

# Improving the Comparative Advantage of Entrepreneurship with a Joint Market in the Middle of Global Competition

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This study originates with the desire of small and medium enterprises in five cities in East Java, namely Mojokerto, Pasuruan, Malang, Gresik and Lumajang Indonesia, in market internationally. The solution is a more focused challenge that involves increasing competitive advantage for products, product ingredients and other commodities. For this study, in East Java, a personal approach is needed to determine the strengths of each small and medium business actor in five cities. Therefore our research team collected and shared data from 160 small and medium business actors. We used the Categorical Test, because it clarified which aspects must be improved, to make the product acceptable by the destination market. The results relate to numerous matters. They include decisions as to exhibiting solo abroad, opening cooperation with foreign entrepreneurs, communication and sales networks, buying raw material commodities from other countries, and choosing efficient and easy means of transportation for exchanging goods. Further, the results also pertain to trade agreements and commodity exchanges, looking for market

loopholes for countries that need commodities, and providing facilities and offers from trading partner countries. The results also show that strategies in selling and offering must adopt the latest technology that supports opportunities to enter the market, making future communication easier.

**Key words:** *Competitive advantage, entrepreneurial, free-market.*

## Introduction

Local government is attempting to improve entrepreneurial competitiveness in the global market. It has made numerous attempts, as by the County Government of Pasuruan launching the Strategy and Service Center program of Economic Affairs, known as Satrya Gold. The Decree of the President of Republic of Indonesia Number 61/TK/year 2017 related to awarding the honorary Mark Medal for development. It mentioned that the Pasuruan district has a high commitment to alleviating poverty, unemployment. Further, it facilitates consistency in capitalization, exhibitions, and mentoring of business development services (BDS) with entrepreneurial innovation clinics, partnerships, and equipment grants, internships and technical guidance given as a stimulant or catalyst to increase entrepreneurship. Currently there are approximately 4800 people involved in self-employment in the town of Pasuruan, to realize healthy entrepreneurial competitiveness in the free market (MEA). The existing entrepreneur must be a member of a cooperative. Presently about 950 cooperatives still develop entrepreneurial activities. The Satrya Gold program is important in introducing and promoting entrepreneurial products entering the market. The program was judged effective because its benefits from Pasuruan, in the ‘Golden Triangle’, has economic potential for large investment. This is one its own advantages for the development of future self-employment in the county. Unlike the Regency Pasuruan in Mojokerto until April 2018, there are about 155,354 entrepreneurs. The classic problem faced by them is access to capital. Also, marketing is still quite weak. These two factors still inhibit entrepreneurial strengths and abilities in Mojokerto, in the face of free-market competition.

Turning to entrepreneurial activities and competitive advantage in the city, government attention fixes on entrepreneurial coaching through ‘CSR’ programs from State-Owned Enterprises and the private sector. As for the Gresik Regency, until now there are 186,000 entrepreneurial principals, of which almost 70% of self-employed people in Gresik have been able to enter the international market (Zaman, 2014); (Ugly, 2017); (Tempo, 2017); (Tanjung, 2017); (Sunyoto, 2015). But weaknesses remain. Obstacles (kendalam) in Gresik include the development of competitive entrepreneurial capabilities and strength in the standardization of products, intellectual property, and the use of technology. Discussing the competitive power

of an entrepreneur on a locality is something that cannot be ignored, because every year entrepreneurs make no small contribution to the growth of Gross Domestic Product. The start of the era of free competition and the enforcement mechanisms of a more open market between countries such as AFTA and MEA, create competitive advantage for entrepreneurial activity that already cannot be ignored any more. Self-employment in Indonesia must have a balance of competitiveness with foreign entrepreneurs who have started to market many products to Indonesia. With comparative advantages then the capacity (capable) for Indonesia entrepreneurs exists in the international market.

### **Literature Review**

Strategy is a certain (something) action plan that aligns the resources and commitment of the organization to achieve superior performance. Comparative/competitive advantage is a benefit when a company produce an item and/or service that, as seen from its target market, betters its closest competitor. Within the limits of age, an entrepreneur should be able to recognize various basic elements to achieve excellence, the price or the value of a businessman who was able to produce a low-cost product or service so that strategies in setting the price (not too high in comparison with competitors' products or services). If the product or service has value (value) compared a competitor. Thus, the products/services we have advantages in terms of price and value. Customers are sensitive to price, typically the price difference price of Rp. 1000 course with a competitor's product or service will be a consideration in buying a lower product price. The second advantage that should be attempted in order to product/service can compete with the competitor is attempted in order for a product or service can be fun. Sites from various aspects, such as the quality of the product/service quality and give satisfaction. For example: service satisfactory, satisfactory, and communication without any complain or at least when the complaint immediately addressed or not postponed. Consumer experience, good experience atua bad we pass and experienced by a consumer, generally will be important notes (often attached to a lifetime). For it to provide the most enjoyable experiences or satisfying for stakeholders. All the more for their consumer customers (Stiekia, 2016); (Siregar, 2013); (Silitonga, 2010); (Santoso, 2015); (Neeraj et al., 2019); (Nadia, 2011). A more memorable experience of all time, even often issued to the consumer. Likewise, a bad experience will quickly spread by word of mouth as well as companions to the nearest neighbours. In order for our products or services, then the addition of price, value, fun, give consumers the best possible experience to the consumer.

Product attributes that can be recorded (Stiekia (2016)). The following advantages to be achieved by an entrepreneur are the entire product/service attributes inherent therein, and should be noted. The benefits of recording product/service attributes is that the product/service can be enhanced from the existing attributes. The entire product/service

attributes can be introduced not only to consumers but also to the clerk or servant in the US. Neither the consumer nor the employees or servants are able to recognize all of the attributes of our products and services. Recording them means there is no secret and consumers do not feel cheated, whether intentionally or not. Unique service privileges are superior. Their display is no less important.

Hill (2014) outlined certain factors that increase value added products, for small businesses in the town of Sidoarjo in dealing with ASEAN free market competition. Several factors must be recognised by the entrepreneurial principals, to ease entry into the ASEAN free market. They are: [1] The quality of the product. Some local market segmentation as well as free markets abroad, starting in 2015, has been requiring the presence of the appropriate product quality assurance factory standard, to guarantee that a product is healthy, eco-friendly, and not contaminated. Some of these requirements are to be met by the entrepreneurial principals in Indonesia, so that their products can be received in the destination market. Specifications of products are manufactured according to customer's requests abroad. These factors are to be met gradually by all the entrepreneurial principals that require open markets when they do export with the aim of certain countries (Ming-Ji et al., 2013); (Majalah Aceh Economic Review, 2016); (Oduola and Yakubu, 2017); (Laurel and Diane, 2019); (Kurniawan and Sukma, 2016). [2] The urgency of product packaging. Already it is understood that entering the free market, with the objective of ASEAN countries, is not an easy thing. But one decisive factor could be the admissibility of their local product market; that is, the value of the hygienic packaging used to ensure the quality of the product. Many local products are less successful in ASEAN markets because their quality and packaging warranty satisfies foreign markets less, when competing with neighbouring countries. In the future, the 'offender' must understand the entrepreneurship and be willing to change and adapt product packaging according to the specifications of the desired foreign markets. [3] The power of collaboration. Another factor that triggers the competitive power of entrepreneurial principals is a partnership in a particular form, as the container and means of product development, involving joint ventures between local entrepreneurial principals and the protagonists of foreign entrepreneurship. That is, various actors can exchange the results of their trade experience, to meet the potential and power of consumers in each country. For example, the pattern and motif fabric textile side in West Java and East Java are highly preferred by consumers in ASEAN countries, but instead of the traditional textile side business in Java, they need a nice fabric with raw material from some countries in ASEAN. This model could then be entwined together, in the form of the market sales network between local and foreign entrepreneurs (Fraccascia, 2018).

One consequence of the urgent need to be ready, faced by entrepreneurial principals in the era of the MEA, is increasingly tight financing and capitalization, deriving from the world of banking. It is important because the business sector is closely linked to the injection of funds



when raising capital, production capacity and product development. Based on the agreement, the MEA is freeing the flow of goods, services, labour, money, and investments between countries in the ASEAN region. Indonesia and the nine other ASEAN countries have an equal opportunity to utilize an integrated market in one area. Because it is already in force, there is no other choice for the people in the ASEAN countries (Keegan, 2006). That includes the business community, large and small, micro-segments, and medium actors, in addition to having to face the ASEAN open market. Access to finance is becoming the most widely discussed issue in the development of entrepreneurial principals. The entrepreneurial principals are often in a position of having to compete to seize finance from financial institutions. Of the banking institutions, they prefer employers who meet the criteria for granting credit and have a proven track record. From the side of the protagonists of micro enterprises, the problem started from a lack of literacy, management capabilities, limitations in the preparation of the financial statements, the minimal effort capacity, and the absence of credit guarantees. The survival of entrepreneurial principals will be determined by the market, with various limitations such as the trouble of competing with businessmen who became part of a network of global conglomeration. It was included in the question of funding, and will depend on the gushing (running) of credit commercial financial institutions who better understand the data big companies, compared to the protagonists of entrepreneurship. Yet there has been action. The government made the people's business loan programs (KUR) to help the micro sector. The government and the financial services authority (OJK) also want to encourage banks to lower interest rates on commercial credit, for the sake of exciting the business world. The decline in interest rates on credit is necessarily positive because it will lower the risk and increase the demand for credit.

Reduced risk and increased credit volume will cause a chain effect, such as increasing the capacity of guarantee companies in supporting financing, particularly the entrepreneurial principals, to increase the competitiveness of the business world to confront open competition (Apriyani, 2016).

### **Research Methodology**

**Population and Sample.** Observation and data collection, through interviews in five major cities in East Java, show significant development figures regarding the number of entrepreneurs able to expand its market which was initially local but has now shifted into international markets . More details of the data are tabulated below:

**Table 1:** The Number of Entrepreneurs Who Are Able To Penetrate The Global Market Through Comparative Advantage Products

No.	City	Total Entrepreneur	Types Of Products	The Local Market	Global Market
1.	Mojokerto	31	Commodity ingredients and food products (Semi-finished Food Source Commodity)	Kalimantan, Sulawesi, NTT	Malaysia, Thailand, Taiwan, and Saudi Arabia
2.	Pasuruan	28	The natural Result of the commodity (mango and Fruit gods)	Jawa Barat, Bali dan Sumatera	Singapore, and Japan
3.	Malang	32	Commodity Produce (apples and Turnips)	Bali, dan NTT	Saudi Arabia, and Madagascar
4.	Gresik	48	Commodities Processed sea (kelp)	NTT, dan Bali	Singapore, and Malaysia
5.	Lumajang	21	Commodity natural results (Sea Scallops and fish)	Bali, Lombok, dan NTT	Australia

**Data Source.** Total entrepreneurial principals sampled in this study amounted to 160 people spread over five cities. To 160 people, these entrepreneurs, whoever manages to enter the global market through their products has a comparative advantage compared to other countries.

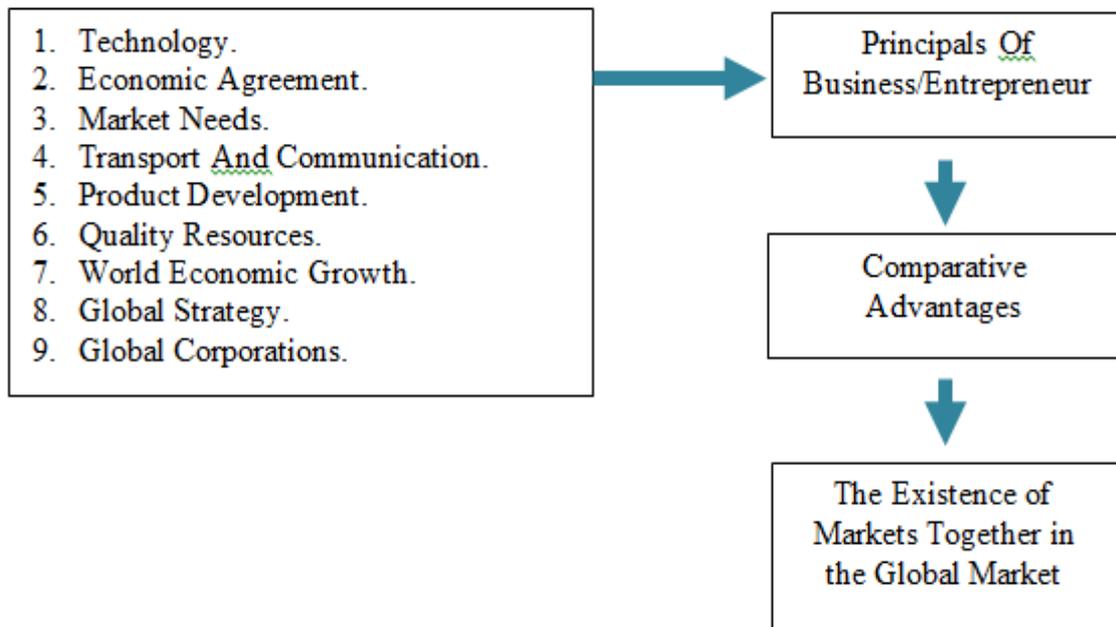
**Data Collecting Method.** The process of data collection undertaken for the study, analysis and discussion on this research uses three ways or methods i.e. (Santoso, 2015):

A preliminary survey, at this stage. Observe the entrepreneurial commodity to be traded or exported to foreign countries, to build a joint market and exchange commodities with countries invited to cooperate. Also, interview protagonists of self-employment, community leaders and the head of the village, gathering important data relating to the object of research. That includes the age of the protagonist, the background of the entrepreneurial venture, the

intended market, and the concentration of a product or commodity which object the effort (Kendriatmoko, 2015); (Keegan, 2006); (Hill, 2014); (Henrik et al., 2018); (Hariandja and Kautsar, 016). Descriptive analysis, route calculation and mathematical analysis, regarding whether to include businessmen/entrepreneurs into the sample, includes the amount of labour that is absorbed, the licensing or legal effort, obstacles, the contribution of local governments, regulations and rules, the potential areas, the absorption capacity of export markets, and business development opportunities with foreign parties.

**Data Analysis Technique.** To help the decision-making process, a set of data with relevance to the object was used in the research study (Arikunto, 2012), so that the results of the analysis can be estimated in decision-making. His commentary is considered the most valuable and truthful. Test tools used in this study are a Categorical Test tool test statistic of non-parametric which aims to find some important factors that can be used as a stimulant and estimation of comparative advantage, in raising the protagonist entrepreneurs so they can create a market to penetrate the free market.

**Figure 1.** Basic Concepts of Thought And Model

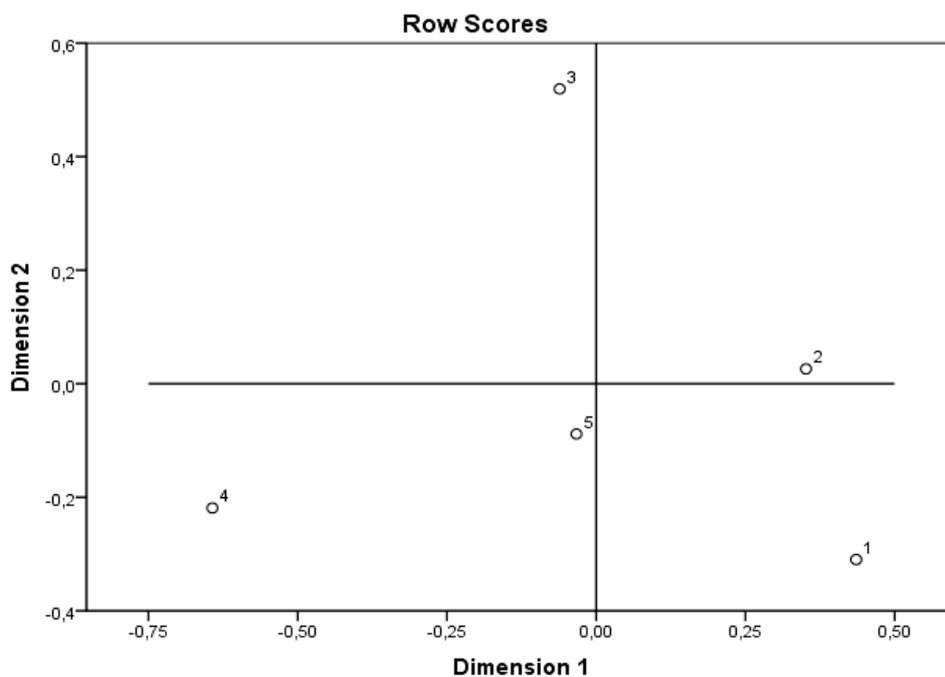


## Result and Analysis

After testing categorical data, some of the dominant factors appears on two dimensional fields i.e. dimensions one and two. On one dimension, right-ward movement indicates a greater number, and increasingly dominant interactions. Whereas, in two dimensions, upward movement sees increasingly strong dominant interactions. The dominant variables can be viewed or determined from the intersection between one dimensional (flat-axis) with the two dimensions (vertical axis), namely global corporate and product development. This means

that the two variables become the deciding factor, in the creation of comparative advantage for the entrepreneurial principals (Fraccascia et al., 2018); (Fitriati, 2016); (Fajar and Heru, 2010); (Dhargalkar and Shinde, 2016); (David and David, 2016); (Darian and Steven, 2011); (Daniel and Sérgio, 2012); (Budiarto, 2016); (Arikunto, 2012); (Apriyani, 2016). So with comparative advantage on the two variables that allow entrepreneurial principals. They can create a joint market supported by several ancillary powers, namely the power of technology and global strategy (in two dimensions), and the quality of the source variable power and transportation and communication (in one dimension). The fourth variable support, power technology, global strategy, quality resources, and transport and communications will reinforce the two variables above, namely global corporate and product development for the base in strengthening excellence comparative entrepreneurial principals, to create a market shared between them.

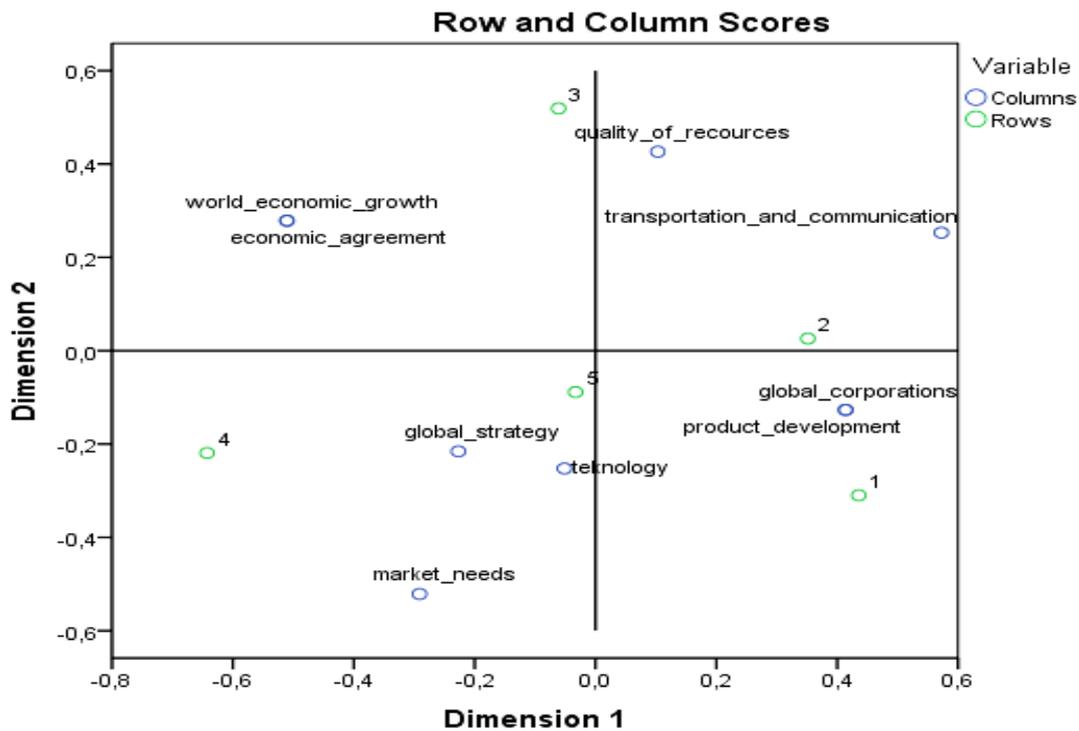
**Graph 1.** Display the results of the analysis using a Categorical Test approach



In the graphic display above, it is clear that businesses in the cities of Mojokerto (number 1) and Pasuruan (number 2) have the greatest opportunity for their products to enter the global market. The city of Malang (number 3) has fewer opportunities to compete in globally, while Gresik (number 4), and Lumajang (number 5) still cannot compete because there are many aspects that must be considered for their products. Illustrations of previous decisions are only seen from the display of city names that appear in the four quadrants in the categorical analysis. To make the following discussion appear clearer and more complete, the discussion model will be continued in graph 2. Through a graphical display of two, we see a map of

opportunities for five cities in more detail, in an effort to enter the global market when entrepreneurs try to market their products (Nadia, 2011). Another analysis that can be made through a second graphical display is what aspects need to be improved and enlarged, for these five cities to achieve success for their products in the global market.

**Graph 2.** Quadrant display variable in the form of a folder as a whole



Discussion of the second graph we will present in the form of Table 2 below, as follows:

**Table 2:** Aspects that need to be improved for entrepreneurs from five cities

City Name	Improvement Aspects	Actions
Mojokerto (Number 1)	<ul style="list-style-type: none"> <li>• Product Development</li> <li>• Global Corporations</li> </ul>	<ul style="list-style-type: none"> <li>• Solo exhibition abroad</li> <li>• Open cooperation with foreign entrepreneurs</li> <li>• Communication and sales network</li> </ul>
Pasuruan (Number 2)	<ul style="list-style-type: none"> <li>• Quality Resources</li> <li>• Transport And Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Buy raw material commodities from other countries</li> <li>• Choose an efficient and easy means of transportation for exchanging goods</li> </ul>

Malang (Number 3)	<ul style="list-style-type: none"> <li>• Economic Agreement</li> <li>• World Economic Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Trade agreements and commodity exchanges</li> <li>• Looking for market loopholes for countries that need commodities</li> <li>• Provide facilities and offers for trading partner countries</li> </ul>
Gresik and Lumajang (Number 4 and 5)	<ul style="list-style-type: none"> <li>• Global Strategy</li> <li>• Technology</li> <li>• Market Needs</li> </ul>	<ul style="list-style-type: none"> <li>• Strategies in selling and offering must adopt the latest technology that supports opportunities to enter the market, making it easier to establish communication in the future.</li> </ul>

The second graphic display above provides an avenue for decisions that must be taken by MSME entrepreneurs in the five cities, to improve and change their global appearance or approach, so that what is expected is easier to implement in offering their products to a wider audience, namely the international market. In bidding to the free market or the global market, the goods and commodities that are offered must accord with the interests and needs of prospective buyers, because in the market we are visiting one commodity competes with another tightly (Hariandja, 2016). This is the condition for the implementation of a strategy that small and medium entrepreneurs have focused on. By adjusting the buyer's interests and desires, the specifications of the goods and materials can be changed according to market demand. Many commodity and material commodities are rejected because suppliers of goods and materials do not attend to the specific needs of prospective buyers when various types of products or commodities are offered to prospective buyers. The global market strategy that is subsequently drawn up is not focused. It tends to fail to produce results, so that entrepreneurs can have a comparative advantage because they form a shared market. The focus of attention among them is to then seek the creation of strengths in terms of implementing global companies and joint product development activities. Global companies and product development will succeed if supported by the strength of technology in each country that forms a shared market. They are also supported by the quality of resources owned by each country and supported by infrastructure in transportation and communication. This is an absolute requirement in building strength for countries that work together, when forming joint markets in global markets. Going forward, the shared market can be a benchmark of regional economic progress. Any country involved in it can be easily exchanged for commodities and will save on trade costs between them.

## Conclusion

From the categorical test results it can eventually be determined that five cities in the East Java province, namely Mojokerto, Pasuruan, Malang Malang, Gresik and Lamajung have



opportunities in the form of a shared global market. But they must be capable of cooperation with entrepreneurs, with more emphasis on the power of global corporations and continuous product development, to increase the export of value-added products to other countries. The trick is that each State should be able to gauge the potential market for important commodities, when they enter into the market of each country. Every country must be mutually consistent in commodity exchanges, through multilateral regulation. Long-term gains in every country require meeting the needs of market economies without having to depend on other countries. If market forces run well, then every country involved in the joint market will have the same internationally in trade; their market goal. This will be a joint comparative advantage among them. One thing that they may need to be somewhat careful of is the factor of economic agreements between countries (entrepreneurial) involved in global trading. Economic activity is dynamic, ever-changing and highly influenced by the mechanism of supply and demand of commodities. If countries involved in the free market are not able to keep their agreed commitment, it will be difficult to implement trade transparently between them. However, each country will try to maximize the value of its commodities, to optimize its economic benefit. Upholding comparative advantage entrepreneurial principles already incorporated in the global market, can positively impact the long term. Then one factor which cannot be ignored is the increase in the quantity and quality of economic agreements among countries. How to create a joint existence in the global market? The most basic thing is the adoption of the latest technology in any form. The goal is to save time, accelerate communication and delivery of information to those who need it. With this movement, all types of decisions can be made immediately. especially for commodities that are quite rare, and related to process activities. The availability of information in the global world cannot be postponed, because the actual process activities cannot be postponed in each country in an effort to manufacture products. Another factor that cannot be avoided is the ability and speed of distribution and delivery of materials and goods to the destination country. Besides having to guarantee quality, safety must also be guaranteed. A way or method is needed to guarantee it all. This can be realized if all the countries involved do good cooperation for the creation of an efficient global market.

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## Biographies

**I Putu Artaya** born in Jakarta on June 29, 1966, obtained a master's degree in human resource management from Narotama University, Surabaya, in 2002. An economics degree in marketing management from the same campus, graduated in 1991. Besides teaching, he was also active in activities research, as a researcher and as a principal researcher. Other activities carried out are routine writing books, and the most phenomenal is the book entitled Salesmanship - Building a Sales Network, Optimizing small business centers in the field of food security and much more.

**R. Agus Baktiono** is a Lecturer in management study program at the faculty of economics and business at Narotama University Surabaya, the last education is a master of management in the field of management science, The courses that have been taken care of so far are marketing research and business feasibility study of SMEs. In addition to being busy in the teaching field, he is also active in conducting research, especially in the field of management, one of the phenomenal studies that have been carried out with the team is the optimization of the role of MSMEs in supporting food security in East Java (2016). Another activity that is often carried out is providing training to small business groups of cooperative members in the environment of East Java Province where the main aspects of the training focus on the marketing of superior SME products, and an online marketing model for increasing sales of MSME products.

**Wahyudiono** born in one of the villages that entered the city of Magetan, completed his undergraduate accounting program in 1986, attended a master's program in management with marketing specialists in 1996, continued his doctoral education program in management economics graduated in 2006 at the same institution at Airlangga University, Surabaya. His career as a lecturer began in 1983 as a teaching assistant until he finally won an academic position as a head lecturer and certified lecturer. Since 2008 began to pursue the field of research with the interest of studies in the field of MSME strategic and management. Obtain Dikti research grants from 2012 to 2017 and gain the trust involved in the research team as many as five research titles that have been funded by Kemenristekdikti (competitive research grant schemes & superior research universities).

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