CREATE A COMPETITIVE ADVANTAGE THROUGH PRODUCT INNOVATION, MARKET ORIENTATION, AND BUSINESS NETWORK

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ABSTRACT
Tourism is an economic sector that can boost revenue in the regional business sector. Tourism activities involve many components that are interrelated with one another. The intense competition in the tourism business encourages business actors in the tourism sector to compete to attract tourists in various ways. The purpose of this study was to determine the effect of product innovation, market orientation, and business networks on competitive advantage in Umbul Tlatar tourism, Boyolali Regency. This research was conducted in Boyolali, the population of this study were all tourists of Umbul Tlatar Boyolali. The sampling technique used the Slovin formula with a ratio of 0.1 and it is known that the sample amounted to 100. The data collection technique used accidental sampling. The data analysis technique used the classical assumption test (normality, multicollinearity, heteroscedasticity) and multiple linear regression analysis with the SPSS 22 application. The results showed t test for product innovation variable has a significant effect on competitive advantage with t count (2.257)> t table (1.985) and a significance of 0.001 <0.05. Market orientation has no effect on competitive advantage with t count (1.039) <t table (1.985) and a significance of 0.302> 0.05. Business network has no effect on competitive advantage with t count (1.771) <t table (1.985) and a significance of 0.080> 0.05. Umbul Tlatar Tourism managers need to pay attention to market orientation, especially regarding customer orientation, market information, and competitors. This can increase the competitive advantage of tourism.

Keywords: Product Innovation, Market Orientation, Business Network, Competitive Advantage

1. INTRODUCTION

The Covid-19 outbreak that has infected almost the entire world has an impact on all dimensions, be it social, political or economic. The impact is felt, especially tourism, because the sector has a great influence on economic growth. Likewise with tourist attractions in Boyolali Regency which are also affected by the COVID-19 outbreak. In 2020, Boyolali Regency was ranked 3rd from the bottom for 6 consecutive months after Salatiga and Pekalongan regencies with the smallest number of tourist visitors (https://disporapar.jatengprov.go.id). This should be a concern for the Boyolali district government to develop a strategy so that tourism in Boyolali Regency become a leading tourist attraction. Boyolali Regency is one area that has a tourist attraction to visit. One of the tourist areas that have potential in Boyolali Regency is the Umbul Tlatar Tourism Area. The Umbul Tlatar tourist area is one of the tourism areas that has the potential to be developed because many cultures and rituals are preserved in the Tlatar area. The high competition in the tourism sector and the government's policy of locking down are the reasons the number of visitors to the Umbul Tlatar tourism object has decreased drastically,

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even the tourist attraction for 6 months was forced to close due to the government's policy. The following is data on the number of visitors to the Umbul Tlatar tourist attraction:

Tabel 1
Total of Tourist Visitors the Umbul Tlatar Tourism

BULAN	2018	2019	2020
Januari	11,955	21,399	14,700
Februari	18,472	13,492	10,749
Maret	17,156	19,706	6,146
April	22,009	19,069	0
Mei	32,532	15,428	0
Juni	34,208	45,762	0
Juli	12,545	15,023	0
Agustus	17,686	10,637	0
September	17,482	13,546	0
Oktober	10,952	13,570	17,870
November	29,368	14,377	16,411
Desember	239,511	25,537	11,987
TOTAL	463,876	227,546	77,863

(Source: DISPORAPAR Boyolali **Regency**)

Based on the table above, Umbul Tlatar tourism in 2020 experienced a decrease in tourist visitors compared to visitors in 2019. This was due to the Government's policy to lock down, so Umbul Tlatar tourism was forced to close for 6 consecutive months. The decline in visitors to Umbul Tlatar tourism was also felt by other tours in Boyolali district, but the decline in visitors to Umbul Tlatar tourism had the highest number compared to other tours in Boyolali district. The following is tourism competition data spread in Boyolali Regency:

Tabel 2

Tourism Competition data spread in Boyolali Regency

Artificial Tourist Recreation Site		Total of Tourist Visitors (Domestic and Foreign)		
		2019	2020	Turun
11	Umbul Tlatar	133,576	81,965	51,611
22	**Umbul Tlatar**	**227,546**	**58,095**	**149,683**
33	Wana Wisata ewu	81,570	45,247	36,323
44	Makam Yosodipuro	32,125	27,719	4,406
55	Waduk Cengklik	4,941	5,551	610 (naik)
66	Arga Merapi/Merbabu*	83,025	0	83,025

* In 2020 closed for 1 year

Source Url: https://boyolalikab.bps.go.id

Based on the table above, it shows that Umbul Tlatar tourism has experienced a very high decrease in the number of visitors compared to other tours in Boyolali district. Competition in the tourism sector continues to increase, including competition to attract tourists to visit. Tourist business actors must continue to make efforts to highlight their special characteristics in order to be able to attract tourists to visit. The table above also shows that Umbul Tlatar Tourism is surrounded by several competitors that cannot be

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underestimated. With the proliferation of tourist centers in Boyolali district, Umbul Tlatar Tourism must strive to achieve the expected targets more persistently and provide more offers and services.

Umbul Tlatar is a tourism that has the potential to be developed, many cultures and rituals are still preserved and this is an advantage for this tour. The existence of this competitive advantage has created business competition around the Umbul Tlatar environment, both from immigrants who sell at the location and tourism competition between locations in Boyolali itself. This is a concern, especially the relevant agencies that manage the tourism sector in Boyolali district.

Market orientation is one of the areas of business development that is currently being carried out by the Umbul Tlatar manager under the Boyolali district youth, sports and tourism (disporapar) department. For Umbul Tlatar managers with a high level of market orientation with similar business competitors will have better business performance. The changing tourism business environment requires managers' efforts to be more market-oriented. Market-oriented companies according to Philip Kotler (2012), will definitely put the customer above all else. The customer is likened to a king who must be served well and pleased. Companies that understand consumer desires and are able to satisfy consumers will win the competition.

In addition to competitive advantage, there is product innovation as revealed in the research of Winda Ayu Lestari et al. (2020) that the creative industry or creative economy is driven by the industrial sector originating from the use of creativity, skills, through the creation and utilization of creative power. The creative industry has a role in creating prosperity and employment by generating and exploiting creative power and creativity, besides that it can have a positive impact in fostering innovation and product quality in creating creative advantages to compete.

While the influence of business networks on competitive advantage in the research of Winda Ayu Lestari et al. (2020) states that business networks can affect business development (MSMEs). According to (Silvia Hendrayanti, 2021) entrepreneurial networking or business networks are all relationships that help in the formation of a new business as part of a network. As it is known that tourism objects in an area will not be able to develop without supporting business activities, where in Umbul Tlata these supporting business activities are also under the control of managers such as parking businesses and stalls in the vicinity. Therefore, based on the background of the problem, the author is interested in further research by taking the title "**CREATE A COMPETITIVE ADVANTAGE THROUGH PRODUCT INNOVATION, MARKET ORIENTATION, AND BUSINESS NETWORK**"

The problems that can be formulated from the description above are:
1. Does product innovation affect competitive advantage in Umbul Tlatar tourism, Boyolali Regency?
2. Does market orientation affect competitive advantage in Umbul Tlatar tourism, Boyolali Regency?
3. Does the business network affect the competitive advantage in Umbul Tlatar tourism, Boyolali Regency?

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2. LITERATURE REVIEW

A. Competitive Advantage
The definition of competitive advantage according to (Philip Kotler, 2012) is an advantage over competitors that is obtained by offering more value to consumers, either through lower prices or by providing more benefits with higher prices. There are 2 (two) basic ways to achieve excellence compete, the first with a low-cost strategy that make companies to offer products at a price which is cheaper than its competitors. Low cost position usually put the company in an advantageous position against its competitors in an industry. Which The second is with a product differentiation strategy, so that customers feel that they have other benefits and more at a reasonable price.

B. Product Innovation
Product innovation according to (Ningrum et al., 2020) is the result of the development of new products by a company or industry, whether existing or not. In old products that have reached saturation point in the market, an innovation is needed to replace the old products. This replacement can be in the form of a completely new replacement product or with the development of an old product that is more modern and up to date, so that it can continue to increase consumer desires in purchasing decisions for these products Hendrayanti & Nurauliya (2021)

C. Market Orientation
Market orientation is a process and activity related to customer creation and satisfaction by continuously assessing customer needs and wants. A market-oriented company is a company that makes customers the mecca for the company to run its business. According to (Philip Kotler, 2012) defines market orientation as a response or response to market changes. The response or response to market changes is how a company or business organization reacts to what customers need and what customers need for the present and the future in accordance with the development of a product or service offered.

D. Business Network
The business network has become a symbol in today's information age. Information is a key resource for entrepreneurs and can connect entrepreneurs with markets, suppliers, prices, technology and networking Frazier & Niehm (2004). Business networks help entrepreneurs get the needed resources that help to achieve company goals Sanusi & Dwiputranti (2013).

Table 3
Research Gap

Variable	Effect	Previous Research
Innovation product affect the Competitive Advantage	Positif and significant	Alwi & Handayani (2018) Winda Ayu Lestari et al. (2020)
	Negatif and significant	Afif Nur Rahmad (2020)
	Insignificant	Sasvita diana sari et al. (2020)
Market orientation affect the Competitive Advantage	Positif and significant	Afif Nur Rahmad (2020) Alwi & Handayani (2018)
	Insignificant	Sumiati 2015 Sasvita diana sari et al. (2020)
Business network affect the Competitive Advantage	Positif and significant	Sasvita diana sari et al. (2020)
	Insignificant	Sumiati 2015

Source: data that has been processed, 2021

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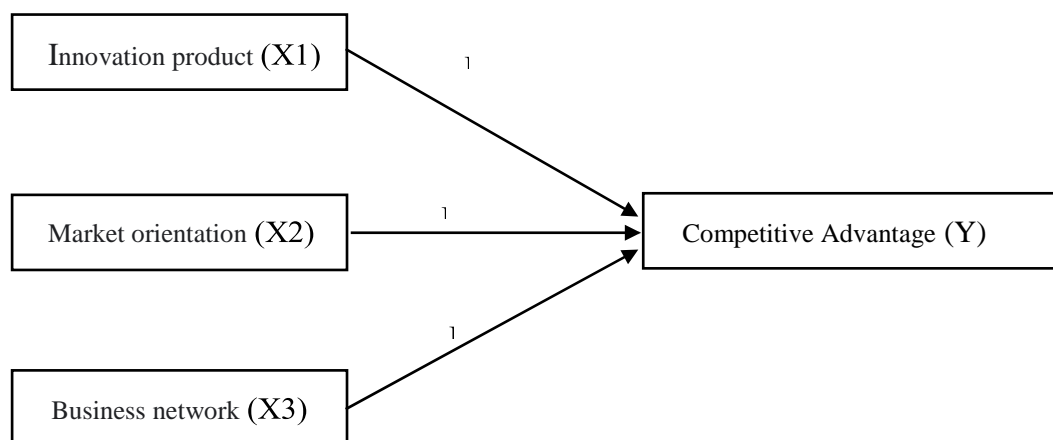*"The Review and Outlook of The Economy after Covid 19 Pandemic"*

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┌─────────────────────────┐
│ Innovation product (X1) │──────┐
└─────────────────────────┘       │
                                   ┐
┌─────────────────────────┐      ┌─────────────────────────────┐
│ Market orientation (X2) │──────│ Competitive Advantage (Y)   │
└─────────────────────────┘    ┐ └─────────────────────────────┘
                                 
┌─────────────────────────┐ ┐
│ Business network (X3)   │──────┘
└─────────────────────────┘
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Figure 1
Research Mode

Based on the framework above, it can be explained that the dependent variable is a variable that is influenced by the independent variable. In this study the dependent variable is competitive advantage (Y). While the independent variables in this study are product innovation (X1), product orientation (X2) and business network (X3). The framework explains that competitive advantage can be influenced by product innovation, product orientation and business networks.

Hypothesis
1. The Effect of Product Innovation on Competitive Advantage
Innovation is a key outcome that companies seek through entrepreneurship and is often a competitive source for companies competing in a global economy. It is further explained that continuous innovation in a company is a basic need which in turn will lead to competitive advantage (Taan, 2017). Based on the description above, the hypotheses that can be taken in this study are:
H: Product innovation has a positive effect on Competitive Advantage.

2. Effect of Market Orientation on Competitive Advantage
Market-oriented companies as a significant factor in achieving superior company performance Indriana et al. (2020). Market-oriented companies according to (Philip Kotler, 2012), will definitely put the customer above all else. Customers are likened to kings who must be served well and pleased, thus market orientation is a very important and strategic source of competitiveness in building competitive advantage. Based on the description above, the hypotheses that can be taken in this study are:
H2: Market Orientation has a positive influence on Competitive Advantage.

3. The Influence of Business Networks on Competitive Advantage
Business networks increase entrepreneurs through getting a network of needed resources that help to achieve company goals Sanusi & Dwiputranti (2013). Business networks are a means of building market relationships between business actors, thus they can be a very important and strategic source of competitiveness in building competitive advantage (Philip Kotler, 2012). Based on the description above, the hypotheses that can be taken in this study are:
H3: Business Network has a positive influence on Competitive Advantage.

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3. DATA AND RESEARCH TECHNIQUE ANALISYS

3.1 Population
The population in this study were all tourists who came to Umbul Tlatar. Based on a report from Disporapar in 2020, the average number of visitors for a year was 58,095 tourists.

3.2 Sample
The sampling technique used is accidental sampling. (Sugiyono, 2008) states that accidental sampling is a sampling technique based on coincidence, namely tourists who coincidentally/incidentally meet with researchers. Determination of the number of samples in the study using the Slovin formula, because the total population is known so that the calculation of the number of samples is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Keterangan :

n = large sample
N = Known population size
e = The precision or accuracy used ($\square$ 10% = 0,1)
Calculation of the estimated sample size as follows:

$$= \frac{58.095}{1+58.095(0,1)^2} \qquad = \frac{58.095}{581.95}$$

$$= \frac{58.095}{1+580.95} \qquad = 99,82$$

Based on this formula, the required sample size is at least 99 people or rounded off by 100 respondents as a sample.

Table 4
Research Variable Indicators

Variable	Indicator
Product innovation (X1) (Source: (sasvita diana sari et al., 2020)	1. Culture of innovation 2. Technical innovation, 3. Service innovation
Market Orientation (X2) (Source: (sasvita diana sari et al., 2020)	1. Customer orientation 2. Competitor orientation 3. Market information
Business Network (X3) (Source: (sasvita diana sari et al., 2020)	1. Network Marketing 2. Service Network 3. Cooperation Network 4. Network between Business Groups

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Competitive Advantage (Y) (Source: (sasvita diana sari et al., 2020)	1. The superiority of the quality of the resulting product 2. Competitive price 3. Production cost 4. Skills and capacities 5. Uniqueness 6. Not easy to imitate

4. RESULT AND DISCUSSION

Classic assumption test
   a) Normality Test Results

Normal P-P Plot of Regression Standardized Residual

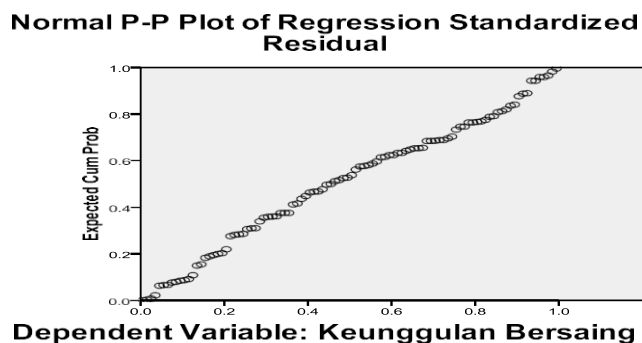Dependent Variable: Keunggulan Bersaing

Figure 2 Normalitas test *P-Plot*

Based on the results of the normality test image above using the Normal P-plot, it can be seen that the output or data in this study is normally distributed. Because the existing points are scattered along the existing axis line and are not scattered, they are always far from the existing line so that it fulfills the assumption of normality.

   b) Multicollinearity Test Results

Table 5
Multicollinearity Test Results

Coefficients[a]							
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	8.649	2.328		3.714	.000		
Product innovation	.286	.127	.219	2.257	.026	.923	1.083
Market Orientation	.176	.170	.119	1.039	.302	.667	1.500
Business	.298	.168	.200	1.771	.080	.682	1.467

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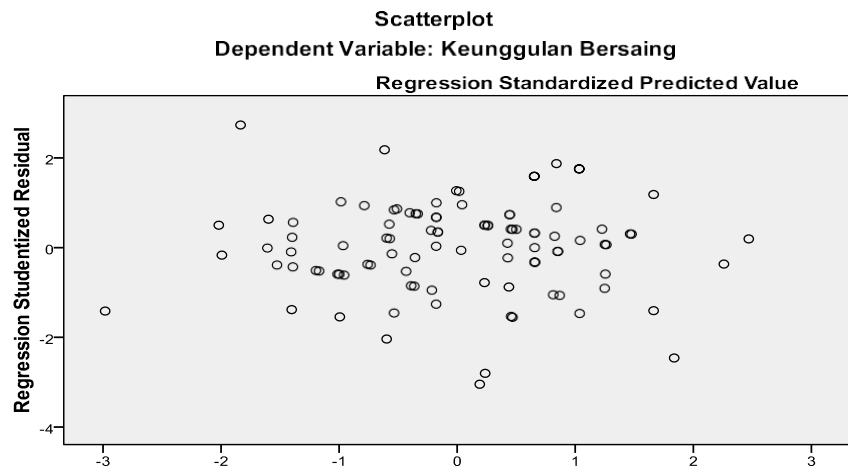
Network	
a. Dependent Variable: Competitive Advantage	

Source : data that has been processed, 2021

From the results of the analysis above, it can be stated that there is no symptom of multicollinearity, because the tolerance value is > 0.10 and the VIF value is < 10.

c) Heteroscedasticity Test Results

Figure 3
Heteroscedasticity Test Results

Source : data that has been processed, 2021

The scatterpot graph shows that the points spread randomly and are spread above and below zero on the Y axis. It can be concluded that there is no heteroscedasticity in this regression model.

d) Multiple Linier Regresion Analysis

Table 6
Multiple Linier Regresion Analysis Result
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.649	2.328		3.714	.000		
	Product innovation	.286	.127	.219	2.257	.026	.923	1.083
	Market Orientation	.176	.170	.119	1.039	.302	.667	1.500
	Business Network	.298	.168	.200	1.771	.080	.682	1.467

a. Dependent Variable:Competitive Advantage
Source : data that has been processed, 2021

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The coefficient values in the table above can be generated by the following equation:

$$Y = 8.649 + 0.286\ X1 + 0.170\ X2 + 0.298\ X3$$

e) t - Test

Table 7
T Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.649	2.328		3.714	.000
Product innovation	.286	.127	.219	2.257	.026
Market Orientation	.176	.170	.119	1.039	.302
Business Network	.298	.168	.200	1.771	.080

a. Dependent Variable: Keunggulan Bersaing
Source : data that has been processed, 2021

The decision-making steps are as follows:
a. The effect of product innovation variable (X1) on competitive advantage variable (Y).
From the table of test results above, the product innovation variable X1 has a value of tcount (2.257) > ttable (1.985) with a significance value of 0.026 <0.05, thus it can be concluded that the submission of a hypothesis stating that the product innovation variable X1 has a positive and significant effect on competitive advantage Umbul Tlatar Boyolali tour proved to be true.
b. The effect of market orientation variable (X2) on competitive advantage variable (Y).
From the table of test results above, the market orientation variable X2 has a value of tcount (1.039) < ttable (1.985) with a significance value of 0.302 > 0.05, thus it can be concluded that the market orientation variable X2 has no effect on the competitive advantage of Umbul Tlatar Boyolali tourism.

c. The influence of the business network variable (X3) on the competitive advantage variable (Y).
From the table of test results above, the X3 business network variable has a value of tcount (1.771) < ttable (1.985) with a significance value of 0.080 > 0.05, thus it can be concluded that the X3 business network variable has no effect on the competitive advantage of Umbul Tlatar Boyolali tourism.

f) *Goodness Of Fit* Model

Table 8
F test Result

ANOVAᵇ

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	183.801	3	61.267	6.190	.001ᵃ

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Residual	950.239	96	9.898
Total	1134.040	99	

a. Predictors: (Constant), Jaringan Usaha, Inovasi Produk, Orientasi Pasar
b. Dependent Variable: Keunggulan Bersaing

Source: data that has been processed, 2021

Discussion

The Effect of Product Innovation on Competitive Advantage of Umbul Tlatar Tourism, Boyolali Regency

It is known that the value of tcount (2.257) > ttable (1.985) with a significance value of 0.026 <0.05. This shows that the product innovation variable has a significant effect on competitive advantage. This means that if the product innovation improves, the competitive advantage of Umbul Tlatar tourism in Boyolali Regency will increase. Product innovation is one of the factors that determine the competitive advantage of a product or tourist attraction, because the old product has reached a saturation point in the market, an innovation is needed to replace the old product. This replacement can be in the form of a completely new replacement product in the form of adding new tourist attraction facilities or by developing old tourist rides packaged to be more modern and contemporary, so that they can continue to increase the desire of tourists in the decision to visit the tourist attraction. This research supports previous research conducted by Lestari, Budianto, and Setiawan (2020).

The Effect of Market Orientation on Competitive Advantage of Umbul Tlatar Tourism, Boyolali Regency

It is known that the value of tcount (1.039) < ttable (1.985) with a significance value of 0.302 > 0.05. This shows that the market orientation variable has no significant effect on competitive advantage. Market orientation is a process and activity related to customer creation and satisfaction by continuously assessing customer needs and wants. A market-oriented company is a company that makes customers a mecca for the company to run its business, does not affect the competitive advantage of Umbul Tlatar Boyolali tourism. This is possible because Umbul Tlatar tourism is also a natural and cultural tourist attraction so that the beauty and local wisdom that is maintained at this time has been able to become a special attraction for tourists. This study supports previous research conducted by Sari, Saroh, and Zunaida (2020).

The Influence of Business Networks on Competitive Advantage of Umbul Tlatar Tourism, Boyolali Regency

It is known that the value of tcount (1.771) < ttable (1.985) with a significance value of 0.080 > 0.05, thus it can be concluded that the X3 business network variable has no significant effect on the competitive advantage of Umbul Tlatar Boyolali tourism. The business network built at the Umbul Tlatar tourist attraction has not been well directed so that it has not been able to provide an optimal influence on the competitive advantage of tourism objects in Tlatar. The less than optimal network that connects entrepreneurs with markets, suppliers, prices, technology and networking has resulted in a lack of a significant role for the increasing number of tourists in Umbul Tlatar tourism. This research supports previous research conducted by Nabella (2019).

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5. CONCLUSION

1. Product innovation has a positive and significant impact on the competitive advantage of Umbul Pengging Tourism, Boyolali Regency. That is, the better the competitive advantage of Umbul Pengging tourism in Boyolali Regency will increase.
2. Market orientation does not affect the competitive advantage of Umbul Pengging Tourism, Boyolali Regency.
3. The business network has no effect on the competitive advantage of Umbul Pengging Tourism, Boyolali Regency.
4. Umbul Pengging Tourism must always innovate products, especially in the addition of more adequate public facilities, the addition of new tourist rides because it can increase competitive advantage.
5. For future research, market orientation on Umbul Pengging tourism needs to be further improved and explored so that it can be seen what the tourists want, and it is advisable to use other variables besides product innovation, market orientation and business networks that affect the competitive advantage of tourist objects.

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