Pottery Marketing Competitive Strategy in Pattallassang Sub-district Takalar Regency, Indonesia

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Abstract

This study aims to find facts about market-oriented competitive strategies and their impact on innovation in terms of competitive advantage and marketing performance of the pottery business in the Pattallassang Sub-district. The total population of pottery entrepreneurs is 171 people and the number of research samples is 120 determined based on the Slovin formulation. The research method uses a quantitative approach with an emphasis on explanatory research. Collecting data using a survey with a questionnaire instrument through a Likert scale measurement. The analytical method used in this study is descriptive statistics to describe the research variables and inferential statistics using structural equation model analysis. The results show that there is a significant and positive effect of market orientation on competitive advantage. Furthermore, partially market orientation and innovation have a significant and positive impact on the marketing performance, of the three variables, namely: market orientation, innovation, and competitive advantage, where a market orientation has a more dominant influence on marketing performance and is followed by competitive advantage and innovation.

Keywords*:* Market orientation; Innovation; Excellence; Marketing performance.

1. Introduction

Ceramics as a cultural product are the embodiment of ideas, technology, values, and norms adopted by certain communities. Each region has a distinctive ceramic shape and is different from other regions, in terms of manufacturing techniques, styles, and characteristics of each. Takalar Regency, South Sulawesi Province has three sub-districts that are centres of the pottery industry (Ismail et al, 2020). Pattallassang Sub-district, the concentration of the location of the craftsmen is cantered in Pallantikang Village. In 2020 there are 40 more family-based pottery business units, mostly producing ceramic chairs from clay which are usually sold at low prices, only IDR 150 thousand - IDR 200 thousand for each sheet of chairs (4 chairs and one table), cheaper

than the price of plastic chairs, while the production process looks complicated and tiring for craftsmen (Casson & Dodgson, 2019).

The development of micro-enterprises managed by the community is part of the strategy and social welfare development program (Maddatuang et al, 2021). The development of micro, small and medium enterprises has been appreciated in various countries because it has great potential in improving people's lives. People who want to progress should understand that community development is based on an ideal, namely that people can and must be brave and able to take responsibility for formulating needs, seeking prosperity, managing resources effectively and efficiently, and realizing their own life goals (Salamzadeh et al, 2022). Community development is directed at building a community structure whose life is based on the development and distribution of resources fairly and equitably (Islam et al, 2020).

Pottery is a branch of art whose existence requires a process, starting from the work it is designed and made until it will be marketed. Not a few pottery craft businesses are managed incorrectly and seem as they are, which in the end went out of business because of errors in the process of making the pottery (Irfan & Gustami, 2019). Pottery crafts in Pallantikang Village, Pattallasang Sub-district Takalar Regency have been going on for decades. The pottery-making business is the main source of livelihood for the people in this area so almost every family has little ability to engage in the pottery-making business (Karim et al, 2021).

Observing the development of the micro-business of making pottery through the observations of researchers and information from community leaders and pottery entrepreneurs (Marques et al, 2019). It is indicated that the lack of development of pottery-making businesses in Pallantikang Village, Pattallassang Sub-district Takalar Regency is caused by a lack of capital for craftsmen. In addition to the capital sector, there are also human resources with limited competence, equipment that does not meet technological requirements/standards, as well as counselling related to production and marketing.

2. Literature Review

The existence of MSEs is proven to be able to move the wheels of the economy, but the competitiveness of small businesses is not as expected (Mukhsin & Suryanto, 2022). Various problems, both those that generally hinder the growth of the industry, are related to partisanship and public awareness to use domestic products as well as those that are specifically related to internal business problems where the supply of raw materials, production capabilities, mastery of technology, to product competitiveness is not optimal (Saripuddin et al, 2015). This condition has an impact on the low productivity produced and not a few small businesses experience business failures (Payangan et al, 2017). Thus it can be argued that high business performance is a must to survive. In this case, attention is needed to understand how to improve the performance of small businesses in the economic market.

Leading small businesses in Takalar Regency have experienced relatively rapid growth over the last three years in terms of the number of businesses and labour absorption,

but have not made a significant contribution to the GRDP of Takalar Regency (Sahabuddin, 2016). This indicates that economic growth in the Takalar district has not been maximized and still needs improvement (Dewi et al, 2022). This condition also illustrates that small businesses have not been able to contribute added value to regional economic performance. One of the main commodity industries in Takalar Regency is the pottery business.

The main problem for the pottery business is that the level of technology used is still limited so the impact on product creation is still limited, high market competition, and market domination by imported products also makes it more difficult to market pottery (Minog, 2022). In terms of the strength of pottery, business is the availability of raw materials and sufficient labour. A company in the face of increasingly fierce competition is required to be able to produce innovative products (Chen et al, 2011). Excellence is not only determined by quality but also depends on a market-oriented strategy.

Market-based with the I/O approach views that the strategy development carried out by the company will be greatly influenced by the structure of the industry in which the company is located (Imrie, 1989). Likewise, the successful implementation of the company's strategy will ultimately greatly affect the company's performance through the industrial structure in which the company operates. The company is seen as a collection of strategic activities aimed at adapting to the industrial environment (barrier of entry, power of the supplier, power of the buyer, substitution item, and competitive firm) by seeking an attractive position in the market arena to determine its potential profitability (Karim et al, 2022). Market orientation has a significant and positive effect on competitive advantage in achieving competitive advantage strategies. Positive and consistent relationship with business performance. Business development is one part that has an important role in supporting the success of the company through marketing performance (Ferreira et al, 2021). The company's superiority in winning the competition cannot be separated from the personality values of business actors.

The high level of competition that exists is not only felt by large companies but also experienced by small and medium-sized companies in Indonesia. Competition among existing companies is getting stronger and various ways are used by entrepreneurs to improve their marketing performance (Sánchez-Medina et al, 2015). The more aggressive market players in seizing the market share, which causes small and medium industries to see the need to implement innovative product strategies that compete in addition to increasing customer satisfaction. In line with the above phenomenon, it is interesting to study further the small pottery business about the market-based competitive strategy on the marketing performance of the small pottery business in Pattallassang Sub-district, Takalar Regency. Market-based competitive strategies include market orientation, innovation, and competitive advantage (Srivastava & Jain, 2022). In line with this, the purpose of this study is to examine the effect of market orientation and innovation on competitive advantage and marketing performance (Triyanto et al, 2017). Next, examine the impact of competitive advantage on the marketing performance of small pottery businesses in the Pattallassang Sub-district.

3. Methods

This study uses an explanatory research approach that examines the relationship between market orientation and innovation on competitive advantage and marketing performance of small pottery businesses in the Pattallassang Sub-district. The total population of pottery businesses is 171 people. Furthermore, the number of research samples is determined through the Slovin formula as follows: n = N/(1 + N.e2) where n: number of samples, N: number of populations, and e: the probability of occurrence of a determined error of 0.05. Based on this formulation, a sample of 120 pottery business actors was obtained.

The main instrument used in collecting research data is the form of a questionnaire or questionnaire. All variable measurements used in the questionnaire will be tested for reliability and validity. To answer items related to the degree or tendency of several variables in this study, questions in the form of a Likert scale of 1-5 were used. An absolute requirement to obtain valid research results is the availability of appropriate research instruments for data collection. Valid means that the instrument can be used to measure what is intended to be measured. The next instrument test is reliability testing to determine the level of consistency of respondents in answering the questions asked even though they are carried out at different times to the same question. The test technique used is the split-half correlation technique using the Spearman-Brown formula. The workings of this test are that the interval scores of the odd consecutive items are added up to obtain a total score of odd hemispheres. Likewise, the intervals of even consecutive items are added up and a total score of even hemispheres is obtained. Furthermore, the total score of odd and even hemispheres is correlated using the product-moment correlation coefficient from Pearson (Sugiyono, 2008).

Data processing using structural equation modelling analysis technique with the help of Lisrel and SPSS programs. The measurement model is a model that involves indicators and variables (constructs) being measured. Measurement model testing is done to test whether the measurement model is suitable for use or not. This test was conducted using the Confirmatory Factor Analysis (CFA) method. In testing the measurement model using confirmatory factors, it must meet the requirements of model suitability (goodness of fit). The data collected will be analysed through 3 (three) stages, namely: 1) preparation of the completeness of several instruments, 2) tabulation of the data obtained, and 3) application according to the approach used in the research objectives. SEM) to examine: 1) the relationship between the independent variables and their effects, either simultaneously or partially, on the intermediate variables; 2) the effect of the intermediate variable on the dependent variable; and 3) the influence of the independent variable on the dependent variable, either directly or indirectly through the intermediate variable.

4. Results and Discussion

The approach used to analyze the relationship between variables in this study is structural equation modeling (SEM) based on measurement models and structural models. The measurement model explains the proportion of variance of each manifest

variable in each latent variable. Market orientation is measured based on the factor weight of each indicator in forming market orientation as shown in Figure 1 below.

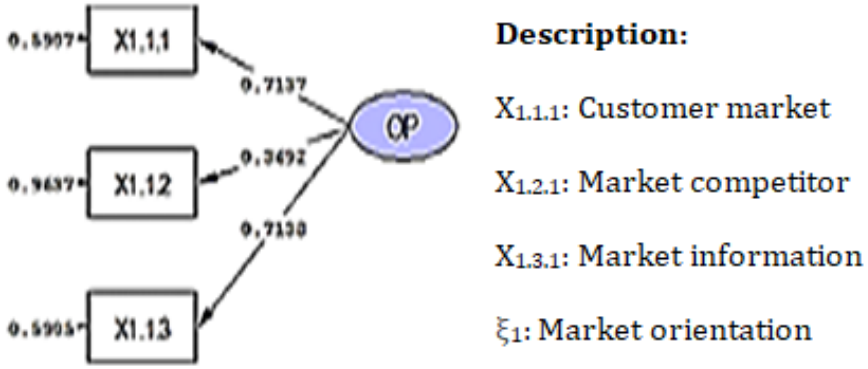

Figure 1: Market Orientation Measurement Model Path Diagram

Based on the picture above, then testing is carried out on each indicator through the construct reliability and variance extracted approach to determine the degree of conformity to the Market Orientation variable. The test results for each indicator are shown in table 1 below:

Table 1: Summary of Market Orientation Measurement Model

Indicator	Standardized loading	(Standardized loading)^2=R^2	T* value	Error variance
$X_{1.1.1}$	0.7137	0.4630	8.4067	0.5907
$X_{1.2.1}$	0.3692	0.1239	4.8759	0.9637
$X_{1.3.1}$	0.7138	0.4632	8.4085	0.5905
Total	**1.7967**	**1.0501**		**2.1449**
	Construct reliability =	**0.8190**		
	Variance extracted =	**0.3287**		

*t-critical = 1.96

Source: Author's findings, 2021.

The construct reliability of the three indicators in forming market orientation is still greater than the recommended 0.7 which indicates that the three indicators as a whole have a degree of conformity in forming market orientation, while the t value of each indicator is greater than 1.96 shows that the three indicators are significant in shaping market orientation. Furthermore, the variance extracted value of 0.3287 indicates that the information contained in the three indicators can be represented in explaining market orientation. Innovation is measured using three indicators based on the factor weight of each indicator in forming Innovation as shown in Figure 2 below.

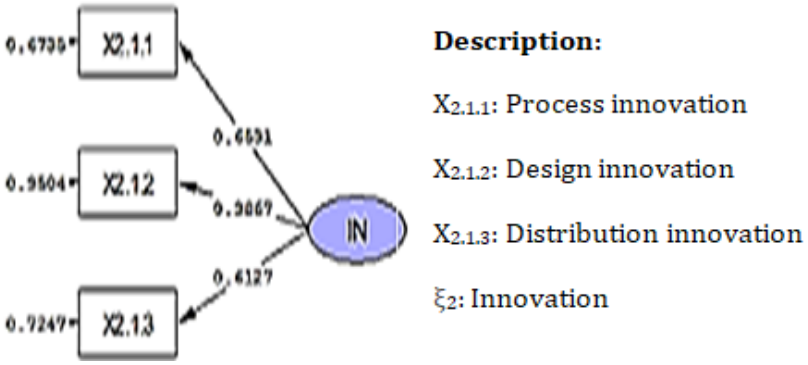

Figure 2: Innovation Measurement Model Path Diagram

The three indicators that measure innovation explain that process innovation indicators and distribution innovation indicators are more dominant in shaping, as indicated by the weights of the two indicators. Furthermore, testing of indicators based on construct reliability and variance extracted can be seen in table 2 below.

Table 2: Summary of Innovation Measurement Model

Indicator	Standardized loading	(Standardized loading)^2=R^2	T* value	Error variance
$X_{2.1.1}$	0.6531	0.3877	7.4873	0.6735
$X_{2.1.2}$	0.3867	0.1360	5.0831	0.9504
$X_{2.1.3}$	0.6127	0.3412	7.0422	0.7247
Total	**1.6525**	**0.8649**		**2.3486**
	Construct reliability =	**0.6825**		
	Variance extracted =	**0.2691**		

*t-critical = 1.96

Source: Author's findings, 2021.

The construct reliability value of the three indicators in measuring innovation is still greater than the recommended one. This shows that the three indicators have a high degree of conformity in shaping innovation. The t-value of each indicator is greater than the critical t-value indicating that the indicators used are significant in shaping innovation. Furthermore, the variance extracted value explains that the information contained in the three indicators is represented in forming the latent variable of innovation. The factor weight of each indicator in forming an entrepreneurial commitment can be seen in Figure 3 below.

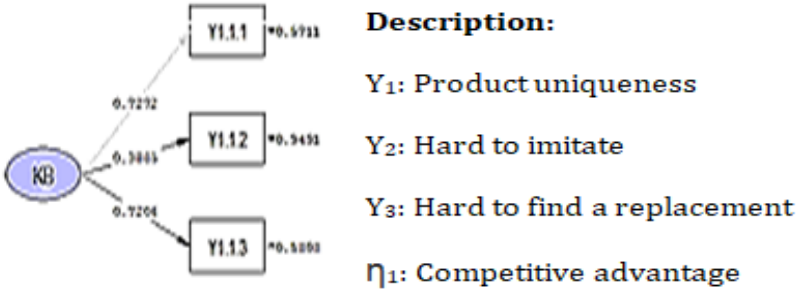

Figure 3: Path Diagram of the Competitive Advantage Measurement Model

Based on the measurement model above, shows that the indicators of uniqueness and difficulty in finding substitutes are more dominant in the formation of the competitive advantage variable. The indicators used to assess the degree of conformity to the competitive advantage variable are based on the construct reliability and variance extracted approaches as shown in table 3 below.

Table 3: Competitive Advantage Measurement Model Summary

Indicator	Standardized loading	(Standardized loading)^2=R^2	T* value	Error variance
$Y_{1.1.1}$	0.7272	0.4808	0.0000	0.5711
$Y_{1.1.2}$	0.3885	0.1372	5.6192	0.9491
$Y_{1.1.3}$	0.6570	0.4720	8.8179	0.5808
Total	**1.7727**	**0.8649**		**2.1010**
	Construct reliability =	**0.8112**		
	Variance extracted =	**0.3416**		

*t-critical = 1.96

Source: Author's findings, 2021.

The construct reliability of the three indicators used shows a high degree of conformity, and based on the t-value indicates that the three indicators are significant in forming competitive advantage, and the variance extracted value indicates that the information contained in the three indicators is represented in the latent variable of competitive advantage. The weight of the factors of each indicator in shaping marketing performance can be seen in Figure 4 below:

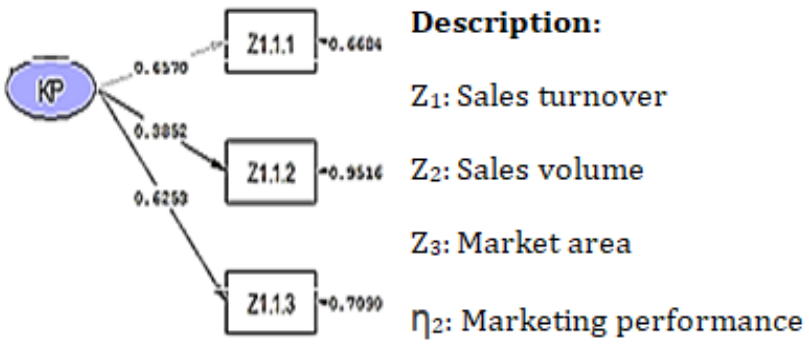

Figure 4: Path Diagram of the Marketing Performance Measurement Model

Based on the measurement model above, sales turnover and market area have a more dominant weighting factor in shaping marketing performance. Further testing for each indicator is shown in table 4 below:

Table 4: Summary of Marketing Performance Measurement Model

Indicator	Standardized loading	(Standardized loading)²=R²	T* value	Error variance
$Z_{1.1.1}$	0.6570	0.3924	0.0000	0.6684
$Z_{1.1.2}$	0.3852	0.1349	5.7626	0.9516
$Z_{1.1.3}$	0.6253	0.3555	7.7020	0.7090
Total	**1.6675**	**0.8828**		**2.3290**
	Construct reliability =	**0.6957**		
	Variance extracted =	**0.2749**		

*t-critical = 1.96

Source: Author's findings, 2021.

The construct reliability of the three indicators used has a high degree of conformity and is significant in shaping marketing performance. Furthermore, the variance extracted value shows that the three indicators are represented in the latent variable of marketing performance. The results of the indicator measurement model on each latent variable can be stated that each indicator has a degree of conformity and is significant, and contains information that is represented on each built variable.

The structural model in this study is broadly composed of two structural equation functions, namely: a) the structural equation function is the influence of market orientation and innovation on competitive advantage. b) Functions of structural equations influence market orientation, innovation, and competitive advantage on marketing performance. The results of processing using the robust maximum likelihood method obtained a full model path diagram as shown in Figure 5 below:

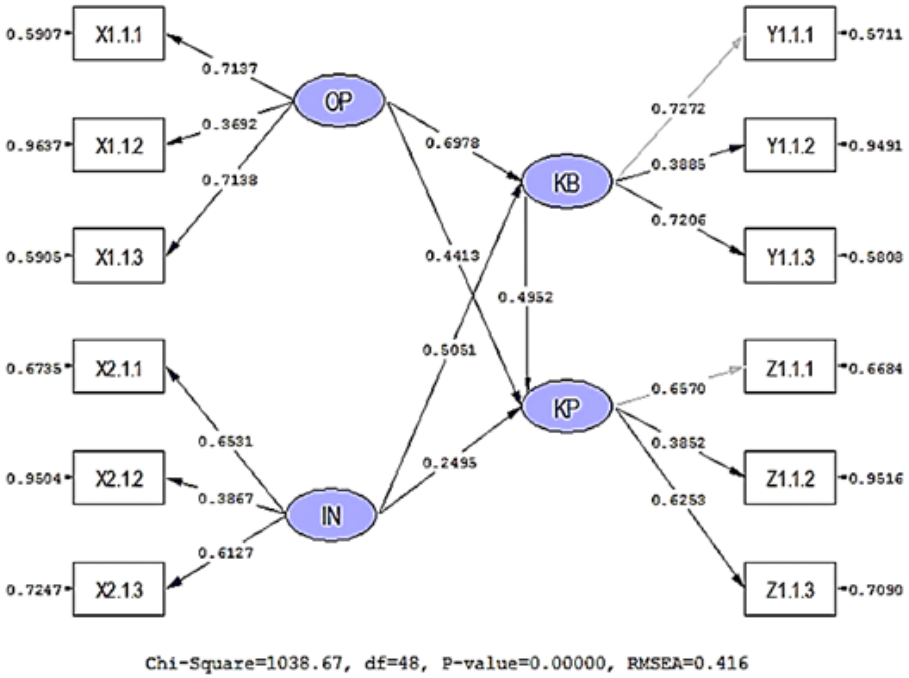

Figure 5: Full Model Path Diagram

The results of combining the measurement model and the structural model obtained a complete model path diagram for the t value as follows.

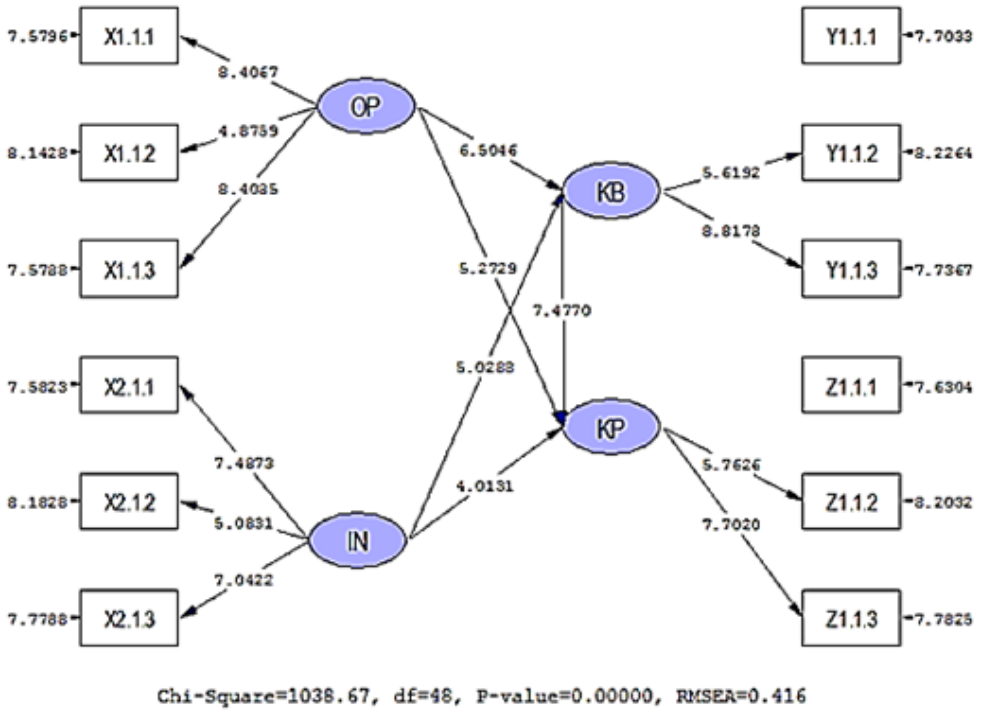

Figure 6: Full Model Path Diagram for T Value

Testing the causality hypothesis is divided into 3 operational influence substructures, namely: 1) the effect of market orientation and innovation on competitive advantage; 2) the effect of competitive advantage on marketing performance, and 3) the effect of market orientation and innovation on marketing performance. After describing the measurement model and the structural model of each of the latent variables above, then the significance test of the influence between latent variables is carried out. Through the values contained in the path diagram above, it can then be calculated the magnitude of the influence of market orientation and innovation on competitive advantage, either directly or indirectly, the results of which are presented in table 5 below:

Table 5: Effect of Market Orientation and Innovation on Competitive Advantage

Latent variable	Path coefficient	Direct influence (%)	Indirect influence (%)	Total (%)
ζ_1	0.6978	0.49	0.51	1.00
ζ_2	0.5051	0.26	0.51	0.77
Total influence together (R^2)				**177.01**

Source: Author's findings, 2021.

The table above explains that the relationship between market orientation and competitive advantage contributes a very significant direct and indirect influence and is more dominant than the influence of innovation on competitive advantage, either

directly or indirectly. The path coefficient of market orientation towards competitive advantage is 0.6978 with a positive direction, explaining that the higher the market orientation, the higher the competitive advantage. Furthermore, the value of the t count is greater than the t table (1.966) at = 0.05 with a 1-sided test type and degrees of freedom DB (n-k-1:384). Thus these results indicate that there is a significant effect of market orientation on the competitive advantage at the 95% confidence level.

Directly, the market orientation variable contributes 49% of direct influence to competitive advantage, while the indirect influence through innovation is 51%. The direct effect is obtained from the square of the path coefficient of market orientation to competitive advantage. Furthermore, the indirect effect is obtained from the product of the path coefficient of market orientation to competitive advantage, the correlation coefficient between market orientation and innovation, and the path coefficient of innovation to competitive advantage.

The results of the statistical test are to the researchers' expectations, namely if the market orientation is higher, the competitive advantage tends to increase. That competitive advantage is not only determined by product quality but the main thing is a market strategy based on market orientation. Market orientation is a corporate culture that can lead to increased competitive advantage. Market orientation is the most effective and efficient organizational culture to create the required behaviours. Create superior value for buyers and produce superior performance for the company. Companies that have made market orientation an organizational culture will be based on external basic needs, wants, and market demands as the basis for formulating strategies for each business unit in the organization, and determining the company's success.

Through the values contained in the path diagram of the hypothesis testing analysis model between the latent variables in the image above, the influence of competitive advantage on marketing performance is calculated. The magnitude of the contribution of the influence of competitive advantage on marketing performance can be seen in table 6 below:

Table 6: Contribution of the Effect of Competitive Advantage on Marketing Performance

Latent variable	Path coefficient	Direct influence (%)	Indirect influence (%)	Total (%)
η_1	0.4952	0.25	0.00	0.25
Total influence together (R^2)				**24.52**

Source: Author's findings, 2021.

Competitive advantage contributes to the influence of marketing performance by 24.52%. This value is obtained from the square of the path coefficient of competitive advantage on marketing performance. Based on the results of the significance test, the t-count value of 7.4770 is greater than the t-table: 1.966 which indicates that competitive advantage has a significant effect on marketing performance. Furthermore, the value of

the path coefficient of competitive advantage on marketing performance shows a positive direction, explaining that the higher the competitive advantage, the better the marketing performance, and vice versa. Thus the results of statistical tests by the expectations of researchers prove that there is a significant influence between competitive advantages partially on marketing performance.

Competitive advantage with performance as measured by sales volume, profit level, market share, and return on investment. Competitive advantage can be obtained from the company's ability to process and utilize its resources and capital. Companies that can create competitive advantage will have the power to compete with other companies because their products will still be in demand by customers (Bowser & Patton, 2008). Thus, competitive advantage has a positive influence on improving the company's marketing performance. Through the values contained in the path diagram above, it can be calculated the magnitude of the influence of market orientation and innovation on marketing performance. The magnitude of the influence contribution is a reduction of the total influence of market orientation and innovation on marketing performance as shown in table 7 below.

Table 7: Market Orientation and Innovation on Marketing Performance

Latent variable	Path coefficient	Direct influence (%)	Indirect influence (%)	Total (%)
ζ_1	0.4413	0.19	0.16	0.36
ζ_2	0.2495	0.06	0.16	0.22
Total influence together (R^2)				**57.81**

Source: Author's findings, 2021.

The effect of market orientation on marketing performance is the square value of the path coefficient which indicates the magnitude of the contribution of the partial influence on marketing performance. The results of the significance test show that the t-count value is 5.2729 which is greater than the t-table value of 1.966 which explains that partially market orientation has a significant and positive direct effect on marketing performance at the 95% confidence level with a 36% contribution. The direct effect of innovation on marketing performance, based on the significance test results, shows that the t-value of 4.0131 is greater than the t-table value of 1.966 which explains that innovation has a significant effect on marketing performance directly at the 95% confidence level and the magnitude of the contribution influence by 22%.

Based on the test results, the significance of the effect simultaneously is shown through the total contribution of the influence of market orientation and innovation on marketing performance is 57.81%. Thus, either partially or simultaneously market orientation and innovation have a significant contribution to marketing performance (Karim et al, 2022). Based on the contribution of influence and significance level stated above, it can be stated that the tendency of pottery business actors to achieve their marketing performance is largely determined by the variables of market orientation, innovation, and competitive advantage.

Market orientation is based on customer market dimensions, competitor markets, and market information that contribute to the formation of market orientation so that it has a positive impact on marketing performance. Likewise, innovations built through the dimensions of innovation in the production process, design, and product distribution system have contributed to the formation of a significant influence on marketing performance. Partially or simultaneously, market orientation and innovation variables have a positive influence on marketing performance. Among these two variables, the more dominant influence on marketing performance is market orientation.

Referring to the formulation of the problem proposed in this study, the objectives of this study can be stated, namely: to find the results of studies related to the influence of several latent variables or constructs, namely: market orientation, innovation, and competitive advantage on the marketing performance of small pottery products in Pattallassang Sub-district Takalar Regency. Based on the analysis that has been done, it can be seen that the latent variables or constructs studied in this study indicate a significant and positive influence on the marketing performance of the pottery business.

5. Conclusion

The competitive advantage possessed by the company comes from market orientation and innovation carried out by the company. Market orientation is an effective and efficient organizational culture to create behaviour that is oriented towards creating superior value for buyers and superior performance for the company. The company's ability to apply market orientation in formulating its business strategy will increase the company's resistance to competitors while increasing customer/consumer satisfaction. Likewise, innovation is the company's ability to create products that have novelty value as capital to achieve a competitive advantage. Furthermore, the competitive advantage from the results of the study shows that there is a significant and positive influence on the marketing performance of small pottery businesses in Pattallassang Sub-district, Takalar Regency.

The conclusions in this study are: 1) partially, the market orientation variable has a significant and positive effect on competitive advantage. Furthermore, the innovation variable partially shows a significant and positive influence on the competitive advantage of small pottery businesses in Pattallassang Sub-district Takalar Regency. Between the two variables, the market orientation variable has a more dominant effect on competitive advantage than the innovation variable, 2) The competitive advantage variable has a significant and positive influence on the marketing performance of small pottery businesses in Pattallassang Sub-district Takalar Regency, 3) partially, the market orientation variable and innovation have a significant and positive influence on marketing performance. Of the three variables, namely: market orientation, innovation, and competitive advantage, the market orientation variable have the most dominant influence on marketing performance, followed by competitive advantage and innovation variables.

The results of the study indicate that there is a goodness of fit index criterion which is in the range of marginal numbers. This shows that there are still deficiencies or the

resulting model. This becomes a research gap to be tested by future researchers. Furthermore, the pottery industry has become one of the livelihoods of the people of Pattallassang Sub-district, so the local government needs to provide convenience for pottery business actors to be able to access markets and sources of capital as a step to develop market-based competitive strategies.

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