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### Generating Competitive Advantage Strategy through Entrepreneurial Marketing for SMEs in Culinary Sector in Medan, Indonesia

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**Abstract:** Purpose of this research is to design the most appropriate strategies on groups of Small Medium Enterprises by using IFE and EFE matrix analysis. The research samples are 35 SMEs in culinary business located around the area of University of Sumatera Utara, University of Prima Indonesia, Institute Technology of Medan, University of Muhammadiyah, Medan State University and Economic High School of Harapan (STIE). Firstly, the result of IFE Matrix in culinary business shows the strength components are above all of the competitors, while the weaknesses of this sector are on capital, inadequate financial system and insufficient supporting business facilities. EFE matrix analysis shows the capability of culinary business is below all of the competitors. The biggest opportunity of this sector is the ability to provide range of food and drink based on University students' needs. However, the major threats are the wide range of market share, marketing, multinational fast food company, fluctuating price of raw materials and the lack of raw materials. Next, the result of IFE matrix in culinary sector shows the strength are categorized as average strengths, not higher or below from all of competitors. The weaknesses in this sector are the lack of financial capital and inability to follow the recent trend of fashion. Result of EFE matrix analysis of this business shows the SMEs have an average ability if it is compared with competitors.

**Keywords:** Competitive Advantage, SMEs, Entrepreneurial Marketing and Virtual Community.

#### I. INTRODUCTION

Micro, Small and Medium Enterprises (SMEs) as one of support for the economy of a country. Growing with great attention both from government and academia, such as other types of businesses, SMEs in Indonesia is also facing challenges that will arise as a result of changes in the global business environment, such as changes in technology and the free market. Changes in technology led to increased quality and quantity of the products or services produced, while the free market led to opening opportunities to enter

new markets such as AFTA, ACFTA and MEA (Sirojuzilam, *et al*, 2016; Muda *et al.*, 2016 & Tarmizi *et al.*, 2017). Enforcement of such agreements in 2015 became a reality that must be faced by the various sectors of industry, amid comparisons with the labor market needs of the industry is happening right now. However many SME's have unsuccessfully won the competition over the competitors due to many factors. These include the lack of ability of SMEs to be able to see the existing market opportunities, lack of marketing innovations carried SMEs, not market and a weak ability to utilize the limited resources of SMEs. This will result in reduced sales levels caused a decrease in profits. In the longer term, these effects would be devastating to the survival of the business. To generate a competitive advantage SME should be able to apply its strength in a flexible strategy, where the purpose of the strategy is to continue to learn and adapt to environmental changes. More clearly SME should conduct environmental analysis, considering the threats that come from the environment, identify opportunities that arise from existing threats, the information required to take advantage of these opportunities. Merger between IT and the appropriate strategy is a reaction of an opportunity, which allows the SME to create a strategy in response to changes in the environment (Cardorala, 1997).

Therefore an appropriate choice of strategic planning are expected to support the SME's, not only to survive but also to grow. Strategic planning is to create a competitive advantage for the small company, as the aggregation of factors that sets a small business apart from its competitors and gives it a unique position in the market superior to its competition (Zimmerer and Scarborough: 2005). According to Bjerke and Hultman (2002), entrepreneurial marketing is the marketing of SMEs through entrepreneurship. Entrepreneurial marketing is appropriate for SMEs due to some limitations of SMEs such as the small number of key customers /loyal, limited resources and marketing efforts, the influence of self-employment, which is less well established organizational structure and inadequate communication systems. According to Morrish (2011), the application of entrepreneurial marketing strategy would lead to a competitive advantage for companies that can guarantee the sustainability and success of a company meeting the challenges of the 21st century. Although there have been studies that discuss the role of entrepreneurial marketing in support of competitive advantage (Morrish, 2011), but very little research combines strategy formulation based on an analysis of internal and external environment and entrepreneurial marketing which specifically discuss the culinary field. Therefore, researchers have a very deep interest to formulate a sustainable competitive advantage best suited strategy so as to address issues faced by SMEs in the culinary field due to the dynamics of the business environment. By looking at the above issues, especially how to do a SWOT analysis to the three areas of SME culinary to be used to acquire the strategies to win the competition.

### **1.1. Problem Identification**

How is the appropriate strategy to support SMEs competitive advantage in the culinary field in the city of Medan-based entrepreneurial marketing?

## **2. LITERATURE REVIEW**

### **2.1. Competitive Advantage**

Bharadwaj *et al.*, (1993) explains that the competitive advantage is the result of the implementation of strategies that utilize various resources of the company. A company is said to have a competitive advantage

if the company has the resources are scarce and valuable, which can only take place on an ongoing basis if it can not in substitution and difficult to imitate (Barney, 1991). Competitive advantage can be defined as the organization's ability to utilize valuable process and resources, the which can not be performed by the competitors, the which leads the organization to win over Reviews their competitors (Lindblom *et al.*, 2008; Perez and De Pablos, 2003). While the competitive advantage formulated by Ramaswarni et al in Mahmood and Hanafi (2013) which consists of a contained product differentiation, market forecasting and the degree of sensitivity to the market (customers and competitors). Competitive advantages are not dependent on natural resources, technology or economies of scale, but on a more value, scarcity and difficult to imitate with the tools needed for effective results for the company.

## **2.2. Entrepreneurial Marketing (EM)**

Berverland and Lockshin (2004), defines the entrepreneurial marketing as an act efektif or an adaptation to the unique needs of marketing theory held by SMEs. While Bjerke and Hultman (2002), stating entrepreneurial marketing is the marketing of SMEs through entrepreneurship. Entrepreneurial appropriate marketing for SMEs (SMEs) because of characteristic of SMEs that have special kebebasan different from large enterprises (Becherer *et al.*, 2012). According to Hills and Hultman (2013) entrepreneurial firm operates in an environment that is Characterized as a dynamic, highly competitive and Including non-linear changes. The entrepreneurs are making decisions that are commonly driven vision, effectuate, influenced by personal goals and decisions are unplanned and informal. The resource base is rich of entrepreneurial skills and other resources are acquired by leveraging internal resources through competition and alliances (Sadalia *et al.*, 2017). As a result, there are a set of observable entrepreneurial marketing actions that are growth-oriented, opportunity-oriented, and highly interactive and highly immersed market and customer value oriented.

The management of conventional marketing is Characterized by detailed planning process, the which is drafted based on market research in order to be Able to Decide the target markets and marketing mix (Handoko *et al.*, 2017). However, entrepreneurial marketing is Described to be based on intuition, informality and speed of decision-making. The management of entrepreneurial marketing processes is different Compared to regular marketing approaches. One reason is the environment that is changing and there is more Rapidly fluctuations. Therefore, opportunities are restricted related to the marketing planning process. Company can not engage a lot of time for the planning process, since market conditions change fast and it is possible that in the end the decisions are drawn from originally market conditions are not relevant anymore and company has lost valuable time. Instead, the management of entrepreneurial marketing involves a shorter decision-making process with little formal planning. (Collinson and Shaw, 2001).

Basically EM is the application of the marketing process in the pursuit of opportunities in volatile market conditions, and often have limited resources (Collinson & Shaw, 2001; Hilld, 1987; Omura *et al.*, 1993). According to Morris *et al.* (2002), entrepreneurial marketing includes a proactive, focus on the opportunities, moderate risk-taking, innovation, intersitas to consumers. Resource leveraging and of the creation of use value.

Where proactively including taking action to influence the environment of the company, how the company anticipates the challenges of the situation, how the company describes the conditions ekstrenal to reduce uncertainty (Bateman & Crant, 1993). While the focus of the opportunities is the ability of

companies to choose the right opportunity to determine the business. An opportunity requires a substantial commitment of resources. Therefore, SMEs must be able to recognize the innovation market and determine what is appropriate at this time. Availability of opportunities is closely related to the level of environmental changes, and oelh therefore businesses must actively seek out and study the market (Hacioglu *et al.*, 2012). Entrepreneurs who apply constant EM will analyze the environment to discover and create new opportunities, assess these opportunities, and ease of exploit in the creation of competitive advantage (Morris *et al.*, 2001)

Innovation-Oriented allows the company to focus on ideas that lead to the market, new products or processes (Becherer *et al.*, 2012). The degree of success of the company in its emphasis on innovation in the market ranging from the highly innovative new market creator) to incremental builder market. Highly innovative new market creator is to break the past Radically different solution by offering value. Incremental market builder is to build on exiting customer relations and market knowledge (Becherer *et al.*, 2012). The intensity of the consumer intends to develop the depth of relationship with the customer is the center of the marketing power within the company. These measures include innovative approaches separately create, develop and maintain relationships with consumers (Becherer *et al.*, 2012). Resource leveraging is upon ability of companies to utilize limited resources effectively and the ability to create a process that synergy between the goals and processes (Morris *et al.*, 2002). While the creation of use value is how a company is able to generate value or find the new value of the business. For example creating a niche strategy in a competitive market (Grave, 2000). Value creation is based on the assumption of market transaction and amrket relationship as the core. The challenge in this activity is to find unsatisfied sources of customer value) and creating innovative combination of resources to meet the needs and desires of customers (Hacioglu *et al.*, 2012). According to (Cordorola, 1997) to generate a sustainable competitive advantage can be gained from entrepreneurial activity, it requires the ability to see things different in different ways and is able to take risks. It also involves an undertaking in an effort to change with the dynamics of competition.

### **3. RESEARCH METHODS**

This study is a qualitative study using Comprehensive Strategic Planning consisting of :

- (a) Input Stage includes the analysis EFE (External Factor Evaluation Matrix) and IFE (Internal Factor Evaluation Matrix)
- (b) Stage matchy using IE Matrix adapted from Ansoff's Matrix (Gianos, 2013)
- (c) Decision Stage using QSPM (Quantitative Strategic Planning Matrix-QSPM).

The steps used in the Comprehensive Strategy Planning are as follows:

1. In the input stage, identifying the internal and external factor evaluation (IFE and EFE) and transformed all the key factors into the matrix.
2. Next on stage matchy, Establish the Internal and External (IE) Matrix based on the result from IFE and EFE Matrix.
3. Select the Recommendation based on the result of IE matrix
4. In the decision stage, performed with the QSPM based Develop the select recommendation
5. The last step is to design the strategy planning based on QSPM

### **3.1. Data Collecting Techniques**

By using primary and secondary data. The data collection techniques gained through focus group discussions and depth interviews.

### **3.2. Location and Time Research**

This research was conducted in the city of Medan in March up to November 2016 by using primary and secondary data.

### **3.3. Population and Sample**

Population of 356 SMEs engaged in the culinary field that is present within the University of North Sumatra, North Sumatra Muhammadiyah University, College of Economics Hope, University of Medan, Indonesia Prima University, and the Institute of Technology Medan. Research respondents were selected based long range effort over three years and a willingness to become the object of study. Based on these criteria obtained 35 SMEs are willing to become the object of study.

## **4. RESULTS AND DISCUSSION**

### **4.1. Results**

#### ***(a) Matrix IFE***

The matrix above shows the type of respondents' assessment results in optimizing strengths and minimize your weaknesses with a score of 3.4. While the weakness lies in the ability to raise capital, the financial system is simple and limited facilities and infrastructure (Nurzaimah, *et al*, 2016).

#### ***(b) Matrix EFE***

EFE matrix of results above show that the ability of SMEs culinary taking advantage of opportunities and face the threats of 2.06. This shows that SMEs culinary still below the average competitor's ability to deal with both. The biggest opportunity is the ability to optimize and take advantage of opportunities to the students' needs. Meanwhile, the biggest threat is a large market, manufacturing and marketing the use of technology, raw material prices unstable, raw material supply is not stable.

#### ***(c) MATRIX I-E***

In the Matrix I-E above the position of the company is in quadrant IV which shows that internal factors are very strong (3.4) while the external factors that are in moderate condition. This means culinary efforts already have the internal strategic factors, but have not been able to optimally taking advantage of opportunities and face the threat. The strategy should be carried forward is to find a supplier who has a distribution chain that is closest to the plant, create product innovation and price in order to win the competition, to calculate accurately the needs actually consumed in a given time.

#### ***(d) Matrix QSPM***

Based on the results of QSPM tables, respectively strategic alternatives have attractive total scores (TAS) are different. Market Penetration with TAS worth 7.82. The next position worth 7.58 Market Development

and product development of 7.58. While Horizontal Integrated Strategy has a value of 7.29. Furthermore Forward Integrated Strategy has a value of 7.36. And Backward Integrated Strategy worth 6.18. Judging from the total TAS each alternative, the alternative strategies appropriate to be applied by the SME entrepreneurs culinary field is Market Penetration

## 5. DISCUSSION

To generate a competitive advantage right strategy has performed an analysis of internal and external environment taking into account the threats and opportunities arising from environmental changes that occur in SMEs culinary field. This is in accordance with the nature of entrepreneurial marketing which emphasizes the formulation of a marketing strategy firm based challenges or shocks that come from environmental dynamics. Different from the application of traditional marketing strategies that emphasize only on the level of effectiveness (market penetration) and efficiency (Morris *et al.*, 2002 and Muda, *et al.*, 2016).

Central to this EM strategy is the proposition that competitive advantage is Obtained by uniquely positioning that product offering are both cheaper and different or very different; perhaps Achieved by combining unique elements such as branding and production methods that create new offerings that are very different to Reviews those of its competitors. (Morrish *et al.*, 2010). The analysis is also important in generating competitive advantage of this strategy is to use the analysis Positioning and Segmentation of the market SMEs culinary field. According Lodish *et al.*, (2001) positioning and segmentation is the real core of entrepreneurial venture that determines whether to run or not. Every important decisions and tactics depend on this basic decision making.

The Strategy segmenting, targeting and positioning in this study are:

- (a) Low purchasing power due to the absence of a regular income
- (b) Ages ranged between 17 s / d 23 years
- (c) Lifestyle with high mobility that wants everything fast or instant obtained.
- (d) Want practicality because of time constraints

While the characteristics of the market owned by the culinary field of SMEs around the campus are:

- (a) The market is relatively broad
- (b) The products are well known
- (c) Markets are generally very sensitive to price
- (d) Possible threats from competitors

Furthermore, the results of QSPM indicate that traditional marketing strategies that are appropriate for SMEs culinary field is to apply strategies Market Penetration. Based on David (2009), market penetration strategy adopted is to increase sales of products in the market a long time to intensify the promotion, advertising, distribution expansion, pull or influence consumers rival, attract new customers. Basically, this strategy is a combination of promotions and price.

So based on the exposure segmentation, targeting, positioning and QSPM results of this research, best-suited sustainable competitive advantage for SMEs strategy can be formulated by combining the concept of market penetration strategy based entrepreneurial marketing. This can happen if this strategy

incorporate the essential elements of the use of (information technology) in their applications. As presented by Calderola (1997), the incorporation of IT and the right strategy to make SMEs were able to generate competitive advantage strategy (Muda *et al.*, 2017). While entrepreneurial marketing implementation will lead to the competitive advantage of the which will be Able to maintain the survival and success of a firm.

The manifestation of this strategy is to build communitization focused to satisfy segmentation in penetrating the market. According to Kotler and Kartajaya (2010) Communitization is consumers interact and stay connected with social media who can be against bonds derived from the relation of one to one among its members and create a base that was stronger between a fan that loyalty. This is because more and more consumers are using social media and become a daily necessity. Communitization through social media is done by activating the virtual communitization.

Virtual communities may promote a sense of “strong pleasure” and flow experiences that may lead to higher brand identification attitudinally and behaviorally (Sha *et al.*, 2009). With the virtual communitization, people who care for each other and have a common purpose, values and identity will form a community of brand extremely beneficial for SMEs culinary. As for a business is an important means of information media market. Where to obtain information such as customer preference and as a medium for kamapanye brand. Moreover, this virtual community connecting consumers to form an emotional attachment between the customer and the brand that generates brand loyalty that is expected to increase sales and maximize the competitive advantage of a business. When was the activation of the virtual community must be able to synergy between culinary SMEs with the ability of its resources. This means that SMEs should be able to:

1. Proactive in trying to anticipate the challenges of the external conditions to reduce uncertainty derived from market information use virtual community.
2. Focus on opportunities  
Where SMEs wisely use virtual community as a means to define a business opportunity to be able to recognize the innovation market and determine what is appropriate at this time.
3. Taking moderate risk can be implemented by utilizing the information on the virtual community so that SMEs were able to take into account measures to minimize the risk in taking a chance on the opportunities that exist. In this case the role of the owner/manager is very important in decision making.
4. Innovation  
In this phase, SMEs should be able to respond to the needs of consumers in the virtual community. By producing unique products according to consumer tastes as well as in accordance with the characteristics of the market.
5. This means that the resulting product has a taste and superior product quality and competitive prices.

#### Resource leveraging

Election strategy for SMEs culinary virtual community is a strategy that corresponds to utilize limited resources effectively and are able to create the synergy between the goals and process. In this case the culinary SMEs do not spend a great promotion, using simple technology and can be used by the disposal of the Human Resources owned by SMEs.

6. Customer Intensity

With the virtual community will be the creation of good relations between SMEs culinary and customer as a mutually beneficial interaction and to foster loyalty to the customers of the products presented.

7. Value creation

With the virtual community will create new value for SME namely the emergence recognition of members and others on the identity of the community. So as to attract potential customers to take part in the community. Of course, by joining into the community will be new customers for SMEs culinary.

## 6. CONCLUSIONS AND RECOMMENDATIONS

Some of the recommendations addressed to SMEs culinary include:

1. The use of social media in marketing products
2. Increase the amount of food according to the tastes of the market
3. Utilize small loans by leveraging relationships with government
4. Improving the quality of taste on prices
5. Relationship with suppliers as much as possible to ensure the supply already
6. Make a quality product at a price that can be reached by students
7. Make a market survey related to the market tastes and prices
8. Looking for the nearest source of raw materials to minimize the production cost

The conclusion of this study are:

1. The results of the analysis matrix IFE had a total score of 3.4 and matrix analysis EFE has a total score of 2.06. The results of this analysis, the position of the culinary SMEs are in quadrant IV. This position indicates culinary SMEs in a position to grow and build (grow and built).
2. Based on the results of the overall assessment of the TAS items for strengths, weaknesses, opportunities and threats of the strategies to be used in culinary SMEs found that the highest TAS value to the strategies used is market penetration with a value of 7.82.
3. Best-suited sustainable competitive advantage for SMEs strategy can be formulated by combining the concept of market penetration strategy based entrepreneurial marketing and incorporating elements of Information Technology is to build virtual communitization.

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