

COMPETITIVE ADVANTAGES BUILDWITH PRODUCTS DIFFERENTIATIONSTRATEGY AND SERVICES QUALITY: A STUDY STAR HOTELS IN JAKARTA INDONESIA

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Abstract: This study was conducted based on the phenomenon that star hotel in Jakarta still not yet has high competitiveness that affect revenue on a daily basis. One cause of not maximal competitiveness because employees do not have the competency certification from the Institute of Business certification. The purpose this study was to examine and explain how the strategy undertaken by the hotelier in improving its competitiveness. The method in this study using a quantitative approach with multiple linear regression analysis. Collecting data using questioner which was distributed to 100 visitors a five-star hotel in Jakarta. The results showed that differentiation products and services and tangible positive effect on competitiveness.

Keywords: differentiation, competitive advantage

I. INTRODUCTION

In the fierce competition between the hoteliers led to various efforts in offering a variety of advantages over the competition by demonstrating the uniqueness and advantages of the product. Competitive advantage cannot be separated from the role of differentiation strategy in essence, is how companies should survive and remain in the position of the best products and does not degrade. Implementation of a good hotel business must use the objective product differentiation marketing strategy to develop creativity in addition to comfortable and safe, it also needs to be unique to attract the attention of visitors (Tjiptono, 2001).

King & Zeithaml (2001), states that the achievement of competitiveness is determined by the ability of the company to change its resources towards the better. This is supported by Barreto, 2010; Helfat & Peteraf, 2009; Loasby, 2010; Narayanan, Prange & Verdier, 2011; Teece, 2007; Wang and Ahmed, 2007; Zahra et al., 2006; Zhou and Li, 2010; Zollo & Winter, 2002; which also emphasizes the ability to adapt resources to encourage the creation of sustainable competitiveness.

Original search result data showed that the number of star hotel including budget hotels in Jakarta led to intense competition that the hotel owner seeks to offer a variety of advantages over the competition by demonstrating the uniqueness and advantages of the products and the best facilities to visitors, with the aim that visitors linger stay at the hotel. Mill (2000) argues that tourism facilities is one important component in meeting the needs of travelers who stay at the hotel.

Companies that implement the product differentiation strategy aims to have a competitive advantage by multiplying the product choice for visitors so that visitors comfortable. There was also the differentiation of quality of service that is by paying attention to quality that exceeds expectations (Patibandla & Sanyal 2001). Here's the data associated with the occupancy rate of star hotels in Jakarta, the period of July 2015 and July 2016 as in Table 1 below:

Table 1. Room Occupancy Rate started in Jakarta in July 2015 and July 2016

Classification Hotel Classified	TPK (%)			Change	
	July 2015	June 2016	July 2016	July 2016 -> July 2015	July 2016 → June 2016
Star 5	54,75	56,74	56,86	2,11	0,12
Star 4	58,06	53,26	52,10	-5,96	-1,1
Star 3	59,37	50,80	45,88	-13,49	-4,92
Star 2	59,94	51,50	52,09	-7,85	0,59

Star 1	51,02	59,08	61,31	10,29	2,23
Means	57.18	53.06	52.51	-4.67	-0.55

Resource: BPS, 2016

Table 1 shows that the room occupancy rate (TPK) rated hotels in Jakarta in July 2016 reached 52.51 percent decreased by 0.55 points from the ROR in June 2016. Still, for the month July 2016, if observed according to the classification of star hotels, TPK star hotel one is the highest, reaching 61.31 percent, while the lowest ROR is a three star hotel which only reached 45.88 percent. When compared with the previous month occupancy rate of star-rated hotels in July 2016 broken down by classification of hotels, TPK increase occurred on the classification of one star, two star and five-star each rose by 2.23 points, 0.59 points and 0.12 points, otherwise TPK decline occurred in three star hotel (4.92 points) and four stars (1.16 points). TPK combined in July 2016 compared to July 2015 decreased by 4.67 points. Meanwhile, if observed by classification star, TPK decline occurred almost in all classifications star hotel, except the Star and Five Star have increased each amounting to 10.29 points and 2.11 points.

The purpose of this study was to determine the effect of product differentiation and differentiation of services in an effort to build a sustainable competitive advantage in the five-star hotel in Jakarta. Kotler (2006) explains that the competitive advantage of companies one of them with distinction (differentiation) Bid Company that will provide more value to consumers than that brought competitors.

II. LITERATUR REVIEW

2.1. The differentiation Concept

Differentiation according Kartajaya (2002) differentiation are all efforts by the company to create differences among competitors with the goal of providing the best value to consumers. Differentiation is a way of designing a meaningful difference to differentiate the company's offering of deals competitors (Kotler, 2006). Product differentiation being the most commonly used one of these two strategic typologies (Spencer, Joiner, and Salmon, 2009). Nevertheless, past researches have shown that a number of the manufacturing organizations view the differentiation strategy as a more important and distinct means to achieve competitive advantage in constrict to a low cost strategy (Baines and Langfield-Smith, 2003).

Competitive advantage stems from a firm's ability to leverage its internal strengths to respond to external environmental opportunities while avoiding external threats and internal weaknesses (Mooney, 2007). Furthermore, Barney ties competitive advantage to performance, arguing that "a firm obtains above-normal performance when it generates greater-than-expected value from the resources it employs (Barney, 2002). These factors include operational efficiencies, mergers, acquisitions, levels of diversification, types of diversification, organizational structures, top management team composition and style, human resource management, manipulation of the political and/or social influences intruding upon the market, conformity to various interpretations of socially responsible behaviors, international or cross-cultural activities of expansion and adaptation, and various other organizational and/or industry level phenomena (Raduan et al., 2009).

Advantages can only be sustained through competence that is enjoyed at the very roots of products. Notwithstanding the fact that studies have shown that a significant relationship exist between competitive advantage and organizational performance, competitive advantage and organizational performance are two different constructs with an apparently complex relationship (Ma, 2000). According to Bani-Hani and AlHawary (2009), competitive advantage from product-price-performance is almost short term, especially in an era where technologies are altering the existing business boundaries. Morgan, Kaleka & Katsikeas, (2004) measured product competency (differentiation advantage) by: higher product quality, packaging, design and style. Abu-Aliqah (2012) in his study adopted the following variables to measure product differentiation strategy: high product quality, fast delivery, design and new products, and unique product features. In satisfying individual customer's needs, quality has become a major differentiating factor among products (Shamnot, 2011). Organizations with similar resources often have difference in the efficiency of resources usage brought about by the differences in capability, which is the reason for the deep-seated competitive advantage (Liu and Huang 2009).

2.2. Competitive Advantage

Competitive advantage is an advantage over competitors gained by offering consumers greater value, either by means of lower prices or by providing products that gives the consumer greater benefits and services that justifies a higher price (Porter, 1985). Barney (2002) says that "a firm experiences competitive advantages when its actions in an

industry or market create economic value and when few competing firms are engaging in similar actions.”Besanko, Dranove, and Shanley (2000) say “when a firm earns a higher rate of economic profit than the average rate of economic profit of other firms competing within the same market, the firm has a competitive advantage in that market. Rose, et al (2010), say that “most forms of competitive advantage mean either that a firm can produce some service or product that its customers value more than those produced by competitors or that it can produce its service or product at a lower cost than its competitors.

The other two sources of competitive advantage stem from the value seen by customers who either see specific attractive elements in the offering (differentiation) or feel that all their needs are being met in the best way by that competitor’s offering (focus) (Henderson, 2011). The issues of product quality have been studied by many scholars (Ertekin and Aydin, 2010; Sumutka and Neve, 2011). The choice of what product to purchase in most consumer markets is not majorly determined by the lowest price, a product’s quality could be a determining factor (Matsa, 2009). A well-designed product offers both functional and aesthetic benefits to consumers, which could become an

important source of differentiation (Kotler and Keller 2011). Innovation is the multi-stage process whereby organizations transform ideas into improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace (Baregheh, Rowley and Sambrook, 2009).

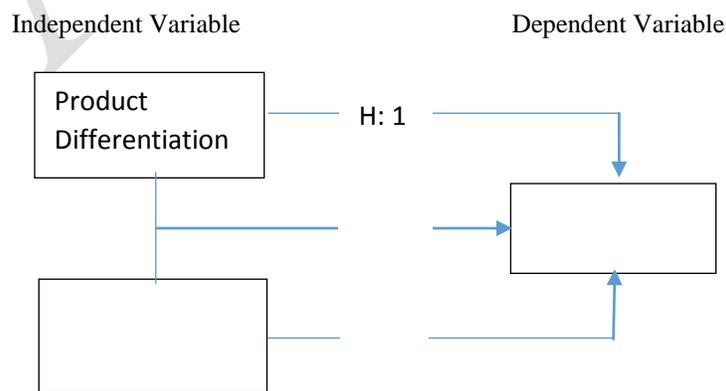
The sustainable competitive can be built in with the potential resource companies. Resources are basically divided into two categories: tangible and intangible (Abraham Carmell, 2004). The resources consist of all the tangible physical items owned companies, raw materials, and all equipment. As with the intangible resources that do not appear in the report of raw materials and the financial balance sheet. Intangible resources such example is the corporate culture, reputation, and internal controls. It was very interesting to conduct research on potential resources that can enhance sustainable competitive advantage to a company.

2.3. Conceptual Framework:

Murphy (2007) stated that successful differentiation has three aspects: commanding a premium price for a product, increasing sales because of additional buyers won over by the differentiating features and gaining buyer loyalty to its brand. Jermias (2008) stated that this differentiation strategy requires the development of goods or unique services from unmatched by relying on customer loyalty to the brand. A company can be offered higher quality, performance or unique features that each of them can justify the higher prices.

This study adopts the literature of Murphy, 2007 that customers play an important role in the dominance of the market, customers must have access to a good market. Customers are satisfied using a product whose quality is good and affordable prices so that market confidence is greater than its competitors. The opposite of a homogeneous product is a differentiated product. Dirisu et al., (2013) state that while there are numerous ways to differentiate brands, identifying meaningful product driven differentiators can be especially fruitful in gaining and sustaining a competitive advantage.

Figure 2.1: Conceptual Framework



2.4. Hypothesis.

Besides differentiate their physical products, companies can also differentiate its services. If the product is not easily differentiated physical, the other key to success lies in improving service quality Kotler (2006). Some dimensions of service quality differentiation variables that can be created by the company according to Kotler and Keller (2007) are: 1) Ease of booking: refers to how easily consumers can order to the company. 2) Employee training: refers to training employees to serve consumer customers. 3) Customer Consultation: refers to how fast and responsive employees give advice that consumers need. Service quality is an important indicator even said to be the basis of the assessment of customer satisfaction as the creation of value for customers, anticipating and managing customer expectations and shows as well as undertake the responsibility to fulfill what the customer desires. Quality of service and customer satisfaction is an important factor in achieving competitive advantage (Cronin, et al, 2000). Narayanan, Prange and Verdier, (2011) describes the ability to develop products capable of winning competitive in the market.

H1: Product Differentiation positive and significant impact on Excellence Sustainable Competitiveness

Service is very important to foster a sense of satisfaction for the consumer, through the repetitive purchase raises satisfaction (Helfat and Peteraf, 2009; Loasby, 2010). Changes waitress support the sustainability of competitiveness is very dynamic in addressing each of the change desired by the customer so that the sustainability of the company can run well (Zahra et al., 2006; Zhou and Li, 2010; Zollo & Winter, 2002)

H2: Service Differentiation positive and significant impact on Excellence Sustainable Competitiveness

Studies that combines product and service quality differentiation associated with competitive Advantage is Sukawati (2015) which result says that the simultaneous of products and service quality differentiation significantly influence the competitive advance. Product differentiation is a competitive business strategy whereby firms attempt to gain a competitive advantage by increasing the perceived value of their products and services relative to the perceived value of other firm's products and services (Rahman, 2011).

H3: Product and Service Quality Differentiation positive and significant impact on excellence Sustainable Competitiveness

III. RESEARCH METHOD

3.1. Types of research

Type of research is the study of ex-post facto, which means that the research aims to find the possible cause changes in behavior, symptoms or phenomena caused by an event, behavior - things that cause changes in the independent variables as a whole is already happening. Data obtained from this study is data derived from past events that have occurred and investigators were able to manipulate variables that exist. This research is descriptive with quantitative approach. Descriptive research is a method which seeks to describe, interpret effects that occur or ongoing trends (Sukmadinata, 2013). The study was conducted in five-star hotels in the city including millennium Hotel, Said Hotel, Aston Hotel, Sheraton hotel, Borobudur Hotel and the Hotel Indonesia.

3.2. Population and Sample

The population in this study all the tourists who stay at five-star hotels which are spread throughout the Jakarta city. The sampling technique using a non-probability sampling is a sampling technique that gives equal opportunity for each element or member of the population to be selected into the sample. Non-probability sampling technique chosen is sampling technique with a certain considerations. This study will use a decent sample which is used 100 people to obtain accurate results. Data were collected using questioners were distributed to 100 people and subsequently all respondents have complete and return the questionnaire as a whole.

3.3. Data analysis technique.

This study uses regression analysis techniques. Multiple linear regression analysis is a linear relationship between two or more independent variables ($X_1, X_2 \dots X_n$) with the dependent variable (Y). This analysis to determine the direction of the relationship between independent variables and the dependent variable whether each independent variable associated positive or negative, and to predict the value of the dependent variable when the independent variables increase or decrease. The data used is usually an interval or ratio scale.

3.4. Operational Definition of Variables.

1. Product Differentiation (X_1)

Differentiation of products / services offer is the respondent's perception of the uniqueness of the product of five-star hotel. Differentiation of these products include: the location in the capital Jakarta. The avoid boredom for regular guests (customers), the interior space periodically changed. The uniqueness that is the main attraction for staying guests.

2. Differentiation Services (X_2)

Differentiation of these services include: the attitude of the employees to provide services such as home itself, the service with high flexibility according to the needs and desires of guests.

3. Excellence Sustainable Competitiveness (Y)

Regarding the understanding of the market and products, in which there are the efforts undertaken by the company to continue to do research and market research that produced a product that meets the tastes and provide an assessment of the appropriate product market tastes.

IV. RESULTS AND DISCUSSION.

4.1. Result.

Before the results of the regression analysis given further interpretation and discussed as a result of a study, first performed classical assumption. Classic assumption test conducted on this model is the normality test, multicollinearity and heteroscedasticity test. The test results indicate that the outcome of normality Asymp.Sig (2-tailed) of 0.117. These results suggest that the variables of product differentiation, service differentiation distribution normal. This is shown in the results Asymp.Sig. (2-tailed) 0117 greater than that used real level of 0, 05. Therefore, the model is said to be normally distributed, then the model can be said to be feasible and appropriate to use for further analysis.

Conditions that must be met in order to avoid multicollinearity Tolerance value is higher than 0, 1 or Variance Inflation Factor (VIF) of less than 10. The test results showed that the product differentiation, service differentiation have VIF Tolerance value below 10 and above 0, 10. This means not happen multicollinearities between products differentiations, service differentiation. Autocorrelation can be seen in the results of Regression Analysis using IBM SPSS aid, using benchmarks autocorrelation. The result of the calculation, that $d(1, 76) < 2.005 < 2, 24$. The results obtained states that the value d count fell on the area contains no autocorrelation, so it can be stated that there is no autocorrelation in the variable positive and negative autocorrelation.

Heteroscedasticities test aims to test whether the regression model occurred inequality variance from one observation to another observation. Tests showed that the variables heteroscedasticities product differentiation, service differentiation had no significant effect on values squared residuals, the test results indicate heteroscedasticity in the regression model used does not happen heteroscedasticities.

4.1.1. Simultaneous Test Results (F-Test)

This test is performed jointly between the variable Differential product (X_1) and Differential service quality (X_2) variable influencing competitive advantage (Y) whose results are presented in the following Table:

Table 4.1 Simultaneous Test Results (F-test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	292.270	3	97.423	51.875	.000
Residual	180.290	96	1.878		
Total	472.560	99			

Table 4.1 shows that the test results simultaneously obtained the F-count (51.875) > F-table (2, 68) then H₀ is rejected or sig (0,000) < 0, 05, this means that product differentiation, service differentiation as simultaneously influence significant to sustainable competitiveness in the five-star hotel in Jakarta. The length of stay and the number of tourist arrivals to show loyalty from customers. This is one important factor in maintaining sustainable competitiveness. This is in line with what is never disclosed Kotler and Keller (2009) which states that the differentiation strategy is one way to be able to win the competition with the addition of different things with a unique, so it has more value that is superior in the consumers.

4.1.2 Partial Test Results.

This test is performed separately between the variable products deferential (X1) with variable competitive advantage that results are presented in the following Table:

Table 4.2
Partial Test Results Product Differentiation with sustainable competitiveness

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	3,407	1,390		2,452	,016
Product Differentials	,173	,079	,181	2,179	,032

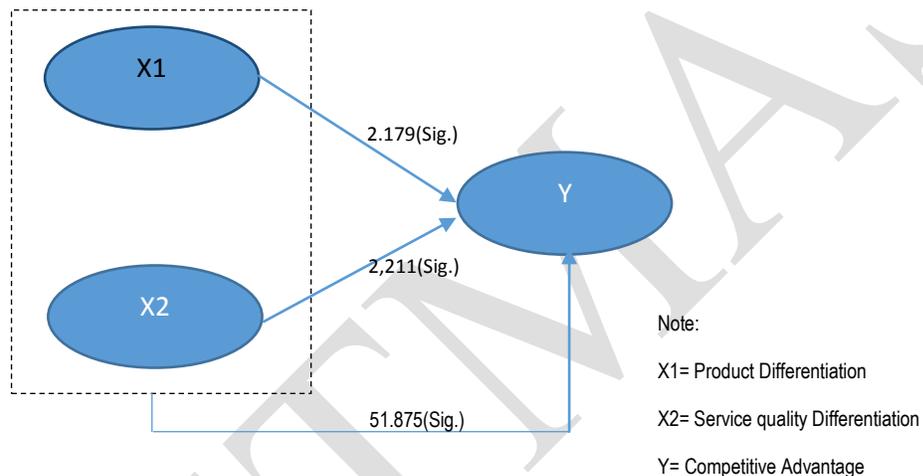
Table 4.2 shows that the value t count (2.179) > t-table (1.984) then H₀ is rejected, it means that product differentiation positive and a real influence on the sustainable competitiveness. The better the ratings of visitors to product differentiation, the better the sustainable competitiveness. This is consistent with the expressed Kotler (2002) theory each product will be influenced by the differentiation potential, one of them is product differentiation. Star hotels in Jakarta do product differentiation strategy to win sustainable competitiveness. One carried out by Hotel Millennium to provide options in accordance with the wishes of customers. Millennium Hotel has its own selection of four types of rooms provided that the Royal House, Deluxe Pool Villa, Pool Villa, healing Villa and Royal Pool Villa. By differentiating the type of room reserved. Product differentiation has an important role in the sustainability of the competition that led to sustainable competitiveness that will continue to promote the uniqueness of a given product.

Table 4.3
Partial Test Results Service Quality Differentiation with the ongoing competitiveness

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	3,407	1,390		2,452	,016
Service Quality Differentials	,217	,098	,220	2,211	,029

Table 4.2 shows that the value $t_{count} (2.211) > t_{table} (1.984)$ then H_0 is rejected, it means service quality differentiation has a positive effect and a real one on the sustainable competitiveness star hotel in Jakarta. Provide service differentiation positive to increase competitive advantage, it is in line with research conducted by Delmas (2000) which states that the service differentiation can be realized by different marketing. Essential services will be embedded in customers and give the impression to always leave a positive image which raises customer loyalty. Based on the research that has been stated above, it can then be presented research model as follows:

Figure 4.2. Research Model.



4.2. DISCUSSION

1. The hypothesis says that product differentiation was significantly on the competitive advance. The results showed that product differentiation was significantly the competitive advance. Thus the hypothesis is accepted. The results of this study support the research Cronin, et al, (2000); Narayanan, Prange and Verdier, (2011) which states that the ability to develop products capable of winning competitive in the market.

2. The hypothesis says that the service quality differentiation was significantly on competitive advance. The results showed that service quality differentiation was significantly toward competitive advance. Thus the hypothesis is accepted. The results of this study support studies the results Zahra et al., (2006); Zhou and Li (2010); Zollo & Winter, (2002) which states that service quality differentiation significantly influence the competitive Advance.

3. The hypothesis says that product and service quality differentiation jointly and simultaneously significant effect on the competitive advance. The results show that product and service quality differentiation was significantly to competitive advance. Thus the hypothesis is accepted. The results support studies the results Sukawati (2015) and Rahman (2011) which states that product and service quality differentiation significantly influence the competitive Advance.

IV. CONCLUSION

Based on the hypothesis formulation and discussion of the results it can be concluded that the product differential real positive effect on sustainability competitiveness. Likewise services differential positive and real effect on the sustainable competitiveness star hotels in Jakarta. Therefore, to maintain the continuity of the company in the field of hospitality required strategies in products and services differential that the hotel has superior competitiveness. The

results of this study are very important in helping the hotel in the development of their business and can make a differentiator from competitors.

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