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Research paper



Enhancing Competitiveness of Creative Industries: SME in West Sumatra

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Abstract

This research is conducted to identify the competitiveness of creative industries in West Sumatra based on market orientation, entrepreneurial orientation, and competitive advantage. Variables used in this research are competitiveness, market orientation, entrepreneurship orientation, and competitive advantage. The method of collecting primary data are obtained through questionnaires and guided interviews. The primary data used are from survey to small industries and secondary data are from Department of Industrial and Trade Cooperatives (Diskoperindag) and Department of Tourism of West Sumatra. Hypothesis is tested using Partial Least Square (PLS) method. The research found that the increase of competitiveness will be reached if the company has competitive advantage and the manager/owner of creative industry is entrepreneurial-oriented. This entrepreneurial orientation influence competitiveness directly or mediated by competitive advantage. Whereas, market orientation cannot create creative industry's competitiveness either directly or mediated by competitive advantage.

Keyword: *creative industry, competitiveness, market orientation, entrepreneurial orientation, competitive advantage*.

1. Introduction

Creative industries in Indonesia have contributed significantly to the economy and employment, and also has important role in human resource empowerment. These facts are supported by statistical data of creative industries in Indonesia in 2016 which shown creative industries' gross domestic products (GDP) have increased approximately 10.14% every year. This value gives contribution to national economy ranged from 7.38% to 7.66% which are dominated by three subsectors; culinary by 41.69%, fashion by 18.15% and handycraft by 15,70%. Aside from their contribution to national GDP, creative industries are the fourth biggest industries in employment rate which contributed nationally by 10.7%. West Sumatra has many creative industries which are spread through several regions and also the subsector contributed significantly to West Sumatra's economy. Handycraft and fashion are the biggest contributors to West Sumatra's economy, but their competitiveness are lower compared to creative industries generally (1). Research in the field of creative industries is needed because they can provide large employment and increase people's income. High competitiveness for those involved in creative economy facing competition either locally or globally will be increased. To face such competition and able to survive, companies in this industrial sector must have competitive advantage. This competitive advantage in creative economy is conducted through intensifying information and creativity which relied on ideas and stock of knowledge from human resources as the primary factor of production in every economy actitivy (1).

Research conducted by {Formatting Citation} and (3) supported the argument that creative industries are still lacking in managerial capabilities, skills, capital, and market. Other obstacle faced by companises in creative industries is the fact that business activities are not market-oriented yet such as marketing industries are still conventional and have not utilized information technology to speed up services to consumers (2); (4).

This research is inspired by other researches conducted by (5), and (6) which examine the effect of market orientation to company's performance. Research conducted by Ussahawanitsakit & (7-9) examine the effect of market orientation on competitive advantage and competitiveness. (10) and (11) examine the important role of entrepreneurship orientation as a strategy to create competitive advantage and competitiveness, while (12), and (13) examine how entrepreneurial orientation affects company performance. (2) studied the Minang creative industries in West Sumatra, finding that innovation and spirit of entrepreneurship from those involved in creative industry businesses have an impact on competitive advantage. The purpose of this study is how to improve competitiveness in small and medium enterprises (SME) with market orientation and entrepreneurial orientation mediated by competitive advantage. With a sample of 125 SMEs of West Sumatra creative industries, it was found that market orientation had a positive effect on competitive advantage. However, market orientation has not been able to increase creative industry competitiveness either directly or through mediation by competitive advantage. Meanwhile, entrepreneurial orientation has a positive effect on competitive advantage, shows also that entrepreneurial orientation also influence positively to competitiveness either directly or through mediation by competitive advantage.

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Literature Review

2.1 The Effect of Market Orientation on Competitive Advantage and Competitiveness

(14) defined market orientation as a process of generating and providing market information for the purpose of creating superior value for consumers, whereas, according to (15) market orientation is a process and activity related to customer creation and satisfaction by continuously assessing the costumer's needs and desires thus have an impact on improving company performance. However from many definitions available, the definition of market orientation that is very popular and often used is the definition made by (16) and (17). (16) defined market orientation as the most effective and efficient organizational culture to create the behaviors needed to create superior value for buyers and to deliver superior performance consisting of three components: customer orientation, competitor orientation and inter-functional coordination. Meanwhile (17) view market orientation as an organizational behavior in implementing marketing concepts. This behavior is emphasized on three activities comprising gathering information related to current and future customer needs, the dissemination of this information to all parts of the organization and responsive to market information. The study refers to the dimensions of orientation according to (16) and (17), because this concept is widely used by previous researchers. The dimension of market orientation consists of 4 which are customer orientation, competitor orientation, market information orientation and inter-functional coordination.

(5) found that market orientation had a positive and significant effect on performance, while (6) found that market orientation had a positive effect on performance but the effect was not significant. According to (6), market orientation will affect the performance through innovation as a variable intervening. Research conducted by Ussahawanminakitakit & (7) found that to achieve superior performance, outstanding competitive advantage and great competitiveness are the strategies that can be implemented by the company to have a high market orientation. found that customer orientation can improve competitive advantage, but competitor orientation negatively impacted competitive advantage. (8) found different results where competitive advantage is positively and significantly influenced by competitors' orientation, but there is no significant effect on customer orientation. (9) also proved successfully that market-oriented companies can create competitive advantage.

H1a: Market Orientation has significant effect on competitive advantage

H1b: Market Orientation has significant effect on competitiveness

H1c: Market Orientation has siginificant effect on competitiveness through mediating variable of competitive advantage

2.2 The Effect of Entrepreneurial Orientation on Competitive Advantage and Competitiveness

The Entrepreneurial Orientation illustrates how far companies construct the identification and exploit of untapped opportunities as organizational principles of the company (5), linking opportunity search, risk-taking and organizational leaders' decisions (Knight 2000), and is a characteristic at company level because it reflects corporate behavior (18); (19). Therefore, it can be said that the entrepreunerial orientation is a corporate value system that will determine the direction of movement or company strategy. (19) distinguished indicators on entrepreneurial orientation into 3 dimensions which are innovativeness, proactive, and risk-taking, while (20) added two more indicators which are autonomy. Research conducted by (12) and (13) stated that entrepreneurial orientation is the key to improving marketing performance. Small and medium industries whose owners/managers are entrepreneur-oriented have a clear and courageous vision to face risks thus be able to create good performance. (10) and (11) found that the dimension of entrepreneurial orientation has a positive and significant impact on competitive advantage.

H2a: The Entrepreneurial Orientation has a significant effect on competitive advantage

H2b: The Entrepreneurial orientation has a significant effect on competitiveness

H2c: The Entrepreneurial orientation has a significant effect on competitiveness through mediating variable of competitive advantage

H3: Competitive advantage has significant effect on companies' competitiveness

3. Research Method

This is an explanatory research ie causality describes a relationship between variables through hypothesis testing. This type of research is chosen considering the objectives to be achieved include efforts to explain the relationship and the influence that occurs between the questionnaires as the tool of primary data gathering. The object of research is the creative industries. Based on the hypothesis in the design of this study, the variables used in the study are determined. The variables studied are (Y) Industrial Competitiveness, (X1) Market Orientation, (X2) Orientation of Entrepreneurship, and (X3) Competitive Advantage. Data collection was done by the method of observation, interview and questionnaire, the samples are creative industry managers/owners in West Sumatera in the field of handicraft and fashion as much as 125 respondents. The collected data are processed by using descriptive and quantitative analysis tools. The data collected in this study consist of primary data and secondary data. Primary data is data obtained directly from respondents through field research. Respondents in this research are creative industries' managers/owners. Data collecting instruments are prepared first in the form of questionnaires and guided interviews before collecting primary data.

3.1 Operationalization of Variables and Measurements

a. **Competitiveness,** is the ability / strategy to compete of a product / company / industry covering the production side and combination of the final result and effort to achieve it.
b. **Market Orientation,** is the level of ability of the creative industry to meet market demands that include customer orientation, competitor orientation, market information orientation and coordination among inter-function companies (16); (17) and (14).
c. **Entrepreneurial Orientation includes interests and desires,** locuss of control, educational initiatives, environment, and the spirit of entrepreneurship (5).
d. **Competitive Advantage, includes products that have unique criteria,** rare, not easily imitated and few substitution products**.**

3.2 Analysis Method

Data processing method used in this research is Partial Least Square (PLS) method. PLS is a multivariable analysis technique that can be used to describe the relationship of linear relations of observation variables simultaneously, which also involves latent variables that cannot be measured directly. PLS data analysis techniques with second order approach is done to explain thoroughly the relationship between variables that exist in the study where the variables are multidimensional. The analysis stages using this method are: 1) Analysis of path diagram to interpret PLS software output, 2) Analysis of measurement model (outer model or also called measurement model) to evaluate the relationship between construct variable with its indicator or manifest variable, 3) Structural analysis (inner model) to evaluate the result of

the estimation between coefficiency path parameter and its level of significance.

Table: 1: Characteristics of SME's

SME's		Frequensi	Percentase (%)
Type of Business	Craft	88	70,40
	Fesyen	37	28,60
	Total	125	100,0
Total Sales	>100millio	44	35,20
	100-500 million	50	40,0
	500-1 billion	28	22,40
	< 1 Billion	3	2,40
	Total	125	100,0
Business Entity	Private SME's	82	65,60
	Family SME's	36	28,80
	CV/cooperativentity	7	5,60
	Total	125	100,0
Working hours	8-10 hours	102	81,60
	< 10 hours	24	18,40
Ventura Capital	Equity	114	91,0
	Debt	11	9,0
	Total	125	100,0

Table 2: Characteristics of Responden

Responden		Frequensi	Pecentage (%)
Sex	Male	54	43,2
	Female	71	56,8
	Total	125	100,0
Age	<43	53	42,4
	43-66	64	51,2
	>66	8	6,4
	Total	125	100,0
Status	Not married	14	11,2
	Married	111	88,8
	Total	125	100,0
Educa tion	SD/others	11	8,8
	SMP	21	16,8
	SLTA	60	48,0
	Diploma	20	16,0
	S1/S2/S3	13	10,4
	Total	125	100,0
Age SMES's	<20	86	68,8
	20-38	31	24,8
	>38	8	6,4
	Total	125	100,0

Descriptive statistical analysis shown in Table 1 and Table 2 are the characteristics of SME's and creative industry managers/owners. The characteristics of SME's which described the characteristics of respondent's business need to be considered as additional information to understand the research results. This can be detailed based on types of creative industries, sales revenue, business entity, raw material source, target market, labors' education level, labors' origin, and average working hours of employee of creative industry SMEs. The characteristics of respondents are described as the owner / manager of the creative industries of handicrafts and fashion totaling 125 people grouped on gender, age, education, and marital status.

Table 1 shows that West Sumatra's creative industry is more dominated in handicraft by 70.40% and in fashion by 28.60%. Based on the sales revenue of creative industries in the field of handicraft and fashion, the results are quite varied between> 100 million - 1 billion per month based on survey data from 125 respondents. SMEs in creative industry are more dominated by individual companies by 66%, with 29% is a family company, and 6% are incorporated. Based on the source of venture capital, SMEs in creative industry on the average used their own capital with 91% and only a few which use the source of funds derived from financial institutions by 9%. In Table 2 shows that male respondents of this research are 43.2% while 56.8% are female. The percentage of education level of managers/owners of creative industries are 8.8% graduated from elementary school, 16.8% respondents are from junior high school education, 48.0% respondents from high school education, 16.0% are graduate Diploma, and 10,4% of respondents have S1 and doctoral degree. Based on the length of SMEs' business that has been run,the numbers are 86 SMEs run <20 years, 31 SMEs run between 20-38 years, and 8 SMEs run > 38 years. This indicates that the length of UMKM business run averagely between <20 years and 20-38 years, because the business they run are based on own business and business from inheritance or family business which run for generations.

3.3 Test of Validity and Reliability

The result of validity test that has been done to 101 questions is bigger than r Table on 95% of confidence interval which is 0,361 (r table at n = 30 and α = 0.05). This indicates that all questions are significant and can be declared valid. With validity results are declared valid means respondents understand the intent of each question posed by researchers in the research questionnaire. Re alibility test is done by α cronbach technique. The significance test is performed at the significance level of 0.05, meaning that the

instrument can be said to be reliable if the alpha value is greater than the r critical product moment or greater than 0.60. From the reliability test for the three variables obtained resulted in Cronbach's Alpha above 0.70. The value also means that the instruments used in this study are very reliable.

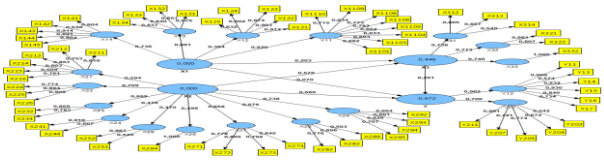
4. Result and Discussion

4.1 Partial Least Square (PLS) Analysis

The construct used in the research is the construct which is multidimensional. The construct consists of two levels which are first order construct and second order construct. The first order construct is the confirmed variable of the second order construct. While second order is the main variable in observation. In this study, the second order construct includes market orientation, entrepreneurial orientation, competitive advantage and competitiveness which to be confirmed by several first order constructs. Meanwhile the first order construct is confirmed by several indicators. Once the model is established using SmartPLS, a model feasibility test is performed. The model feasibility test is performed on outer model and inner model. The outer model evaluation is performed to evaluate the relationship of indicator with the first order construct. While inner model evaluation is performed to evaluate the relationship between first order construct and second order construct and evaluate the relation between second order construct. The results of PLS analysis of the research model can be seen in the picture.

Evaluation of Outer Model on Latent First Order Constructs with Indicators

The outer-model evaluation is performed on the first order construct reflected by the indicators. In this study, the relationship between the first order construct with the indicator is reflective. There are 18 first order constructs with 66 indicators. If the coefficient or loading factor of each indicator on the model is less than 0.7 then it should be dropped. However, for initial research, measuring the loading factor factor of 0.5-0.6 is still considered sufficient. In this study, an indicator that has a factor loading value lower than 0.5 will be dropped, it is necessary to do the PLS analysis again and produce Picture 1.



Picture 1: Increasing Competitiveness of Creative Industry With Market Orientation, OrientationEntrepreneurship and Competitive Advantage

4.2 Inner Testing Model between Second Order Constructs with First Order Constructs

The inner model relationship in this research is the second order construct is reflected through some first order constructs. The second order construct of market orientation is reflected through 4 (four) first order constructs: customer orientation, competitor orientation, market information orientation and inter-functional coordination. The market information orientation reflects the greatest interrelation reflecting market orientation with losing factor by 0.861, followed by consumer orientation by 0.820, coordination between functions by 0.736 and competitor orientation is the lowest first order construct reflecting the interrelation in depicting market orientation with loading factor of 0.354. The result of the path analysis shows that t statistics or t table of all first order constructs to market orientation are above 1.96, this means that customer orientation, competitor orientation, market information orientation and inter-functional coordination are reflections of marketing orientation. The construct of entrepreneurial orientation is reflected by 9 indicators which are entrepreneurial intention, innovation, pro-active, risk taking, locus of control, initiation, education, environment, and entrepreneurial spirit. Of all 9 indicators, entrepreneurial spirit reflects the largest interrelation depicting entrepreneurship orientation with loading factor by 0.738 and the lowest is locus of control with loading factor by 0.470. Judging from the results of the path analysis, all first order constructs are reflection of the entrepreneurial orientation because it has a t table or statistical t that is greater than 1.96. Competitive advantage is reflected by 3 first order constructs which are product uniqueness, product scarcity and not substitution of product. The scarcity of product has the largest loading factor of 0.773 while the lowest is the uniqueness of the product. This shows that product scarcity is the biggest first order construct reflecting the interrelation in depicting competitive advantage. Path analysis shows all first order constructs are a reflection of competitive advantage. Competitiveness in this research is reflected by 2 indicators namely corporate strategy and structure of competition and its relation with related and supporting institutions, while 2 other indicators which are condition of demand and condition of production factor are not included in the model because the measurement is not using likert scale but in the form of number stated in percentage. Company strategy and structure of competition are the biggest indicators that reflects the interrelation in describing competitiveness with loading factor by 0.902. The statistical t results show the 2 indicators are the reflection of competitiveness.

4.3 Inner Testing Model between Second Order Constructs

Inner model tests between second order constructs are evaluated by using R-square for endogenous constructs, the path coefficient values for significance tests between constructs in structural models. The influence model of market orientation and entrepreneurial orientation to competitive advantage give R-square value of 0.446 (see table 3) which can be interpreted that the variability of Competitive Advantage construct can be explained by the variability of Market Orientation construct and Entrepreneurship Orientation construct by 28.86% while the rest should be explained by other variables outside the scope of the study. Likewise, the influence model of Market Orientation, Entrepreneurial Orientation and Competitive Advantage to Competitiveness give R-Square value of 0.672, which can be interpreted that the variability of Competitiveness construct can be explained by the variability of Market Orientation construct, Entrepreneurial Orientation construct, and Competitive Advantage construct by 67.20% while the rest should be explained by other variables outside the scope of the study.

Table 3: *R square* Market, Entrepreneurship Orientation,*Competitive Advantage* and Competitiveness

	Composite Reliability	R - Square	Cronbachs Alpha	Communality	Redundancy
Competitive Advantage	0,786	0,446	0,681	0,387	0,043
Competitiveness	0,857	0,672	0,815	0,367	-0,014

4.4 The Influence of Market Orientation and Entrepreneurial Orientation to Competitive Advantage and Competitiveness

Path coefficient in table 4 indicates that market orientation has a positive effect on competitive advantage (0.203). However, market orientation has not been able to increase creative industry competitiveness either directly or through mediation by competitive advantage. This can be seen from the value of the coefficient parameter which is low and not significant.

To further enhance market orientation, creative industry owners / managers should pay more attention and respond more quickly to customer complaints and criticisms, produce products that match the needs and desires of customers, and all functions should increase their contribution to customer value. In addition, the managers / owners of the creative industries of handicrafts and fashion in West Sumatra should further improve the coordination between functions within their company, which is to integrate the strategy that runs the company to every function.

The insignificant effect of market orientation on creative industry competitiveness is caused by the managers / owners of creative industries who are not competitor oriented and have not been able to map and capture the opportunities even though the company has been market oriented. In addition, managers / owners of creative industries have not been able to establish cooperation with related associations and also have not utilized the promotional media campaign optimally. The results of this study are in line with (21) that found marketing orientation did not significantly affect the performance.

4.5 The Effect of Entrepreneurial Orientation on Competitive Advantage and Competitiveness

The entrepreneurial orientation positively influences the competitive advantage by 0.576. Table 4 shows and, entrepreneurial orientation also positively influences to competitiveness either directly or mediated by competitive advantage.

The results of this study found that entrepreneurial orientation has a positive and significant impact on competitive advantage by 0.576. This means, if the entrepreneurial orientation is increased by 0.576 then the competitive advantage will also be increased by 0.576. The Entrepreneurial Orientation describes how far companies construct the identification and exploit of untapped opportunities as the organization's organizing principles (5). Indicators in the entrepreneurial orientation should be further enhanced by the managers / owners of creative industries by increasing their insights or knowledge through short courses, thus the knowledge they have are not only on local scale but also national and even global. Also, taking short courses can add insight and knowledge of the managers / owners of the creative industries regarding designs, motifs and models that are always evolving and changing rapidly. Another thing that needs to be improved is the initiative to find innovative new ideas and adapt quickly to changing market situation. The results of this study support (10) and (11) studies which find that companies whose managers / owners are entrepreneur oriented will produce different products from competitors thus winning the competition.

Besides affecting competitive advantage, entrepreneurial orientation is also able to increase creative industries' competitiveness directly or indirectly (mediated by competitive advantage). This

proves that the creative industries whose managers / owners have high entrepreneurial orientation can create competitiveness of the products they produce. This research also finds that the improvement of creative industries competitiveness can be done through increasing the competitive advantage of creative industries themselves. The existence of competitive advantage influence to the competitiveness of creative industries of West Sumatra is shown by having most of the products produced are rare and different from products made by competitors and having production strategy during new product development. However, to further enhance the competitiveness of creative industries, managers / owners of creative industries must be able to cooperate with related and supporting institutions such as cooperation with the labor market to obtain skilled workers needed by the creative industries, to cooperate with related associations and also to increase cooperation with the promotional media campaign so that the product made is familiar with the customers. In addition, managers / owners of creative industries should also improve their understanding of bank and non-bank financial institutions so they can access bank or non-bank funding sources if they need additional funds for working capital or long-term investment. Currently, one of the causes of creative industries' lack of competitiveness in West Sumatra is due to difficulties in obtaining additional funds as the result of creative industries' difficult access to financing sources, notably the source of banking funds (BI, 2016).

Table 4: Path Analysis Results Enhancing Creative Industrial Competitiveness with Market Orientation, Entrepreneurship Orientation and Competitive Advantage

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)	T tabel
X1 Market Orientation -> X3 Competitive Advantage	0,203	0,201	0,085	0,085	2,376	1,96
X2 Entrepreneurship Orientation-> X3 Competitive Advantage	0,576	0,596	0,073	0,073	7,927	1,96
X1 Market Orientation -> Y Competitiveness	-0,070	-0,088	0,057	0,057	1,228	1,96
X2 -> Y Competitiveness	0,660	0,673	0,072	0,072	9,140	1,96
X3 Competitive Advantage -> Y Competitiveness	0,251	0,240	0,086	0,086	2,916	1,96
X1 Market Orientation -> Competitive advantage -> Competitiveness	-0,019	-0,033	0,071	0,071	0,276	1,96
X2 Entrepreneurship Orientation -> Competitive advantage -> Competitiveness	0,804	0,817	0,048	0,048	16,752	1,96

4.6 Conclusion and the Limitation of the Research

Market orientation and entrepreneurial orientation are potential strategies to increase the competitive advantage of creative industries of handycraft and fashion in West Sumatera because these two variables are shown to have a positive influence on competitive advantage and significant at alpha 5%.

The improvement of competitiveness will be achieved if the company has competitive advantage and manager / owner of such creative industry is entrepreneur-oriented. The entrepreneurial orientation influences competitiveness both directly or mediated by competitive advantage. While, market orientation cannot create creative industries' competitiveness either directly or indirectly. This is because the owners of the creative industries have not been oriented to competitors and have not been able to map and capture the existing opportunities. In addition, managers / owners of creative industries have not been able to establish cooperation with related associations and also not yet utilize the promotional media campaign optimally.

5. The Limitation of this Research is:

This study does not examine and review the relationship between market orientation and entrepreneurial orientation. Future research can examine the relationship between both market orientation and entrepreneurial orientation.

This study does not view the effect of each dimension of entrepreneurial orientation to competitive advantage.

The samples of this research are limited to 125 owners of SMEs. Researchers can then use more samples for future research.

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