
STATE OF THE ART COMPETITIVE ADVANTAGE IN INDONESIA

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Abstract

Everything a company does exceptionally well compared to its competitors is its competitive advantage, which is essential for its survival. Competitive advantage is one of the key factors that determine the success of a company and a country's economy. In Indonesia itself, competition is prevalent in every industry, encompassing Small and Medium Enterprises (SMEs) and the tourism industry, the above also necessitates the presence of skilled employees at different levels, in addition to technical staff. This article aims to assist researchers in developing a theoretical framework and guiding newcomers in competitive advantage research by providing recommendations on relevant journals and authors to reference when exploring this subject. The study uses the Scopus database to analyze annual research, publication trends, and the most cited documents, as well as to conduct bibliometric analysis. This includes examining grouped research topic trends, publication trends of discussed topics, and researching topics that are still not widely discussed.

Keywords: Competitive Advantage, Indonesia, SMEs

INTRODUCTION

To succeed in the business world, individuals need to adjust to evolving situations, and organizations cannot avoid competing with others. Therefore, they need to stay updated and comprehend the market trends and customer preferences, as well as adapt to changes in the business landscape so they can compete effectively with others. Therefore, efforts should always be made to understand how to effectively manage the different resources available to achieve success in competition and establish a competitive edge is important (Kuncoro & Suriani, 2018). The threat of newcomers, the potential for alternative products to pose a threat, the forces that limit competition, and the borders of countries are no longer there, everything is connected. Know yourself, know your opponents, and understand the situation, that's what business actors must do if they want to survive (Nainggolan, 2018). To remain competitive, businesses must be able to retain their market share and even capture market share from their rivals amidst intensifying competition (Nuryakin, 2018)

In today's age of globalization, companies can leverage their internal resources to gain a competitive edge (Barney, 1991). The company can gain a competitive edge by leveraging its internal capabilities to set itself apart from competitors and ensure better performance. This highlights the significance of internal capabilities in utilizing existing opportunities and gaining a competitive advantage (Nuryakin, 2018).

The competitive advantage theory states that achieving superior performance relies on two primary dimensions: Advantages of low cost and differentiation (Porter, 1980). The notion of a competitive edge is based on the thought that importance discusses how the internal capabilities of a company can be utilized to attain strategic advantages at an organizational level (Day, 1994). There are several efforts that companies can make to achieve a competitive advantage, namely marketing capabilities (Guenzi & Troilo, 2006). The capability to market effectively is crucial for organizations to achieve a competitive advantage by creating cost advantages and differentiation, thereby increasing the recognition of their products compared to those of their competitors (Tan & Sousa, 2015). ICT capabilities can be utilized by businesses as a strategy to enhance their competitive edge (Qosasi et al., 2019). In accordance with (Parida et al., 2016), A company's ICT capabilities consist of its strategic utilization of functions or applications of information and

communication technology in business operations, encompassing email usage, website management and other comparable gadgets.

Developing product innovations allows companies to generate greater value for their customers and attain sustained superior performance (Sukaatmadja et al., 2021). The assertion is also backed up by the preceding text (Karabulut, 2015; Musa & Adamu, 2017; Rajapathirana & Hui, 2018) the person also mentioned that companies can gain competitive advantages by leveraging product innovation as a significant resource. (Quaye & Mensah, 2018) In the market, it has been discovered that gaining a competitive edge is possible through product design and packaging innovation, promotional innovation, retail innovation, and price innovation. A research study was conducted to draw this conclusion (Olson & Hult, 2005) Three crucial elements for gaining a competitive advantage are: 1) The company's superior performance ensures the successful application of competitive advantage. 2) Marketing has a significant impact on the execution of strategy. 3) Marketing's role in implementing corporate strategy is a component of a more specialized company strategy.

One of the vital components influencing success is a competitive advantage of a company and a country's economy (Analoui & Karami, 2015). The process of creating and sustaining competitive advantage is highly localized. Variances in national values, culture, economic structure, institutions, and history all play a role in achieving competitive success. Competitiveness patterns vary significantly from one country to another, and no country can excel in all industries. Ultimately, countries thrive in specific industries due to their proactive, dynamic, and demanding domestic environments (Porter, 1990)

In the era of globalization and digitalization that continues to develop, Indonesia is faced with various challenges and opportunities to strengthen its position in the world economy (Sukma et al., 2019). Indonesia ranks as the world's fourth-most populous country and the area has abundant natural resources, and has great potential to become a major economic power in Asia and the world. However, to achieve this, the right strategy and adaptation to changes in the global market are needed. Various sectors in Indonesia, ranging from manufacturing, agriculture, and tourism, to the digital economy, strive to increase their

competitiveness by utilizing the latest technology, improving infrastructure, and improving the quality of human resources.

In every sector of business in Indonesia, there is competition, including among Small and Medium Enterprises (SMEs). Upon completing initial investigations of five small and medium enterprises in the woodworking sector located in Badung, Bali, it was discovered that as competitive pressure intensifies, the performance of business marketing is on the decline as internationalization activities are starting to decrease. This decline is attributed to various factors. Apart from external competitive pressures, internal barriers within the businesses also contribute, such as the challenges faced by SMEs in terms of innovation and creativity, compared to larger entrepreneurs, small businesses have lower competitiveness and face challenges when marketing their products (Nuryakin, 2018).

The tourism industry requires not just technical staff, but also skilled professionals at different levels, such as academics, researchers, and scientists. These individuals should possess the expertise to advance the understanding of fundamental tourism principles and have the necessary skills to perform technical duties within the tourism business sector (Koster, 2015). Graduates from tourism academies such as STP Bandung, Bali, Medan, and Makassar have struggled to secure positions that align with their educational goals. According to research conducted by the Central Statistics Agency between 2006 and 2010, only 3 percent of the 22,212,885 individuals employed in the trade and tourism sectors held a bachelor's degree. This shortage of skilled workers is particularly notable in the service sector, especially within tourism and hospitality, as described in academic literature (Suherlan, 2017).

Therefore, the goal of this research is to carry out a thorough analysis of available literature concerning the subject of competitive advantage. The undertaking of this study is crucial to offer practical suggestions for professionals and scholars seeking to foster competitive advantage in the future. To achieve this, the investigation makes use of the Scopus database to identify the predominant scope of the study, the leading countries in competitive advantage research, the main categories addressing competitive advantage, the journals that feature the highest volume of research, and the most frequently cited documents.

REVIEW OF LITERATURE

Strategy

Strategy is a framework or plan that integrates the goals (*goals*), policies, and actions/programs (programs) of the organization (Tripomo & Udan, 2005). According to (Mulyana, 2010;45) Strategy is the science and art of using the ability to work together with resources and the environment effectively in the best way, there are four important elements in the sense of strategy, namely: ability, resources, environment and objectives, these four elements are so united rationally and beautifully that several alternative options emerge which are then evaluated and taken the best, then the results are announced explicitly as tactical guidelines which then come down to the environment Operational.

The strategy describes how the company strives to generate value for its stakeholders, clients, and the community. The management process does not exist on its own; it is part of a logical sequence that guides the organization's high-level mission statement guides the tasks performed by both front-line and back-office employees. Strategies are created and modified over time to adapt to the shifting conditions presented by both the external environment and internal capabilities (Kaplan & Norton, 2004).

There are two approaches in strategy formulation, namely the classic approach (wheel of competitive strategy and four key factors) and the generalized approach (generalized approach) that produces generic strategies. The classic approach deals with the combination of ends (goals) and means (policies). Four key factors are weaknesses, strengths, opportunities, and threats. The overall generalized approach includes cost leadership, differentiation, and focus. This second approach is a matrix of two factors, the two key elements are the narrowness or breadth of competitive scope and the choice between low cost or differentiation as a competitive advantage (Porter, 1980).

Competitive Advantage

A company's competitive advantage encompasses all the things it does better than its competitors. When a company possesses unique capabilities or assets that its competitors lack, it demonstrates a competitive advantage. The ability to sustain a competitive advantage is crucial for an organization's lasting success (F. David, 2006). Having a competitive advantage means being able to build a strong position in the market to compete effectively

with other companies. The criteria for determining competitive advantage were formulated by various experts, including competitive pricing, managerial expertise, profitability, market position, and strategic locations (Dalimunthe, 2017).

Having a competitive advantage means being able to build a strong position in the market to compete effectively with other companies. The criteria for determining competitive advantage were formulated by various experts, including competitive pricing, managerial expertise, profitability, market position, and strategic locations (Grant et al., 2014). According to Porter (1994) in (Suryati et al., 2022) when a company possesses a competitive advantage, it means that it can gain an edge over others in the industry. The benefit could stem from different aspects like cost arrangement, discrepancy, or special abilities. A competitive advantage enables companies to outperform their competitors and achieve superior financial performance generate greater economic benefits than its industry rivals. In order to gain a competitive edge, businesses must strive to attain a competitive advantage comprehend the evolving market landscape and implement successful marketing tactics. According to Porter also in (F. David, 2006) Strategy allows companies to obtain a competitive advantage from the three basic principles of generic strategy: Price Leadership, Differentiation and Focus.

An organization gains a competitive advantage when it holds a position of comparative strength in the market, enabling it to outperform its rivals. This advantage is anticipated to result in the attainment of anticipated profits, expansion of market share, enhancement of ensuring that customers are happy and content, and maintaining the ongoing presence of the company (Saiman, 2014). Following (Yasa et al., 2020), when an organization effectively implements a unique value strategy that sets it apart from others, it gains a competitive advantage. This advantage comes from the company being the only one benefitting from the strategy, both currently and in the future. Top management's understanding of the MSME strategy management process and its transformation into a key capability enable companies to effectively create and capitalize on opportunities through the principle of competitive advantage (Chelliah et al., 2010). Acquiring equipment and resources that outperform competitors and offer increased value to customers becomes increasingly crucial for a company (Huang et al., 2012).

RESEARCH METHOD

This study's objective is to demonstrate a summary of how students develop competitive advantage, providing a foundation for further detailed insights. Moreover, the findings from this mapping can contribute to the understanding of competitive advantage in areas that have not been previously explored. Academic literature has put forward different methods for analyzing the impact of specific variables, including bibliometric approaches (Das, 2015). Part of scientometrics, bibliometric analysis makes use of mathematical and statistical techniques to examine research activities in the field of science (Callon et al., 1991) Menurut (Garfield et al., 1964; Liang & Liu, 2018; White & McCain, 1989). Analyzing literary works through the use of bibliographies to gain an overview of research areas, bibliometric analysis is a quantitative method that categorizes papers, authors, and journals (Merigó & Yang, 2017). Hence, this research employs bibliometric analysis to explore the significance of advancing Competitive Advantage in academic research.

Database Selection

The data for this research was collected using Scopus as the chosen database. Several reasons led to the selection of Scopus, such as its high popularity for bibliometric research and the numerous advantages it offers. One of the advantages of Scopus is its broader scope of fields compared to the Web of Science (WoS) (Zhu & Liu, 2020) Often cited by researchers and academics, and more frequently referred to (Martín-Martín et al., 2021). The number of citations generated by Scopus is higher than that of WoS, despite covering shorter-term (Pranckutė, 2021). Elsevier launched Scopus in 2004, and it is known as the most comprehensive abstract and citation database provider (Burnham, 2006; Guz & Rushchitsky, 2009).

Data Collection

The author's first keyword choice is "Competitive Advantage," resulting in 54,106 documents. The next step involves narrowing the search to the years 2008-2024 within the fields of study regarding Business, Management, and Accounting, specifying articles from journals originating in Indonesia and written in English, yielding 484 documents. Finally, the next thing to do is to download the third step all the documents in a CSV file format.

The software received 484 documents to create and visualize bibliometrics. VOSviewer offers various mapping techniques grounded on scientific ideas to produce useful mapping and network data. Each of the relationship groups produced by VOSviewer is combined into items on the map. These items consist of an entity of interest, such as the author's name, article keywords, or the author's country of affiliation. Keywords play a significant role in tracking field developments and offer insights into research trends from the researchers' perspective. Pairs of items may be linked or connected, and each link will have a strength indicated by a positive number. The strength of the link is represented by the numerical value that is the greatest, and similarly the opposite (Priyana & Annisa, 2024).

RESULTS AND DISCUSSION

Annual Research Publication Trends

An analysis of 484 competitive advantage publications in students shows the initial presentation of the study results, aiming to observe the annual trend. The development of competitive advantage was observed to have started in 2008 based on data mapping using Scopus. Then for a decade, it showed an increasing trend. The publication only gradually increased in 2015 with 15 publications until it reached the topmost summit, in 2018, there were 44 publications. The research patterns according to the publication year are illustrated in the results of the mapping the figure. 1

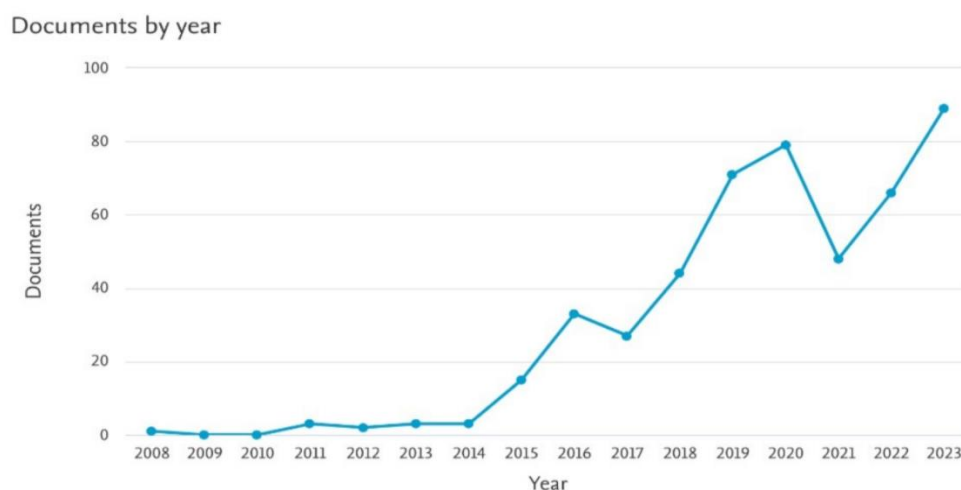


Figure 1
Publication Trend on Competitive Advantage in Indonesia
Source: Data processing on VOSviewer

Most Cited Documents

Table 1
Most Cited Documents

Heading	Writer	Publisher	Number of Citation
An investigation of voluntary corporate greenhouse gas emissions reporting in a market governance system: Australian evidence	Rankin, M., Windsor, C., & Wahyuni, D. (2011)	Emerald Group Holdings Ltd.	228
Young consumers' insights on brand equity: Effects of brand association, brand loyalty, brand awareness, and brand image	Sasmita, J., & Mohd, S. N. & Mohd, (2015)	Emerald Group Holdings Ltd.	194
Achieving sustainable competitive advantage through product innovation and market-driving	Kuncoro, W., & Suriani, W.O. (2018)	National Cheng Kung University	146
The innovation capability of SMEs through entrepreneurship, marketing capability, relational capital, and empowerment	Sulistyo, H., & Siyamtinah (2016)	National Cheng Kung University	144
Leveraging knowledge sharing and innovation culture into SMEs' sustainable competitive advantage	Arsawan, I.W. E., Koval, V., Rajiani, I., Rustiarini, N. W., Supartha, W. G., & Suryantini, N. P, S. (2022)	Emerald Group Holdings Ltd.	136

Source: Processed by Researcher

Analysis Bibliometrics

The researcher utilized VOSviewer software to analyze the data, creating an overview of the results from the bibliometric mapping analysis reveals the trends in research topics, which were categorized into 5 clusters. Topics included in Cluster 1 are innovation capability, entrepreneurial orientation, performance, competition, Malaysia, sustainability, and Indonesia. Cluster 2 consists of supply chain management, SMS, information technology, competitive advantages, and firm performance. Cluster 3 consists of competitive advantage, knowledge management, market orientation, marketing performance, product innovation, small and medium enterprises, customer satisfaction, and service quality. Cluster

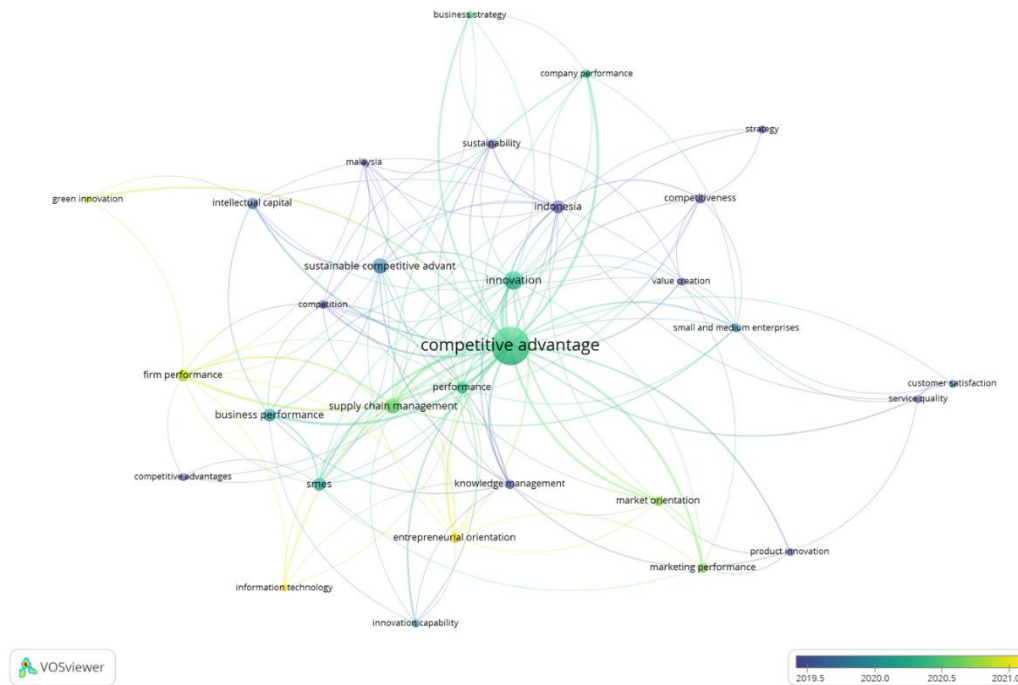


Figure 3
Overlay Visualization Competitive Advantage
Source: Data processing on VOSviewer

Additionally, in Figure 4, there are the results of density visualization mapping from the concept of competitive advantage. The presence of colors indicates a progression from darker shades like blue to green, and then to lighter shades like yellow. The intensity of the color is directly related to the amount of research conducted on the subject. So it can be seen that inquiries about points that are still small examined incorporate business strategy, company performance, sustainability, strategy, competitiveness, value creation, small and medium enterprises, customer satisfaction, service quality, product innovation, marketing performance, market orientation, knowledge management, entrepreneurial orientation, innovation capability, information technology, SMEs, supply chain management, business performance, competitive advantages, firm performance, competition, sustainable

competitive advent, intellectual capital, and green innovation.

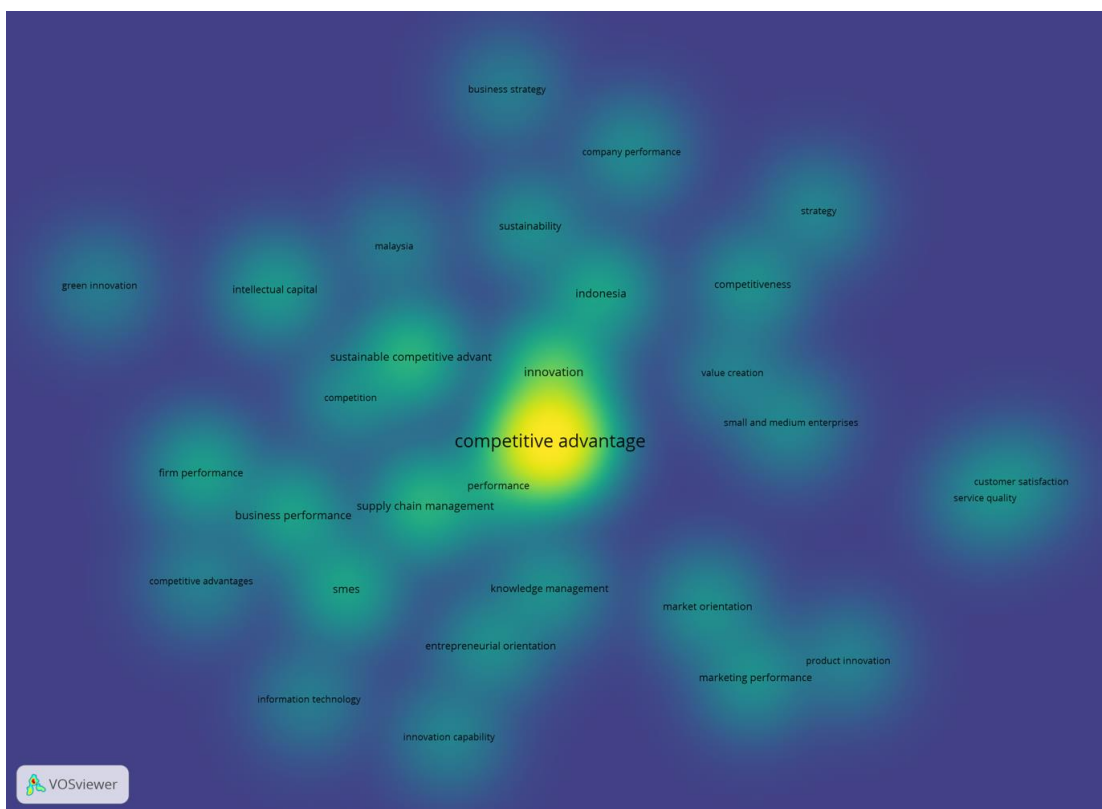


Figure 4
Density Visualization Map of Competitive Advantage
Source: Data processing on VOSviewer

CONCLUSION

The research trend of competitive advantage studies in Indonesia began in 2008. Over nearly twenty years, it has been a topic that has begun to increase academics, seen from 2015 with 15 publications to 2018 with 44 publications. Of the total 484 documents analyzed from the source of the Scopus database, articles from Rankin M.; Windsor C.; and Wahyuni D. (2011) with the title An Investigation of Voluntary Corporate Greenhouse Gas Emissions Reporting in a Market Governance System: Australian Evidence became the most cited document with 228 times.

Based on the results of co-occurrence bibliometric analysis using VOSviewer software from the trend of research topics that were grouped into 5 clusters. Topics included in Cluster 1 are innovation capability, entrepreneurial orientation, performance, competition, Malaysia, sustainability, and Indonesia. Cluster 2 consists of supply chain management,

SMS, information technology, competitive advantages, and firm performance. Cluster 3 consists of competitive advantage, knowledge management, market orientation, marketing performance, product innovation, small and medium enterprises, customer satisfaction, and service quality. Cluster 4 consists of innovation, value creation, competitiveness, and strategy. Cluster 5 consists of sustainable competitive advent, intellectual capital, business performance, green innovation

The trends in the publication of topics related to competitive advantage by academics based on the year of publication have been mapped. There have been numerous recent publications on contemporary topics since 2008, namely entrepreneurial orientation, information technology, firm performance, and free innovation. There are still many research topics that are little discussed, including business strategy, company performance, sustainability, strategy, competitiveness, value creation, small and medium enterprises, customer satisfaction, service quality, product innovation, marketing performance, market orientation, knowledge management, entrepreneurial orientation, innovation capability, information technology, SMEs, supply chain management, business performance, competitive advantages, firm performance, competition, sustainable competitive advent, intellectual capital, and green innovation.

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