

4. THE IMPACTS OF EXTERNAL COMPETITIVENESS FACTORS IN THE HANDICRAFTS INDUSTRY,

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THE IMPACTS OF EXTERNAL COMPETITIVENESS FACTORS IN THE HANDICRAFTS INDUSTRY

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Abstract: Handicrafts industry in Bantul has been successfully contributing to 80% of crafts export in the Yogyakarta Province. As a small and medium industry based, handicrafts industry faces many challenges and limitations. To be able to better compete, their competitiveness need to be assessed so that proper strategy can be taken. This paper analyses handicraft SMEs in Bantul Regency, Indonesia. Porter Diamond model of competitive advantage is used to assess the competitive factors of handicrafts industry. Data were collected from 98 SMEs and analyzed using multiple regression. Among four Porters' competitive factors, only related-supporting industry that has no significant contribution to clusters competitiveness. Factor conditions, demand conditions and strategy-structure-rivalry have positive impacts on clusters competitiveness. The results are expected to assist the handicrafts SMEs to better understand the nature of competition as well as for the policy makers to emphasize the importance of external competitiveness factors.

Key words: SMEs, handicrafts industry, Porter Diamond model competitiveness

Introduction

Tourism is widely known as an important engine for the nations' economic development (Brida and Risso, 2009; Tang and Tan, 2013). Shopping and Souvenirs are commonly linked with tourism. Shopping is an important (Sirakaya, et al., 2003 in Chang, et al., 2012) and the most popular activity for both domestic and international tourists when travelling (LeHew and Wesley, 2007). In most tourism areas, tourist shopping contributes to the attractiveness and revenue to the destination. Previous research found that one-third of tourists' total trip expenditure was spent on shopping (Turner and Reisinger, 2001; Lehto, et al., 2014). This means that the market for souvenirs and tourism products are very promising. Souvenirs in the forms of handicrafts are products that are highly seek by tourists. Shopping souvenirs also creates a significant opportunity for visitors to become exposed to the local culture (Tosun, et al., 2007). Handicrafts producers are majority SMEs with limited asset constraints and resources. In the developing countries, handicrafts are mostly manually produced. These restrict their capability to compete locally and internationally. Furthermore, local souvenirs markets are now flooded with global products and global competitors. Handicrafts SMEs need to be aware of as it influences their survival.

Competitiveness is becoming a popular issue in the tourism literature (Ritchie and Crouch, 2003). Porter (1990) has developed a very broad conceptual framework

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of the competitiveness of the nations. Porter (1990) argues that a nation's overall competitiveness stems from the micro level (individual firms) and macro level (productivity). For a nation or region, productivity means increasing product quality, putting desirable features, enhancing product technology, and finding product efficiency. In terms of place, Dwyer and Kim (2003) proposed that competitiveness of place is "the ability of a place to deliver goods and services that perform better than other places on those aspects of the tourism experience considered being important by tourists" (Dwyer and Kim, 2003).

Several studies have highlighted the contribution of cluster development strategy in assisting the SMEs handicrafts industry to be more competitive. Cluster as defined by Porter is 'geographic concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions in particular fields that compete but also cooperate' (Porter, 1998). Via innovation process, clusters could increase productivity, local competitiveness, and new entrepreneurial activities (Jackson and Murphy, 2006). Governments can support the clusters through suitable interventions like varieties of cluster development programmes.

Handicrafts SMEs are prone to external conditions that may influence its sustainability and growth. It is important to investigate the factors that contribute to the competitiveness of handicrafts industry. This leads to this study research problem which is 'Does competitiveness factors have influence on SMEs clusters competitiveness?' and the objective of this study thus to identify competitiveness factors that influence clusters competitiveness in the handicrafts sector. Porter via his competitive advantage theory has explained the uses of Porter Diamond model to explain why certain region or nation could better compete as compared to other region/nation. This study will take factors that have been identified by Porter as factors that will be used to identify competitiveness in the handicrafts industry.

Study Site Bantul Yogyakarta

Yogyakarta is one of Indonesia centre of cultural tourism. Apart from being known as cultural city, Yogyakarta also known as a student city, where it hosts students from all over Indonesia. The combination between cultural richness and quality of education creates distinctiveness that Yogyakarta could offer for its tourism sector. Creative industries are among the best that Yogyakarta could offer. Many local creative arts and crafts sold in Yogyakarta are made in Bantul (one of Yogyakarta's residencies). Bantul contributes to 80% of total crafts exports from Yogyakarta. Due to the success of tourism sector, since 2005, many of Bantul residence have shifted working from agricultural sector into trade, hotel, and restaurant sectors (Saputra and Rindrasih 2012). The tourism profile in Bantul can be seen from the following Table 1.

In order to increase the growth of handicrafts sector, Bantul local authority takes cluster development concept. So far, crafts products by SMEs in Bantul are manually and traditionally made.

Table 1. Tourism Performance in Bantul (Lakip; 2013 Bantul)

Perf Indicator	Realization 2011 (000)	Realization 2012 (000)	Target 2013 (000)	Realization 2013 (000)	Achieve Value (%)	Category
Local Visitors	1.738.808	2.340.081	1.649.462	2.153.404	130,55	Very successful
Overseas Visitors	17.654	16.497	16.661	2.153	12,92	Not successful

Even though unique, this industry remains inefficient and high operation cost. In many cases, crafts producers are challenged with the huge demands from international market. Unfortunately many could not cope with the international standard and requirements.

Literature Review

Competitive Advantage of Nations (Diamond Framework)

Michael Porter in his book *The Competitive Advantage of Nations* introduced a model that allows analyzing why some nations or industries are more competitive than others. In explaining the competitive advantage, Porter (1990) points out that the interactions between the factor conditions demand conditions, related-supporting industry, and strategy-structure-rivalry are very critical. Porter's model is known as Porters Diamond. Porter (1990) also emphasizes that comparative advantage (the given assets such as natural resources, culture, etc) could no longer help to win the global competition. It is the human asset that will determine competitiveness. The competitive advantage such as human skills, training, good governance, and empowerment need to be organized so that SMEs are not only survive but are also strong enough to deal with local and international competition.

Factor Conditions

Factor conditions are national or regional access to specialized and advanced input factors. It can be access for natural resources (material resources, vegetation, and natural resources), human resources (skilled human resources, cost of labor, technological infrastructure), etc. These production factors are scarce and expensive, and will make rivals difficult to imitate (Eickelpasch, et al. 2010). Sledge (2005) empirically reported that advanced factor conditions in the domestic market positively influenced a firm's (region) global competitiveness. The factor condition commonly offers initial advantages and this factor further influences the development of specific industries. In Bantul, the cultural sites, local heritages, local talents, and natural advantages have created initial comparative advantages. These assets as comparative advantage should be well managed so as becoming more competitive.

Demand Conditions

Demand conditions can be defined as the condition of the home demand for products and services produced in particular region/nation. The quality of home demand is depending on the sophistication of buyers, associated with their experience in their life and in the related industry. The better development of the transportation system, the more direct access for international visitors to Yogyakarta, and the numbers of education institutions around have created higher sophistication on product demand.

Related and Supporting Industries

Related and Supporting Industries can be described as the relationships between SMEs and their suppliers. When there are close collaborations between producers and suppliers, these local suppliers may assist SMEs in developing new methods and technologies. Productivity can also be enhanced when the members in the cluster participants recognize that their complementarities will facilitate them to grow together.

Strategy, Structure and Rivalry

This factor is concern with the conditions in how the industries are established, organized, and managed. The way it established, organized and managed will determine the characteristics of the local competition. Within this factor, cultural aspects play an important role. Management structures, management style, ownerships, working ethics, or interactions among SMEs, government, and society are shaped differently in different regions or nations. For example, what is the type of SMEs in the industry, whether majority is family business or group ownerships? The type of ownership will determine the type of strategy practiced.

Clusters Competitiveness

Clusters competitiveness is capability of the cluster in producing a more and better quality of goods and services that are successfully marketed to consumers at local or international level (Newall, 1992). Competitiveness refers to ability to create and integrate value-added products that sustain its resources while maintaining market position relative to competitors (Hassan, 2000). Porter (1990) explains that many factors lead to competitiveness. In more specific external identifications, Porter Diamond model has been a well known model that many researchers in strategic management area use it to assess the factors that may effect the industry competitiveness.

Based on the research question "Do Porter Diamond competitiveness factors have influence on clusters competitiveness", this study will analyze the following hypotheses:

H1: There is a significant positive impact of factor conditions on clusters competitiveness.

H2: There is a significant positive impact of demand conditions on clusters competitiveness.

H3: There is a significant positive impact of strategy, structure, rivalry on clusters competitiveness.

H4: There is a significant positive impact related and supporting factors on clusters competitiveness.

Research Methodology

Data Collection and Analysis Tool

This empirical research is done by survey to SMEs in Bantul, covering Kajigelem areas (Kasongan, Jipangan, Gendeng and Lemahdadi). A total of 32 questions were developed for the survey. Ten questions were designed to evaluate factor conditions, five questions for related and supporting industries, six questions for demand factors. All these questions were modified and taken from Crouch and Ritchie (2003), Dwyer and Kim (2003), and Kim (2012). Five questions for strategy-structure-rivalry were taken from Mena (2006). As for dependent variable (clusters competitiveness), five questions were developed from (Crouch and Ritchie 2003; Dwyer and Kim 2003; Kim 2012). A five-point Likert scale was used as scaling method. Multiple regression analysis was used to test the relationships.

Statistical Population and Statistical Samples

Statistical population of the study consists of all SMEs producing crafts in Kajigelem. Out of 150 questionnaires distributed, 98 questionnaires were valid and reliable to use as data for further multiple regression analysis. For determining reliability of the study, Cronbach's Alpha method was used. Cronbach's Alpha coefficients for independent variables range from the lowest 0.626 (demand factors) to the highest 0.84 (factor conditions). Cronbach's Alpha coefficient for clusters competitiveness was 0.664. The 150 questionnaires were distributed in within 2 months period using convenient sampling method. 16 respondents collected from Kasongan, 54 respondents from Jipangan, 10 respondents from Gendeng, and 18 respondents from Lemahdadi.

Data Analysis

According to the profile of the respondents collected, it can be described that 62.2% of respondents are male and 37.8% are female SMEs owners. The respondents' age ranges from 3% of 15 - 25 years old group, 32% of 26 - 35 years old group, 46% of 36 - 45 years old group, and 17% older than 45 years old group. Monthly earning is mostly between Rp. 5 - 20 million per month recorded by 74.5% among the respondents. Respondents with income under Rp. 5 million per month is 17.3%. While those having income more than Rp. 20 million per

month is only 8.2%. In terms of education, 53% were graduated as high as high school. The descriptive data informs that majority of respondents are small business players, in the middle age range and education is as high as high school. Most SMEs also have run their business over 4 years long. The target market is still focused on national market. Problems in running business are mostly in the forms of funding and finding talented labour. The following Tables 3-5 show multiple regression analysis for hypotheses of the study. R squared values on Table 3.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570a	.324	.295	.3664

(Model Summary) shows only medium level of correlation which is 0.324. The bigger the R^2 , the more predictive power the model implies. The rule-of-thumb for the significance of R^2 of the predicted variables should be greater than 0.10 (Falk and Miller 1992). Since the finding shows R-squared (R^2) of 0.324, thus it is higher than the rule-of-thumb and can be used to make prediction. The results thus can be interpreted that all four factors (factor conditions, demand conditions, related and supporting factors and strategy-structure-rivalry) together predict clusters competitiveness with value of 32.4%. While 67.5% is predicted by other factors. According to Table 4 (ANOVA), all factors together significantly effect on clusters competitiveness.

Table 4. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.994	4	1.499	11.164	.000 ^b
Residual	12.484	93	.134		
Total	18.478	97			

a. Dependent Variable: Cluster competitiveness

b. Predictors: (Constant), DemandFac, FacCond, SuppFac, StratSruc

Table 5 identifies that: factor conditions positively effect on clusters competitiveness with coefficient value of 0.350.

Table 5. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.421	.450		3.158	.002
FacCond	.350	.089	.376	3.926	.000
SuppFac	-.070	.093	-.076	-.749	.456
StratSruc	.224	.079	.292	2.842	.006
DemandFac	.159	.074	.213	2.134	.035

a. Dependent Variable: Cluster competitiveness

The coefficient value of related and supporting factor to clusters competitiveness is -0.70 thus it is not significant. Demand conditions significantly effects positively to clusters competitiveness with coefficients 0.159. Strategy-structure-rivalry positively influences clusters competitiveness with coefficient value of 0.224. The results derived from multiple regression analysis provide answers for the proposed hypotheses, where it can be concluded that H1 to H3 are all supported. This means that factor conditions, demand conditions and strategy-structure-rivalry significantly influence clusters competitiveness. On the other hand, related and supporting industries do not significantly influence clusters competitiveness (H4 is not supported). Further discussions are provided in the following section.

Discussions

The respondents' profile shows that majority of the handicrafts producers can be categorised as small business owners. They are in the productive age and have sufficient level of education (high school graduates). These data imply that handicrafts owners in Bantul need better crafts skill and various training. The limitation of monetary sources cause many did not study to tertiary education. Limitation in education could effect on the confidence when particularly facing the uses of technology and global competition. Most owners stated that the most challenges were related to lack of funding and human talents. Difficulties to find young generations to work as crafts worker can be caused by the low appreciation to this job by the governments and the locals. This job is also perceived as not guarantying a good career. While problem related to funding should be overcome by a more collaborative approach among government, industries, education institutions, and SMEs.

Bantul is located in the southern part of Yogyakarta and has various natural resources. To support the production of handicrafts, natural resources such as natural fibres, the quality of clay, bamboo, leather, silver, and natural colouring are still available in the market at affordable price for production. On the other side, the human factors as the competitive sources that produce the handicrafts becoming more difficult to find and they need to be trained. The lack of human resources means weakening competitiveness. The positive impact of factor conditions to clusters competitiveness in handicrafts SMEs are quite straight forward. Factor conditions are also the strongest predictors for clusters competitiveness. This finding supports the finding from previous study (e.g. Dwyer and Kim (2003); Jackson (2006); Eickelpasch, et al. (2010); Kim (2012)). This implies that availability of human talents, raw materials, and infrastructures is perceived to strongly impact on the SMEs clusters competitiveness.

Handicrafts productions in Bantul are heavily depending on natural resources. Many are made in manual and traditional processes. Since majority of SMEs are production based, thus the constant supplies of raw materials are vital. The human talents in this handicrafts production is also one of the unique competitive advantages that Bantul could offer. Many craftsmen in Bantul are indigenous skills

in that they have learnt from their ancestors. This talent cannot easily be disseminated to other areas. This is because the atmosphere among the neighbourhood has been built for a long time as handicrafts industry while raw materials are also available. For example the craft workers that engaged in pottery cluster have more skills, talents, network, in the area that has long been occupied as the centre for pottery than other places (non-pottery based industry). This means buyers and suppliers have known about the potential supply and demand from this pottery cluster area. Factor conditions are also relates to the provision of infrastructure, mode of transportation, telecommunication and access support to market network (man-made). Government interference in this factor is important. The provision of marketplace by the Government for handicrafts SMEs is not only done by physically providing the marketplace. But more importantly, Government support in the forms of talent programs and the network built to the SMEs will be more meaningful for the SME participants. Government should actively encourage SMEs participation to join trade events, organize festivals, and assisting network building with potential buyers. Demand factor as identified by statistical analysis have impact on clusters competitiveness. Many non-residents of Yogyakarta admit that Yogyakarta is a place they always want to comeback. The uniqueness of the atmosphere, the crafts, the culinary, the art and performance, the cultural sites are all blended together and creatively offered to visitors. Demand depends on the sophistication of consumers, associated with their experience, income, and education level. As tourism and education centre, Yogyakarta is very open to visitors not only as for tourist but also as for students studying in Yogyakarta and as for residents to make a living. The background mix of Yogyakarta's residents makes the interaction on needs, wants, experiences, skills and education high. The higher sophistication on demand leads to higher requirements for handicrafts thus better and more innovative handicrafts can be easily found in Yogyakarta as compared to other places.

The next important issue is the fact that related and supporting industries is not significantly impact on clusters competitiveness. This finding is similar to Kim (2012) finding. The handicraft shopping is one of the important parts of the tourism shopping activities. Yogyakarta has long been the major destination in tourism industry due to its fantastic cultures, history, and its popularity as student city. The tourism related-supporting industry such as travel-tour agency, culinary, hotels, car rental, and training centres have also long been mature industries in Yogyakarta. These supporting industries might not be considered as contributing competitiveness by handicrafts SME producers since the impacts might not seen as direct to the production processes. On the perspectives of SMEs handicrafts owners, factors contributing to competitiveness are more to those factors or activities directly impact on their production process, profit, and market development.

Research on handicrafts SMEs in Bantul has found that strategy-structure-rivalry has impact on cluster competitiveness. Cultural aspects play an important role in

how handicrafts SMEs in Bantul is established, organized, and managed. The influence of local culture and education atmosphere in Yogyakarta is very high. This infers that what lead to competitiveness in handicrafts SMEs is on the unique cultural content that influence how handicrafts industries are managed and positioned. The clusters development approach is quite easily adjust to SMEs in Bantul due to its cooperative based management. To trigger success, Government and policy makers should understand and adopt the local wisdom that has long been practised by the locals. Adapting the global strategy that proof to success in other places does not guarantee success in Bantul. Simply, the local wisdom is now becoming a main tool for strategy to be competitive.

Porter Diamond model has received mixed reactions among researchers. Among the supporters see that Porter Diamond encompasses firm-specific, industry specific, and country specific factors (Mena, 2006). This means that Porter Diamond integrates both microscopic and macroscopic perspectives into one competitiveness framework. On the negative viewers, Porter's framework has been criticised as only applicable to the more advanced and developed country. The model also overlooked globalization components. After Porter's work on competitiveness, many researchers revised and expand his model. Using double-diamond model, Clancy, et al., (2001) applied Porter model into smaller country/economies. Hassan (2000) introduces a new model of competitiveness based on Porter's diamond model, which focuses on the environmental sustainability of a tourism destination. A comprehensive work consisting of five major components on destination competitiveness has been developed by Crouch and Ritchie (2003). Dwyer and Kim (2003) created an "integrated model" which combines Porter's model and the Crouch and Ritchie's model. Dwyer and Kim's (2003) main determinants of competitiveness include Inherited Resources, Created Resources, Supporting Factors, Destination Management, Situational Conditions, and Demand Conditions. They include socioeconomic prosperity as dependent variable in the model. Kim's (2012) work has found that among five components that influence destination competitiveness, globalization, core resources, and destination management influence competitiveness but demand condition and supporting resources did not show significant influence.

Conclusion and Recommendations

Handicraft is important item for shopping tourism. Handicrafts industry provides significant number of job and economic growth. However, this sector has limitation and suffers from global competition. This study analyzes the factors of clusters competitiveness developed from Porter Diamond model, in order to see the effect on handicrafts clusters competitiveness in Bantul. Results have found that among four factors determining clusters competitiveness, only related-supporting industry does not significantly impact on clusters competitiveness. The other three factors namely factor conditions; demand conditions and strategy-structure-rivalry do have impact on clusters competitiveness. This study is

important since to be competitive, SMEs should not only aware of their internal capability, but also their macro conditions. Several contributions are offered to the literature and the managerial practices. In respond to critics for Porter Diamond model that is not applicable for developing countries, this study provides evidences for the application of Porter Diamond model in small economies. This finding enriches the academic literature on Porter Diamond model application in a more varieties of situations. The results of the factors that influence competitiveness were still varies as compared to previous studies. For the managers, a broader aspect of competitive moves should be considered. Not only that SMEs owners focus merely on internal capabilities, but also external factors that do not seems to directly effect on competitiveness should be seriously taken into consideration

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WPLYW ZEWNĘTRZNYCH CZYNNIKÓW KONKURENCYJNOŚCI W PRZEMYSŁE RZEMIEŚLNICZYM

Streszczenie: Przemysł rzemieślniczy w Bantul z powodzeniem przyczynił się do 80% eksportu rzemiosła w prowincji Yogyakarta. Jako oparty na małym i średnim przemyśle, przemysł rzemieślniczy stoi przed wieloma wyzwaniami i ograniczeniami. Aby móc lepiej konkurować, konkurencyjność przedsiębiorstw rzemieślniczych musi być oceniana, aby przyjęta została właściwa strategia. Niniejszy artykuł analizuje MŚP rzemieślnicze w dystrykcie Bantul w Indonezji. Do oceny czynników konkurencyjności przemysłu rzemieślniczego, wykorzystany został model przewagi konkurencyjnej Diament Portera. Dane zebrane zostały od 98 MŚP i przeanalizowane przy wykorzystaniu regresji wielokrotnej. Wśród czterech czynników konkurencyjności Portera, jedynie istnienie sektorów pokrewnych i wspierających nie ma znaczącego wkładu w konkurencyjność klastrów. Oczekuje się, że wyniki wspomogą MŚP rzemieślnicze w lepszym zrozumieniu natury konkurencji, jak również decydentów dla podkreślenia znaczenia zewnętrznych czynników konkurencyjności.

Słowa kluczowe: MŚP, przemysł rzemieślniczy, model konkurencyjności Diament Portera

影響外部因素的競爭力，在行業內工藝品

摘要：工藝品行業在班圖爾已成功促成80%的工藝品和出口在日惹省。作為一家中小型為主業，工藝品業面臨著許多挑戰和局限。為了能夠更好的競爭，他們的競爭力，需要進行評估，所以適當的策略，可以採取。本文分析了工藝品的中小企業在班圖爾攝政，印度尼西亞。競爭優勢波特鑽石模型被用來評估工藝品行業的競爭因素。數據來自98中小型企業收集並採用多元回歸分析。在四個搬運工的競爭因素，只有相關配套產業已經沒有significant_coeff_flag也貢獻競爭力集群。要素條件，需求條件和戰略結構，競爭有競爭力集群積極影響。結果預計將在協助中小企業工藝品更好地了解競爭以及為強調外部競爭因素的重要性，政策制定者的性質。

關鍵字：中小企業，工藝品行業，競爭力波特鑽石模型

4. THE IMPACTS OF EXTERNAL COMPETITIVENESS FACTORS IN THE HANDICRAFTS INDUSTRY,

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