level of competition between MSMEs always ends with getting as many customers as possible which affects the amount of income. Therefore, to increase the

number of customers, every MSME must be able to formulate strategies that can be applied to win the competition (Saori et al., 2020). Competitive advantage indicates values that are owned by MSMEs that imply differences and uniqueness from one business to another. An MSME is considered to have a competitive advantage, if it has an advantage compared to competitors and can survive in the market (Lestari et al., 2020) (Aisyah &; Saputra, 2021). Competitive advantage is a business characteristic that pays attention to all company conditions both external and internal. Competitive advantage can come from a wide range of activities related to production process and design, distribution, marketing, and market acceptance activities. Competitive advantage is essential for companies of all sizes to ensure the survival of their products. Market orientation and product innovation are needed to increase business quality because it allows business actors to be creatively involved in experimenting with the latest product ideas to be marketed more widely (Putri, 2017). With this research, it is expected to provide input to business actors in Padang City in the creative industry sector to be able to improve their business performance by implementing competitive advantage strategies through market orientation and product innovation.

Literature Review

1. Competitive Advantage

Competitive advantage is a company's ability to operate in one or more ways that competitors cannot or will not use. In general, companies that want to survive must continue to create new advantages and customers must treat all competitive advantages as customer advantages. Businesses should focus on improving customer service and then achieving high customer value and satisfaction, leading to repeat purchases and ultimately increasing business profitability (Street & Pacah, 2016).

Competitive advantage can also be explained as everything a company can do to be better than competing firms. A firm can have a competitive advantage when it can do what its competitors can't do or what competitors want to do.

2. Market Orientation

Market orientation is the processes and activities related to creating and satisfying customers by continuously assessing customer needs and wants. Market orientation can be understood as the formation of a customer-centric organizational culture in the company's strategic management. It can be concluded that market orientation is a company culture that includes aspects of customer orientation, competitor orientation, and coordination between functions (Street &; Pacah, 2016).

3. Product Innovation

Product innovation is a combination of many different processes that influence each other. New products play an important role in increasing business profitability, while process innovation plays a strategic role in reducing costs. The characteristics of product

innovation are important factors that need to be considered for the success of a company in the future (Street &; Pacah, 2016). The characteristics of innovative products include:

1. Culture of Innovation
2. Technical Innovation
3. Administrative Innovation

METHOD

The study was conducted in Padang City consisting of 11 sub-districts using primary and secondary data. Primary data is obtained from data sourced from the Central Statistics Agency and questionnaires given to business actors. The sampling technique uses *Purposive Sampling* based on certain criteria or objectives for the sample to be studied. The criteria used in this study are MSME business actors who have an understanding of the potential economic advantages of the region and the factors that affect the sustainability of MSMEs.

The research method used is quantitative descriptive research. The population in this study is 120 MSME entrepreneurs in the creative industry sector who are still actively carrying out their business activities and understand the problems of MSMEs. Data analysis methods used using the *Strategy Formulation Analytical Framework* include Internal Factor Evaluation (*IFE) analysis,* External Factor Evaluation *(EFE) analysis,* Strengths, *Weaknesses*, *Opportunities*, and *Threats* (SWOT) analysis, and SPACE *Matrix*. IFE and EFE are used to analyze internal and external factors that affect MSME competitive advantage strategies, while SWOT analysis is carried out to formulate alternative strategies that can be used as solutions for business actors and MSMEs

Primary Data Collection Techniques

1. Interview

The interview method was conducted to obtain information in analyzing the internal and external conditions faced by MSME actors. The interview was conducted by providing a list of questions related to SWOT analysis to interested parties within the company.

2. Field Observation

Observation is carried out to collect data by going directly into the field to observe things related to places, spaces, subjects, objects, activities, times, and events related to MSME operations.

3. Questionnaire

The questionnaire method is carried out by providing written questions which will later be answered by MSME actors. The data obtained as a whole will be processed data

in the data processing stage.

Secondary Data Collection Techniques

1. Agency Survey

Agency surveys aim to obtain information and facts related to research. The intended agencies are adjusted to the needs of information about MSMEs in Padang City, such as the cooperative office and MSMEs in Padang City.

2. Literature Review

A literature review is conducted to obtain data and results of previous research. This activity aims to obtain the theoretical foundation needed to support the analysis of various references, such as scientific articles, papers, and so on.

Data Analysis Techniques

1. Input *Stage* (IFE and EFE)

Data obtained from the evaluation of the external and internal environment of MSMEs will be used as input for making EFE and IFE matrices. This method is a way to formulate a strategy through the input stage, starting with summarizing the initial information and identifying the factors contained in the IFE and EFE matrices as described below:

1. Identification of IFE and EFE factors

This activity is intended to signify the main key factors identified in the information-gathering process. The result is the identification of the strengths and weaknesses of the internal environment of MSMEs as well as the opportunities and threats of the external environment of MSMEs.

2. Determining Weights

Weighting is done by handing over to company management to identify internal and external strategic factors according to the *paired comparison* method, Furthermore, internal and external factors are assessed by providing a scale on each weight. The weight of each variable is obtained by multiplying the value of each variable by the sum of the values of all variables, using the following formula:

$$= \frac{\quad}{\quad}$$

Keterangan:

xi = Variable value -i
ai = Variable weights
-i i = 1, 2, 3..., n
n = Number of variables

1. Matching Stage (SWOT, SPACE and IE Matrix)

SWOT Matrix

SWOT matrix is a fundamental matching stage method by optimizing 4 types of strategies (Salim
&; Siswanto, 2019), namely:

1) S-O (*Strengths-Oppurtunities*) strategies are strategies that use the company's internal strengths to maximize the company's external opportunities.

2) W-O (*Weaknesses-Oppurtunities*) strategies, namely strategies aimed at minimizing internal weaknesses of the company by optimizing the company's external opportunities.

3) S-T (*Strengths-Threats*) strategies or strategies that use the company's internal strengths to minimize the effects of external threats.

4) W-T (Weaknesses-Threats) *strategies* or defensive strategies are strategies aimed at suppressing internal weaknesses and minimizing the impact of external threats.

SPACE matrix

This matrix consists of four segments that display alternative strategies that are suitable for companies, namely conservative, aggressive, defensive, and competitive. The vertical axis shows two aspects of the company's internal situation, namely financial health (FS) and competitive advantage (CA). Meanwhile, on the horizontal axis, it shows two external dimensions, namely environmental stability (ES) and industrial strength (=IS).

IE Matrix

The Internal External (IE) matrix places a company into various sections in a nine-cell view. This method presents the company's share in a mathematical diagram. The IE matrix is based on two key dimensions, namely: the IFE weight score of the total on the X axis and the EFE weight score of the total total on the Y axis. The total weight score obtained from each of these sections allows the arrangement of the IE matrix at each level of the company (Salim &; Siswanto, 2019).

1. Decision Stage

After taking and completing the previous steps, this stage will provide an analysis and explain the results that have been achieved, so that the results of this research can later become the basic basis for policymakers in formulating strategies that can develop the productivity of MSMEs in the creative industry sector in Padang City.

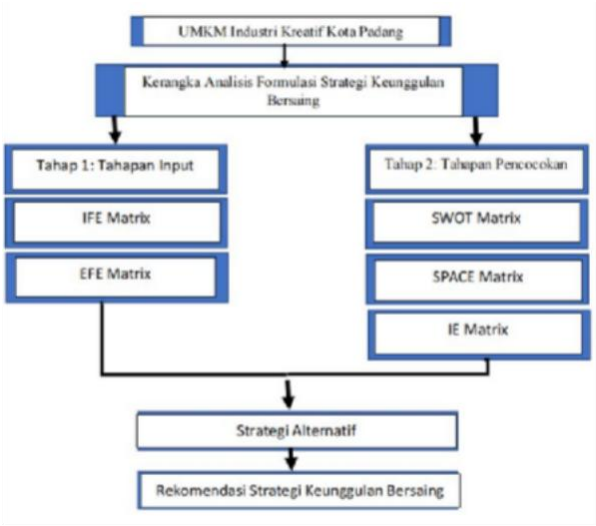


Figure 1. Research Flow Chart

FINDING AND DISCUSSION

MSMEs in Padang City

Padang City is the capital of West Sumatra Province. As the center of government, Padang City is the central business area with more MSMEs than other regencies or cities in West Sumatra. Based on data from the Cooperative and MSME Office Kota Padang (2022), the number of MSMEs in the city of Padang increased by 50% during the pandemic period.

Of the various types of MSMEs, one of the MSMEs that have the potential to excel and can compete in the MSMEs in the Creative Industry sector which also increased by 62% from 2021.

Analisis SWOT

This study uses the SWOT analysis method by analyzing internal and external factors that affect the competitive advantage factors of MSMEs in the city of Padang. Internal and external factors are obtained by distributing questionnaires given to business owners or managers from MSMEs, especially micro-scale creative industry actors. Then the analysis data obtained is processed into Internal External Analysis in the form of IE Matrix, SWOT Matrix, and SPACE Matrix to be able to find out the strategies that can be given as a way to get MSME competitive advantage strategies.

Table 1. Matriks Internal Factor Evaluation (IFE)

Internal Factors	Weight	Level	Score
	(1)	(2)	(1x2)
Strength			**1,737**

Heritage	0,09	3,7	0,333
Production process innovation	0,09	3,6	0,324
Local wisdom	0,09	3,3	0,297
Pricing tier	0,09	3,0	0,27
Capital Ownership	0,09	2,8	0,252
HR Quality	0,09	2,9	0,261
Weakness			**0,891**
MSME Image	0,09	2,3	0,207
Ownership of business premises	0,09	2,1	0,189
Promotion channels	0,09	1,7	0,153
Quality of service	0,09	2,3	0,207
Payment methods	0,09	1,5	0,135
Total	**1,0**		**2,628**

Source: processed data

Table 2. Matriks Eksternal Factor Evaluation (EFE)

External factors	Weight	Level	Score
	(1)	(2)	(1x2)
Peluang			**1,548**
International Trade	0,09	2,3	0,207
Era Society	0,09	3,0	0,27
\Industry 5.0			
Competition in MEA	0,09	3,2	0,288
Tourist Visits	0,09	3,0	0,27
Government support	0,09	2,5	0,225
Partner	0,09	3,2	0,288

Availability			
Threat			1,44
The Emergence of Competitors	0,09	3,3	0,297
Changes in technological trends	0,09	3,5	0,315
Consumer purchasing power	0,09	3,0	0,27
The power of supplier offerings	0,09	2,7	0,243
The presence of substitution products	0,09	3,5	0,315
Total	1,0		2,988

Based on the results of IFE and EFE analysis, coordinate points are obtained in the analysis of four quadrants of internal factors and external factors as follows:

Coordinat IFE= (1,737- 0,891)/ 2 = 0,42

Coordinat EFE= (1,548- 1,44)/ 2 = 0,05

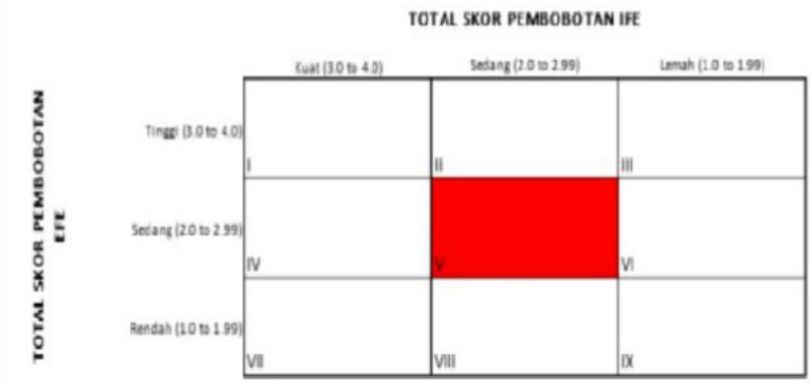
So, the coordinate point is at (0,42;0,05)

From these coordinates, it can be concluded that MSMEs are at a growth rate. At this growth rate, economic potential seen from the MSME side has a good opportunity to continue to be improved and maintained. Based on the results of IFE and EFE, the position of SMEs is in the first position in the quadrant analysis, namely in the Growth position. Growth Stage, if a product is accepted by the market, it enters the growth stage of the product life cycle. The growth stage is characterized by increased sales, more competitors, and higher profits. Unfortunately for companies, the growth stage attracts competitors who enter the market very quickly (Kotler and Keller 2012). To survive and continue to grow, entrepreneurs need to pay attention to the needs of the company in its growth phase. They cannot neglect the planning and preparation necessary for long-term success. Entrepreneurial skills are essential during business launches, while managerial skills become increasingly important thereafter (W. Bygrave 2011).

IE Matrix Analysis

Based on the results of the study, internal factors (IFE matrix) were obtained 2.5 and external factors (EFE matrix) were obtained 2.9. Thus the coordinate points on the IE Matrix are in the fifth quadrant (V), meaning that the position of the economic potential of MSMEs in this position can be managed properly Based on hold and maintain strategy by penetrating the market and developing products. Based on the results of the study using the analysis, IE Matrix, the position of SMEs is in the fifth quadrant. The strategy that can be applied in the fifth quadrant is market penetration from product development. Market penetration strategy, focusing on increasing company sales from existing products to existing customers. Companies often offer special promotions or low, prices to consumers to increase their usage and encourage them to purchase products (Saylor 2018), market penetration includes 'increasing the number of salespeople, increasing advertising spending, offering extensive sales promotion items, or improving publicity effort strategies.

The market penetration strategy that has been carried out by the Padang city government is to initiate the launch of the Padang MSME website, namely https://diskopumkm.kotapadang.go.id which is a web that aims to collect and market MSME products in the city of Padang.



Product Development Strategy

Product development strategy:

Involve creating new products for existing customers. A new product can be an entirely innovation, an improved product, or a product with enhanced value, such as a product with new features. New products can also be products that have different variations, such as new flavors, colors, and sizes (Saylor 2018).

Product development is a strategy that seeks to increase sales by improving or modifying an existing product or service. Product development usually requires large research and development costs (David, David, and David 2017). Industry 4.0 benefits from a UKiVI perspective. is considered an increase in productivity and demand, as well as a decrease in costs. Though the m ajority claim high cost as the main barrier to the

application of Industry 4.0 technology.

Based on the findings of this study, it can be concluded that SMEs need more information about the adoption of Industry 4.0. Therefore, it is necessary to hold more education to train SMEs and raise awareness (Gergin 2017).

SPACE Matrix Analysis

The results of the Internal Strategic Position research obtained a Financial Position (FP) value of 2.5, an average value of 0.44 and a Competitive Position (CP) value of -1'3, an average value of -0.13 while the External Strategic Position obtained a Stability Position (SP) value of -1.6 average value of -0.24 and Industry Position (IP) of 2.6 average value of 0.40. Thus the coordinate points in the SPACE Matrix are in the first quadrant (I) i.e. the aggressive quadrant, (upper right quadrant) of the SPACE Matrix an organization is in an excellent position to use its internal strengths to (1) take advantage of external opportunities, (2) overcome internal weaknesses^, and (3) avoid external threats. Hence market penetration, market development, product development, and diversification (David, F R, 2011) (see figure 2). The coordinates of the Directional Vector in the SPACE Matrix are

1. Average SP: -1.6/7= -0.24
2. Average CP: -1.3/8= -0.16
3. Average IP: 2.6/7= 0.41
4. Average FP: 2.5/6= 0.41
5. X-axis: -0.16 + 0.41= 0.25
6. Y-axis: -0.24 + 0.44= 0.20
7. Directional Vector Coordinates (0.25;0.20)

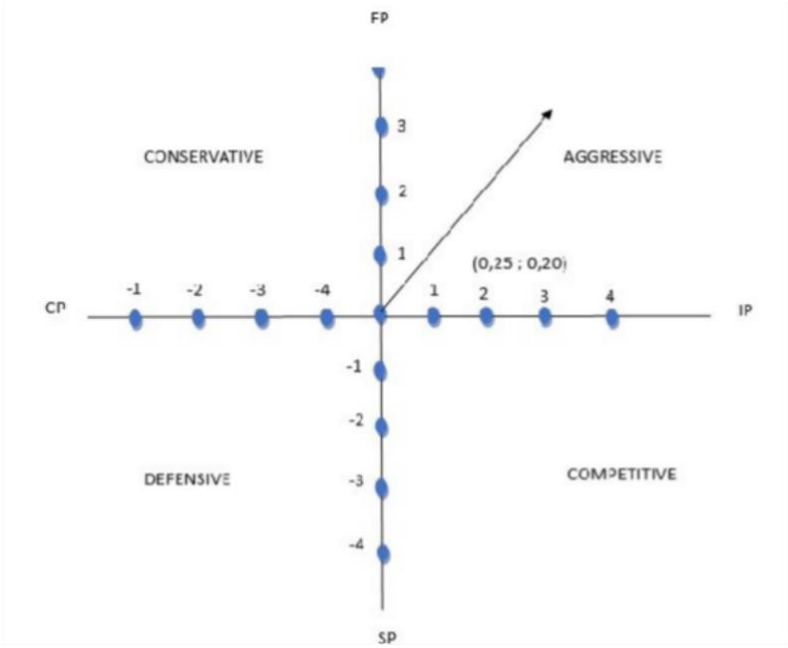


Figure 2. Matrix Analysis SPACEBAR

Source: data processed by the author

Based on the results of the SPACE Matrix analysis, MSME players in Padang City obtained the curve results to be in an Aggressive position. In this position, strategies that can be done are Market and Product Development and Diversification Strategies. Market and product development strategies can be done by creating innovations for customers, and innovating in production activities. Meanwhile, diversification strategies can be done by connecting the relationship between strategic innovation and innovation management initiatives that can produce overall positive effects.

Matriks Analisis SWOT

Table 3. SWOT Analysis Matrix Analysis

IFE / EFE	Strength:	Weakness:
	1. Cultural heritage 2. Production process innovation 3. Local wisdom 4. Pricing level 5. Capital Ownership 6. HR Quality	1. Business image 2. Ownership of business premises 3. Promotion channels 4. Quality of service 5. Payment methods
Opportunities: 1. International trade 2. The era of society industry 5.0 3. Competition in MEA 4. Tourist visits 5. Government support 6. Partner availability	SO Strategies: 1. Promotion through digital marketing 2. More demonstrating the value of product uniqueness 3. Better leverage government and partner support	WO Strategies: 1. More improve the quality of services 2. More increase product willingness 3. More increase in the use of technology
Threats: 1. The emergence of competitors 2. Changes in technology trends 3. Consumer purchasing power 4. The power of supplier offerings 5. The presence of substitution products	ST Strategies: 1. More variety in products 2. Provide competitive pricing	WT Strategies: 1. Increase promotion through social media 2. More use of online payment facilities

Source: data processed by the author

CONCLUSIONS

Based on the results of the study above on MSMEs in the city of Padang using SWOT analysis 4 quadrants, the position of MSMEs is at the growth stage. In this growth position, the strategy that can be done is to increase sales to obtain higher income, MSMEs must have valid planning for the long term, and pay attention to product innovation. If this is done, MSMEs can improve product quality, increase distribution reach, increase consumer loyalty, and improve entrepreneurial skills. Based on the results of the study above on MSMEs in the city of Padang using IE matrix analysis, it is necessary to carry out a product development strategy. To be successful, MSMEs must add an element of innovation to the product to be accepted in the market.

Based on the results of the study above, MSMEs in the city of Padang use SPACE matrix analysis, namely market and product development and product diversification. Product development strategies can be done by creating new products to increase customer demand, high product innovation, and increase cooperation.

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