

# THE COMPETITIVE ADVANTAGE: INSIGHTS FROM PRIVATE UNIVERSITIES

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## THE COMPETITIVE ADVANTAGE: INSIGHTS FROM PRIVATE UNIVERSITIES

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### Abstract

The private universities in a flexible system for faced the industrial 4.0 decade of being always changing in Jakarta. The marketing research has built from confirmed the model of Analysis on pursuit of a sustainable competitive advantage. The research was conducted with confirmatory strategic research design, of structural equation hybrid modeling. The hypothesis result were confirmed i.e., great interaction each other and price perception influences to superior and energizer value of consumer. The value of consumer affects to decide. Furthermore loyalty and character building lead to pursuit of a sustainable competitive advantage.

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### Keywords

Great Process, Future Exchange and Long Lasting

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## 1. Introduction

The universities on this decade of globalization many faced problems of pertaining to the support of the government and problems independence of institutions in general. Furthermore the perspective from (Alzyoud and Hani, 2015), the universities having many issue have to deal includes; expansion widely , the decline in spending the cost of the government budget which supports to the institutions, diversify a source of financial that would be difficult and commercialization , toward international competition , and improve entrepreneur character of an institution, a change by information and communication technology and ability and accommodating adaptation curriculum against market requirement. Thus on the digital era modern on a network social relations have an important role and capacity for organization that conducted form a new in social communication in every day and looking for an increase in productivity and competitiveness on institutions (Mendoza and Heredero, 2015). The characteristics of emerging phenomena in this decade by Yadav (2018), in marketing may include of substantive contexts with newest inovation in technology, new methods of selling and how firms and consumers communicated each other. The marketing research about the competitive advantage were have many different field and having some heterogeneously that could be an aim for many institutions to pursuit the financial performance (Della Corte & Aria, 2016; Dustin, Bharat, & Jitendra, 2014; Rybakovas, 2015; Shams, 2016)

Finally the customer gap, that the customer expectation and perception should be identical that the private universities could pursuit for the competitive advantage in market position.(Hunt, 2015) This research would fulfill the gap with the hybrid model in marketing research that it could increased the strong competitiveness for among private universities.

## 2. Literature Review

This section looks at the various definitions role of model of segmentation behavioral and price perceptions on consumer value, also marketing 3.0 that influence to increase purchasing and loyalty and supporting pursuit of a sustainable competitive advantage from institutions in private universities at Jakarta. Furthermore, the structure and foundation of R-A Theory, that describes the process of competitions would be confirmed for this inquiry. Spesificially, the categorized of the resources as; financial, physical, legal, human, organizational and informational. Hunt (2011)

## 2.1 The Role of Behavioral Segmentation and perceptions on Price, Character Building and the Connection in Higher Education for Increase Consumer Value and implication on Purchase

The behavioral segmentation divide consumer into groups on the basis pertains: The good knowledge, An attitude and the consumer respond (Kotler and Keller, 2013) The dimensions of knowledge from behavioral segmentation from research result according to Trivedi, et al (2008) show a long term relationship with the consumer that pursuit great consumer value. Thus, the competitive price would attract the consumers that It could be contribute the margin for the institutions (Griffin and Ebert, 2007). The perception of the price list could decide to pertains 2 main dimensions i.e. (1). The quality of consumer perception tended to prefer products and to purchase expensive. Consumer perceptions on the quality of products affected by their perception against the name, brand, the name of a shop, warranty is given the state that produces of these products. (2). Perceived monetary sacrifice, perception of the price in general consumers considers that the price is money spent on get a product Rangkuti (2009). Thus, the consumers were connected could be conduct with the social media on an even that they were promote to other consumer in a joint together (Susilo and Yulius, 2013). This, the “dna” of the institutions would be reflect about the identity brands in social network consumers. Brand with dna unique will continue to build the institutions’ characters. (Kotler and Kartajaya, 2010).

The marketers were must understand about the consumer value that reflected and be evaluated by their image, that it have the four aspects that divided; Form, Place, Time and Ownership (Bennett, 2010). The competitive marketing strategic focus from entire institutions for increase the customer value that the dimensions into focus of marketers to the wishes of consumers in performing an action the purchase includes: The concept products, situation, the purchase by the consumer and an act by the consumer (Bennett, 2010). Thus, the consumers were be a loyalty have some indicators that it could be included; the repeat purchase, the purchase across product line, would refers others, and could immunity from other (Griffin, 2003).

## 2.2 The Marketing Tools for the Future: Character Building Authentic and The Role of the Connection to Create Consumer Value

The consumer ways to earn back consumer confidence is to embrace what are called new system consumer confidence that is horizontal character. Furthermore, the consumers were could

be appreciated about; the co-creation, the community, and the characters. An important elements that should appear in character building was to: the respect, care, responsibility, and knowledge institutions should strive to the brand real and give experience in accordance with their condition that has been launched in the process of an introduction to consumers, not just in the advertise Kotler and Keller (2013). Thus, the brand could be connecting to the people, brand need to develop a “dna” authentic and it would be reflect this identity owns the in social network consumers. So, the way that they were connected may take social media and contact directly to a even performance was aimed to promote together (Susilo and Yulius, 2013). Then dimensions of loyalty consumers that an asset companies is important, this can be seen of the characteristics of present, according to the Griffin (2003), and the dimensions of loyalty customers pertains: (1). Repeat purchase of products and services, (2). Purchase another product line and services, and (3). Recommended products and services on the other potential consumer. Furthermore, according to in Mas’ud (2004), stated that the organizational competitiveness could be measured with six aspects pertains: (1). Job Environment, (2). Job design, (3). Great innovation, (4). Management on Technology, (5). Management on quality, and (6). Quality indicators.

### 3. The Framework and Hypothesis

The perception of price as a conceptual variables has been defined to include pertains such as time, effort, and search that define the cost or sacrifice in the consumption experience and rational perception on it.(Sánchez et. al, 2006). Meanwhile the research conducted by, Trivedi (2008) that the behavioral segmentation variable from the institutions as well as the consumer pursuit consumer value for the institutions. According to Kovalev (2014), that the value information on segmentation in an effort to create the market of a niche by well database could be helped for the institutions as well. The research finding with Meyer *et al.*, (2013), that the purchase confirmed on perceptual loyalty consumers in the institutions. Then, Meyer *et al.*, (2013) states that the act of purchasing by the consumers were into focus institutions could perceive the good level of loyalty. The reliable purchase would be the centered of this research cause the many consumers were doing some process for buying, at the beginning by understanding about their need, the sources of information, doing some evaluation and then purchasing also making evaluating that they did. (Lompot & Pomentil, 2018). The hybrid model

for research analysis about the evaluation superior and the unique consumers value were presented in figure 1 below:

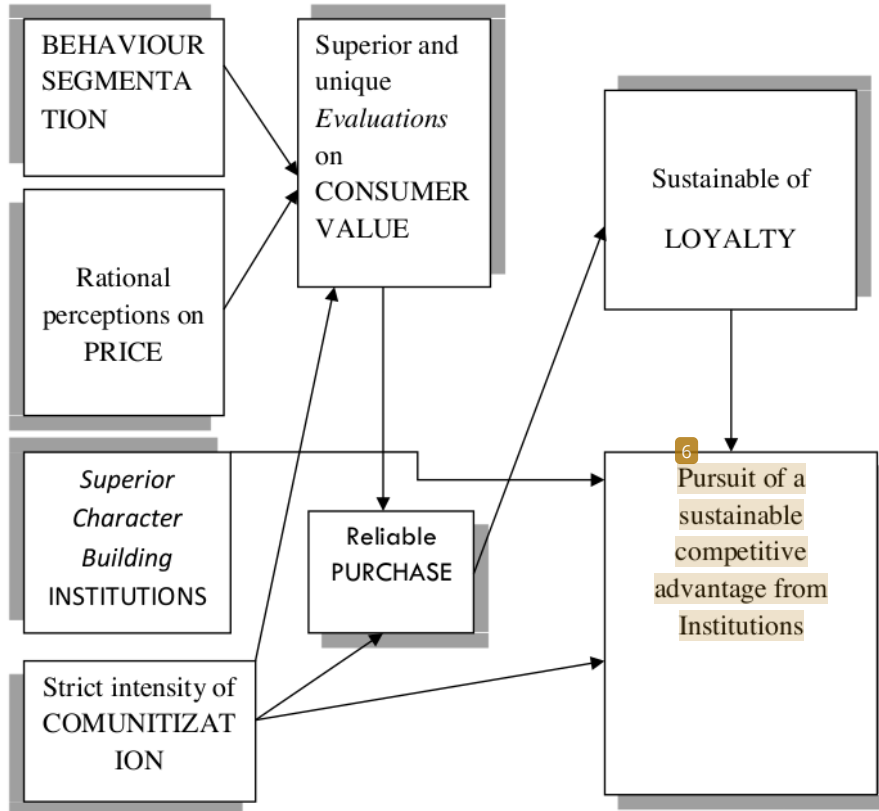


Figure 1: The Hybrid Research Model

Hypothesis for inquiry hybrid model of provided base from research result Aima, Surip and Susilo (2015) conducted with strategic confirmatory hybrid model research found that <sup>2</sup> **communitization marketing 3.0 and behavior segmentations consumer confirmed increasing the consumer value on the institutions.** Furthermore, the connected with consumers would be the well communicated impact on valuable to the institutions. (Scott, 2011). <sup>2</sup> **Thus, the result from Goebel et al., (2013), the founded would be to indicated tha a role of communications to enhance the purchasing reputation. The network social relations were be increase in productivity and competitiveness due institutions (Mendoza and Heredero, 2016). The deductive learning conducted from among result research above, provided the hypotheses that inquiry in this study pertains (There is an influence of): H<sub>1</sub>: the segmentation on the superior and the unique**

consumer value. H<sub>2</sub>: the rational perception of price on the superior and the unique consumer value. H<sub>3</sub>: the superior character of building the institutions on pursuit of the sustainable competitive advantage. H<sub>4</sub>: the strict intensity of comunitization on the superior and the unique consumer. H<sub>5</sub>: the strict intensity of comunitization on the reliable purchase. H<sub>6</sub>: the strict intensity of comunitization on pursuit of a sustainable competitive advantage. H<sub>7</sub>: the superior and the unique consumer value on the reliable purchase. H<sub>8</sub>: the reliable purchase on the sustainable of loyalty in institutions. H<sub>9</sub>: the sustainable on loyalty in institutions on pursuit of a sustainable competitive advantage.

## 4. The Methods and Result

### 4.1. Research Goal, Participants, Instrument, Data Collection and Research design

The specific aims on pursuit of a sustainable competitive advantage from private universities at Jakarta that conducted with the respondents were 145 students that it was met to according Ghozali and Fuad (2012) and Ferdinand (2014) that estimation use that conduct with structural model equations. The instrument was used in this study conducted with the questionnaire with the technique of agree-disagree scale- bipolar adjective that have interval scale data (Ferdinand, 2014), and that conducted base from theoretical.

This research was conducted for the marketing research with an approach design marketing with the strategy of confirmatory and structural modeling- full model hybrid analysis from the structural equation modeling. The two-step was procedure that it was followed here to reduces the number of interpretational that conducted for the concepts of variables with their dimensions that it was used 2<sup>nd</sup> CFA. The syntax was used to generate the input matrix and conducted for among dimensions correlated test (Grewal, et al, 1998, Hair *et al.*, 1998, Wijanto, 2007, Ghozali and Fuad, 2012, Susilo and Yulius, 2013, Munro (2001). An estimation hybrid model was done with the method of limited information techniques with two stage least square used for gain starting of the value for maximum likelihood estimation method. (Wijanto, 2007).

The type of data required according to Ghozali and Fuad (2012) and Munro (2001), SEM requires statistical assumptions in SEM, there are three types pertains: the first assumptions of normal distribution, although the unstandardized residual test conducted with the Kolmogorov-Smirnov not had normal distribution < 0.05, but the 145 data were very robust and if that data were needed could be transformed by rank cases normal score, regarding the error terms, that

data should have multivariate normal in SEM, thus although these assumptions was violated, the data was still robust when the sample size is too large. Second, the test of multivariate outlier by Mahalanobis Distance ( $d^2$ ). Third, the homoscedasticity and should have linear relationships,  $r$  value must less than 0.80 and the condition Number  $< 30$  and the scatter plot had no certain pattern (Yamin, 2014). The structural equation hybrid model in this research an equations 1 until 4 below that pertains:

$$\eta_1 = \gamma_{11} \cdot \xi_1 + \gamma_{12} \cdot \xi_2 + \gamma_{14} \cdot \xi_4 + \zeta_1 \quad (1).$$

$$\eta_2 = \gamma_{14} \cdot \xi_4 + \beta_{2.1} \eta_1 + \zeta_2 \quad (2).$$

$$\eta_3 = \beta_{3.1} \eta_2 + \zeta_3 \quad (3).$$

$$\eta_4 = \gamma_{13} \cdot \xi_3 + \gamma_{14} \cdot \xi_4 + \beta_{3.1} \eta_3 + \zeta_4 \quad (4).$$

#### 4.2. Results, Discussion and Theoretical Implications

The hybrid model was have the results on the four equations number 5 until 8 below this that pertains (source: primer data):

$$\text{COVAL} = 0.45 \cdot \text{COMM} + 0.57 \cdot \text{PRIPER} - 0.035 \cdot \text{BEHASEG} \quad (5)$$

$$\text{PIA} = 0.86 \cdot \text{COVAL} + 0.070 \cdot \text{COMM} \quad (6)$$

$$\text{LOYAL} = 0.060 \cdot \text{PIA} \quad (7)$$

$$\text{COMPE} = 0.72 \cdot \text{LOYAL} - 0.27 \cdot \text{COMM} + 0.25 \cdot \text{CHAB} \quad (8)$$

Hence, the acceptance hypothesis if  $t_{\text{value}}$  result the outer covering lisrel having  $t_{\text{value}} > 1.96$  from predictor variables (Wijanto, 2007, Susilo and Julius, 2013) or  $t_{\text{value}} > 1.96$  (Ferdinand, 2014), that the hypotheses pertains:  $H_2, H_3, H_4, H_6, H_7$  and  $H_9$  were confirmed with  $t_{\text{value}} = 5.59, 2.04, 4.46, -2.12, 5.94$  and  $7.57$  and then  $H_1, H_5$  and  $H_8$  were not confirmed with  $t_{\text{value}} = -0.67, 0.52$  and  $0.65$ .

The significant of the finding of hybrid model would be comparative with other reluts, Wang *et al.*, (2014), (Dimintiadis *et al.*, 2011), Arminda and Raposos (2009), Segev *et al.*, (2014), Svein *et al.*, (2009), Sanchez and Angeles (2006), Ogden *et al.*, (2004). Furthermore, the theoretical implications from our finding have an important for body of knowledge the Resource-Advantage Theory of Competition, as the resources catogorized Finacial (e.g., acces to financial



consumer, price perception), Human (e.g., behaviour segmentation and consumer purchase and consumer loyalty), Organizational (e.g.; character building institutions the higher education) and informational (e.g., building connection each other with newest technology). Further, the human characteristics were compared with the result from; of Viacava and Pedrozo (2010), Goebel *et al.*, (2013), Kingsley and Malecki (2004), Stimac and Simic (2012).

## 5. Conclusion

The model was able to indicate the good fit model among variables and hybrid Model, with the result value i.e.,  $\chi^2/Df=1.84$ ,  $P_{value} = 0.00$ ,  $RMSEA = 0.076$ ,  $GFI = 0.76$ ,  $NNFI = 0.95$ ,  $PNFI = 0.82$ ,  $IFI = 0.96$ ,  $RFI = 0.91$ ,  $AGFI = 0.71$  and  $CFI = 0.96$ . 2). An among hypotheses were have the results i.e., :  $H_2$ ,  $H_3$ ,  $H_4$ ,  $H_6$ ,  $H_7$  and  $H_9$  were confirmed with  $t_{value} = 5.59, 2.04, 4.46, -2.12, 5.94$  and  $7.57$  and then  $H_1$ ,  $H_5$  and  $H_8$  were not confirmed with  $t_{value} = -0.67, 0.52$  and  $0.65$ .

### 5.1. Managerial Implications

On average, an institutions in the universities would be expect for increase on pursuit of a sustainable competitive advantage, that it was could conducted with the unique consumer value and more the consumer loyalties also doing well communicate with many consumers at large by newest technology that user friendly. The results was also provide the clear guidelines for the market engagement that it would be create the marketing plan for higher education. Furthermore, the results were suggest that the superior and the unique consumer lead the value on the reliable purchase on the universities. Also, the consumers with loyalty were in increase on pursuit of a sustainable competitive advantage. Lastly, the results also indicate how a create customer value determine by the competitive price to take the decision. Hence, the superior institutions marketing would to lead on pursuit of a sustainable competitive advantage. Moreover, the strict intensity of connection each other would be impact on the superior and unique consumer value. Also, the strict intensity of communicated would increase on pursuit of a sustainable competitive advantage, that they were indicated the newest inovation technology should be conducted to make the communicated each other between consumers and the higher education.

### 5.2. Limitation and Furthure Reaseach Opportunitis

The study has have several limitations, which provide for the future reseach on the new framework more comprhensiveness research modeling. First, the even study methodology only

deductive argumentation, that could be conducted with mix methods for business research. Second, we used raw data only in one big City in Indonesia, that could be to generalized. The future research should inquiries into different private universities for entire big cities in Indonesia. (Donio *et al.*, 2006, Srivastava and Rai, (2013). Furthermore, an inquiry more largely about the brand and image of the institutions (Chinomona *et al.*, 2013). The concept variable was more important from Sanchez and Angeles (2006), the target market was an interesting for inquiry (Arminda and Raposos (2009). The statement of the stimulating customers were be good ideas, Beckers, Doorn and Verhoef (2018), and the customers purchasing were more over prediction at large (Gabay *et al.*,2009). Finally, the consumers could be well possibility easy to reaching the resources from institutions and making the strongly influences to gain the well performance and delivering energizer learning value that based on largely opinion. (Csiszarik-Kocsir & Varga, 2019).

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